Sapa Profiles North America

Commercial Rotational Leadership Development Program

Developing Tomorrow’s Commercial Leaders
Shaping the Future
Your Future

Sapa is the global leader in its field of operation and the world's largest producer of extruded aluminum profiles. Sapa develops, manufactures and markets value-added profiles, profile-based building systems and heat-exchange strip in lightweight aluminum.

With operations in Europe, North America and Asia, Sapa can serve customers on a worldwide basis. The company is divided into the core areas of Sapa Profiles, Sapa Building System and Sapa Heat Transfer. Sapa Profiles is organized into business units: Sapa Profiles North America, Sapa Profiles Europe and Sapa Profiles Asia. In total, the company has operations in 30 countries. It serves markets that include Distribution, Commercial and Residential Building and Construction, Commercial Transportation, Automotive, Renewable Energy, Defense, Industrial and Consumer Products.

Sales: $5 billion
Number of employees: 15,000

MISSION
Sapa shall offer the market innovative, value-enhancing solutions based on profiles and strip in the lightweight material aluminum.

VISION
Sapa shall be perceived as the most attractive partner through a combination of innovation, business know-how and cost effectiveness.
## FAST FACTS

<table>
<thead>
<tr>
<th>Company</th>
<th>Sapa Group</th>
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<tbody>
<tr>
<td>President and CEO</td>
<td>Svein Tore Holsether</td>
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<tr>
<td>Sales</td>
<td>$5 billion</td>
</tr>
<tr>
<td>Number of employees</td>
<td>15,000</td>
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<tr>
<td>Production</td>
<td>Belgium, Canada, China, Denmark, France, Germany, Hungary, India, Italy, Lithuania, Mexico, Netherlands, Poland, Portugal, Romania, Slovakia, Spain, Sweden, UK, US and Vietnam</td>
</tr>
<tr>
<td>Sales Offices</td>
<td>In all the above and in Austria, Czech Republic, Estonia, Finland, Japan, Latvia, Mozambique, Norway, Qatar, Singapore, South Korea, Switzerland, Turkey and United Arab Emirates</td>
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<tr>
<td>Operations</td>
<td>Development, manufacturing, value-added and sales operations of aluminum profiles, aluminum profile based building systems (Sapa Building System) and heat transfer strip and solutions in aluminum (Sapa Heat Transfer)</td>
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<tr>
<td>Market share</td>
<td>The market share for Sapa Profiles is 16% in Europe and 26% in the US. Sapa Building System is one of the largest suppliers of building systems based on aluminum profiles in Europe. Sapa Heat Transfer has a global market share of 20%</td>
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<tr>
<td>Year of establishment</td>
<td>1963</td>
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Environment, Health and Safety
Environment, Health and Safety issues must be addressed in all our work for continuous improvement in order to:

- Provide a safe and healthy workplace with a long term goal of avoiding all injuries, incidents and occupational ill health
- Limit the environmental impact of our operations and improve resource utilization
- Use our innovation and technical resources to find mutually beneficial solutions with our customers that meet environmental targets

Genesis
Sapa works in accordance with Genesis, which is an interpretation and adaptation of the Toyota Production System. Group Management is deeply committed to embed Genesis into the organization as a basis for the common company culture. Our focus is on continuous improvement to build value and better serve our customers.

Customer Value Management (CVM)
Sapa does not only sell aluminum profiles or strip – we strive to provide our customers with solutions that add value and improve their offering to the market. With decades of experience, we are shaping a new future in extruded products by partnering with customers to acquire in-depth knowledge about their business needs. As part of our value proposition, we must have the technological and operational knowledge to meet those needs.
Sapa Profiles

Sapa Profiles is the world’s leading producer of extruded aluminum profiles. Sapa’s market share in Europe is 16% and in North America 26%.

Design solutions featuring aluminum profiles are used in virtually all industries: building and construction, solar solutions, transportation, engineering, furniture and office equipment being the most common.

Sapa’s profiles replace other materials and design methods. Aluminum can be a substitute for steel, copper, plastic or wood. Extrusion can replace costly techniques, such as forging and injection molding. Sapa Profiles has extensive operations for the processing of profiles: cutting, bending, CNC processing, hydroforming, fusion welding, Friction Stir Welding, plus anodizing, painting and more.

The overall strategy is to supply value-added solutions to our customers. This demands a deep understanding of the customer’s value chain, products and overall business situation. With a presence in over 30 countries, Sapa is well equipped to establish close cooperation with local as well as international customers.
Sapa Building System

Sapa Building System is one of the four largest suppliers of building systems based on aluminum profiles in Europe. We have a market share of up to 40% for specific markets. Companies and their branches in 21 countries are supported by Sapa's large customer service network. Sapa Building System develops aluminum systems for curtain walling, doors, windows and specialist applications including solar shading and building-integrated photovoltaic power generation.

Close cooperation with architects, specifiers and contractors generates exciting opportunities. Sapa's building systems provide energy efficient solutions for buildings and facilitate efficient, high-quality construction work. This leads to both lower building costs and reduced operating expenses throughout the entire life of the building.

Sapa Heat Transfer

Sapa Heat Transfer is the global leader in aluminum solutions for heat exchangers with a global market share of 20%. It is the only company in the world to have concentrated its operations on aluminum strip for brazed heat exchangers. Production is optimized for materials used in heat exchangers: customer-specific solutions delivered in the form of strip or plate for radiators, oil coolers, charge air coolers, air-conditioning equipment and heaters.

Based on Sapa Heat Transfer's core competence and decades of experience from cooperation with the demanding automotive heat-exchanger industry, development of the new promising segment for stationary air conditioning units continues.
Sapa's three businesses share a common foundation. Our operations focus on developing, manufacturing and marketing solutions based on the lightweight material aluminum.

Aluminum has a number of characteristics of value to a broad range of customer groups. Central among these are low weight combined with high strength and resistance to corrosion. The fact that aluminum can be recycled with very limited impact on the environment and consuming little energy means that the metal contributes to sustainable development. As a subcontractor, Sapa provides various markets with building systems, components and products of aluminum profiles with a high degree of value-added fabrication, often developed in close collaboration with customers and always adapted to the customer's needs.

Sapa's business concept is based on close cooperation with our customers, who are primarily located in Europe, North America and Asia. The largest customer segments are the distribution, construction, transportation, domestic and office furniture, and engineering sectors. The Sapa Group is organized into five business areas: Building System, Heat Transfer, Profiles North America, Profiles Europe and Profiles Asia.

All product development is customer driven, helping our customers to develop their own products and to maintain a competitive edge. The business is supported by Sapa Technology, the Sapa Group's shared Research and Development function.
One Brand

Sapa is not only the name of the Group – it also represents a common brand for all companies within the Group.

We strive to build our brand through consistency and care. For us, having a clear and uniform profile is one of our cornerstones. This helps shape our future.

With Sapa’s recent acquisition of Indalex and expansion into Asia, we continue to grow. That underscores the need to reinforce the core values of Sapa to reflect the strategic direction and the focus for the expanded Sapa Group. The core values represent the continuity that has been – and will continue to be – so important to our success.

Entrepreneurial Spirit

To recognize the opportunities in a business venture and have the ability to make it profitable, while recognizing the risk. Sapa thrives on the entrepreneurial spirit of its employees.

Commitment

To provide all Sapa employees support and tools to ensure their constant commitment to serving our customers and constantly improving our business.

Integrity

To ensure that all Sapa employees will be honest and responsible in dealing with customers, suppliers, co-workers, shareholders and the communities where Sapa has an impact.

Responsibility

To ensure that Sapa works safely in a manner that promotes the health and well-being of the individual and the environment. To ensure a high and consistent quality in all that we do.

Innovative Focus and Customer Orientation

To identify intelligent solutions in a creative work environment, solving customer and market needs. Only by being customer-oriented will we obtain true commercial value in our operations.
Sapa Profiles operates 16 plants with 55 presses strategically located through the U.S. and Canada. These are organized into 5 operating regions. Together they provide complementary capabilities and the industry's best logistical solutions.

**North American Technical Center (NATC)**

As a global leader in the aluminum extrusion industry, Sapa is committed to advancing its technological and operational expertise. Sapa operates its North American Technical Center, based in Portland, Oregon. The foundation of the Center has been built upon the competencies and technical expertise of the Portland Fabricated Components operations and other Sapa operations throughout North America.

The goal of the Technical Center is to support all North American operations by growing in-house fabrication and technical staff, as well as providing technical support for engineered and architectural product development. By making this investment in product development resources, Sapa will strengthen relationships with our customers and increase our ability to provide innovative solutions and customer products.
CAREER OPPORTUNITY

Sapa Profiles North America is embarking upon a special college recruitment program at targeted universities and colleges. Its objective is to identify qualified individuals for a regional sales training program whose hiring will seed our ranks with future commercial and business unit leaders.

The Commercial Rotational Leadership Development Program is a strategic investment in Sapa’s future. The successful candidate(s) will enter a hands-on training program to build a core understanding of our business through three 6-month location/field assignments. After successfully absorbing this 18-month training foundation, the participant will advance to a regional Account Executive position as part of the best sales force in the entire extrusion industry, enjoying the industry’s best compensation and benefits. From here, the successful Account Executive is poised to pursue a career path that could evolve to leadership positions that would meet the aspirations of even the most ambitious individuals.

Our Value Proposition to Candidates includes:
• Regional recruitment and central on-boarding, supported with a senior management stake in the participant’s growth and success
• An on-boarding foundation delivered at Business Area headquarters, featuring fast track learning of important company methods and culture
• Recognition associated with a special entry to the Sapa sales organization, providing a facilitated path for recognition of high potential and achievement
• Involvement of Business Area headquarters and regional recruitment managers in participant’s performance and career management
• A unique employment experience in a global company that is the world leader in its business
• A career that is based in the world’s most “green” metal – more attractive, lighter weight and durable but the most fully recyclable!
• Special compensation and benefits package

Criteria for Selection of Successful Candidates
• Academic excellence with four-year degree
• Career aspiration in sales and marketing
• Mobility commitment
• “Career track” minded
• Drive and ambition to succeed; a propensity for leadership
• A “closer” mentality supported by “think out of the box” innovation
• Strong communications skills and a “can do, all in” spirit that thrives on solutions based selling
Summary of Initial On-Boarding Program
A 1-week on-boarding program at North American headquarters in Chicago providing:
- Familiarity with all Sapa North American facilities, Sapa’s global outreach and Orkla ownership
- Understanding of current business plans and company direction
- Review of all compensation and benefit programs, and groundwork for goal setting and career/performance management tools
- Focused product training with a basic introduction to aluminum extrusions
- A primer to Customer Value Management and “Profiles to Solutions” tools
- “Welcome” reception/dinner with company executive team

Training – Assignment Rotations
After the on-boarding program providing initial orientation and introduction to Sapa, participants will be assigned to a rotation of three different positions, each for six months, at a minimum of two different operating locations. During this training period, participants will be mentored and counseled, and considered for participation in key development programs - Sapa Academy (Stockholm, Sweden) and Sapa Commercial Excellence Program (Lancaster, U.K.). At 18 months, participants are then assigned as an Account Executive.

Career Track Opportunities
Business Area headquarters Human Resources personnel and program Recruitment Managers will remain formally engaged in annual performance management and career development through documented reviews and follow-up. Participants will be exposed to a potential career path with multiple legs of opportunity:
- To a Business Area’s top sales/business development producer
- To a Business Area’s top commercial leadership position
- To a Business Area headquarters sales/marketing leadership position
- To a Business Area’s general management position
- To an international assignment or position

Compensation
- Competitive base salary and benefits package that reflects our market leadership in North America
- Special relocation and temporary living benefits during the training program
- Upon reaching Account Executive status, participation in an industry best bonus program with aggressive earnings opportunity.
Sapa Extrusions is shaping the future in bold new ways with extruded aluminum solutions. Our revolutionary technologies and unique Premier plus® Program are also helping distributors develop new customers. Sapa has a range of press circle sizes from 3’ to 22’, painting (powder coat, wet and high-performance), anodizing and full fabrication throughout North America.

Building the Future Together in a Wide Range of Markets
Our highly skilled sales/engineering professionals cater to your specific needs. From distribution to renewable energy, automotive to building and construction, let us put our capabilities to work for you.

Watch what we are doing.
Then imagine what we can do for you.

Email: NorthAmerica.Sales@sapagroup.com
877-710-Sapa | www.sapagroup.com

Shaping the future
Unlimited Solutions to Harness Limitless Resources

Sapa Renewable Energy is a major supplier to the solar and wind power industry. We provide critical extruded aluminum components that support your designs to harness the Earth’s most abundant sources of renewable energy.

Powering the Future Together
Sapa's cornerstone for renewable energy products is comprehensive and seamless. Our North American Technical Center provides innovative customer features for new end-use applications. We can help optimize the value of your products, affording you a competitive advantage in the marketplace.

Sapa is the right development partner for your renewable energy application.

Advanced product solutions for the solar, renewable energy and wind power markets
Sapa’s 16 North American plants and Technical Center work with customers to optimize designs for:
- Nacelle support structures
- Turbine mounting brackets and frames
- Profiles for ladders and lifts
- Platforms, stairways, railings and elevator components
- Bus bar
- Aluminum hydraulic manifolds
- Rigid aluminum conduit
- Photovoltaic mounting systems
- Solar module frames and components
- Concentrated solar power collectors
- Inverter housings and components
- Thermal management systems

For solar information: www.sapagroup.com/solar
For wind power information: www.sapagroup.com

Sapa: Shaping the future
Sapa Extrusions

Aluminum:
Driving Integrated Transit Solutions

- Lower weight for energy savings and increased payloads
- Improved lifecycle benefits
- Full fabrication services for reduced manufacturing costs and higher productivity
- Comprehensive design capabilities
- Aluminum with enhanced appearance and reduced maintenance
- Helps meet US content requirements
- The “Green Metal” – recycled and recyclable

Sapa Booth Design
Sapa Extrusions, North American leader in common alloy extrusions, serves industrial markets with the industry's broadest product line.

Products

- Broad Range of Sizes
- Standard and Custom Extruded Shapes (Solids, Semi-Hollows, Hollows to 22” widths):
  - Standard Rod (up to 12.125” diameter),
  - Square Bar (up to 9” thickness) and Rectangular Bar (up to 19.6” width)
  - Seamless Pipe and Tube up to 15.375” O.D.
  - Seamless Mechanical Tube up to 12” O.D.
  - Structural Pipe and Tube up to 8.625” O.D.
  - Square and Rectangular Tube
  - Thin Wall Construction and Superior Quality Tube
- Standard High Fin and Thin Fin Heat Sinks, bonded bases
- Slip-Resistant DIAMONDBACK® Systems
- Electrical Bus Conductor: Tube, Bar and Extruded Shapes
- Branded Specialty Rod and Bar with tighter dimensional tolerances and available with special chemistries for improved machining:
  - ACC-U-ROD™
  - ACC-U-PLATE®
  - ACC-U-BAR®
  - ECON-O-ROD® plus and ECON-O-HEX® plus
  - ECON-O-PLATE®
- Wide Selection of Alloys
  - Common Alloys: 6061, 6063, 6005, 6105, 6101
  - Special Alloys*: 1050, 1060, 1100, 1350, 6060, 6082, 6351, 6066, 6070, 6005A, 6262 and 6042/C06N low lead

* Certain alloys are only available at some locations.
Sapa Extrusions Industrial Region is supported by multiple Sapa plants and able to deliver anywhere in North America.

**Markets**
- Distribution (featuring Premier plus®, an elite program offering industry leading benefits to member distributors)
- Commercial & Mass Transportation, Recreational Vehicles, Marine
- Automotive
- Defense
- Industrial & Consumer
- Building & Construction (Bridge Decking, Light Poles)
- Renewable Energy
- Thermal Management

**Special Capabilities**
- Cast Houses in Spanish Fork and Cressona (with new $10 million cast house expansion)
- Design Assistance for Extrusions, Heat Sinks, Thermal Analysis and Value Analysis
- Extensive Fabrication, Assembly, Special Packaging, Anodize, Wet Paint, and Powder Coat… available within the Sapa plant network or outsourced with strategic partners
- e-sapa for ease of doing business and fast, accurate checking of order status

Sapa Extrusions throughout North America
Markets and Products
- Automotive – ABS, Suspension, Roof and High Finish Trim Parts
- Industrial Machinery & Equipment – Cylinders, Motion Control Products, CO2 Laser Components
- Electrical – Heat Sinks, Sound Systems, Data Storage
- Office Furniture
- Distribution (Montreal)
- Electrical (Montreal) – Cable Tray and Connectors
- Building & Construction – Safety Doors, Partitions
- Architecture – Kynar® Paints
- Solar & Renewable Energy – PV Mounting, Frames and Components
- Military & Defense Components
- Mass & Commercial Transit Components and Assemblies

Special Capabilities
- Cast House in Mississauga
- Integrated operations in extrusion, anodizing (Mountain Top to 32°), extensive fabrication at Mountain Top, painting (electrostatic vertical), assembly and technical services
- Extensive CNC Machining facilities
Sapa Extrusions West

Markets
- Building & Construction (Railing Systems, Panel Systems, Architectural Features)
- Commercial Transportation
- Renewable Energy
- Industrial & Consumer
- Distribution

Products
- Standard and Custom Shapes (Solid, Semi-Hollow and Hollows)
- Structural Pipe & Tube
- Standard Rod, Bar, Angles, Channel and I-Beams
- TDA Profiles – highly detailed miniature shapes (wall thicknesses as thin as .015")

Special Capabilities
- Custom Fixtures and Tooling; In-House Die Manufacturing
- Complete Fabrication and Assembly... with all types of Cutting, Forming, Machining and Stamping (including Robotic Welding)
- Thermal Barriers and Fill & Debridge
- Painting (has Color Intermix Systems and Regenerative Thermal Oxidizer)
- Project Management, Engineering and Design
- Results Simulation and Analysis
- North American Technical Center
Sapa Extrusions
Southeast

Markets
- Building & Construction (Architectural & Residential)
- Commercial Transportation
- Industrial & Consumer
- Automotive
- Specialty Distribution (Eastern Metal Supply)
- Marine (Extrusions and Accessories, Boat Trailers and Uifts, Decks, Ramps and Gangways)
- Solar
- Signage

Products
- Standard and Custom Shapes (Solid, Semi-Hollow and Hollows)
- Structural Pipe & Tube
- Standard Rod, Bar, Angles, Channel and I-Beams
- Sapa Green Billet

Special Capabilities
- Cast Houses in Delhi and Yankton
- Complete Fabrication Services, including Embossing and Assembly
- Custom Tooling
- Sapa Green Anodic Coatings
- Sapa Eco-Powder Coating
- Anodizing, Liquid Paint and Vertical Powder Coating Line to 25'
Sapa Extrusions
Specialty Products

Markets
Burlington
- Rigid Aluminum Conduit for Electric/Power Plants, Waste Water/Water Treatment, Food Processing, Chemical, Paper & Textiles, Transportation, Oil Refining and Telecom
- Flagpoles
- Weed Eater Booms
- Emergency Stretchers
- Distribution
Magnolia
- Commercial and Residential Building Accessories
- Accessibility Products
- Boat Docks

Products
- Burlington – Rigid Aluminum Conduit, Bloom Tube Stock, CATV Sheathing, Close Tolerance Pipe & Tube, EMT Conduit, Extra Thin Profiles, Coiled Tubing, Extruded Shapes (Sockets & Reelwells), Vicuña-Grooved Mine Pipe, Conduit Fittings
- Magnolia – Alumax Bath & Shower Enclosures, Shower Doors, Aluminum and Glass Railing, Ornamental Fencing, Recessed Access Systems (ramps, stair towers, pedestrian bridges, walkways, stairs, landings and gangways)

Special Capabilities
- Full Fabrication, Assembly and Special Packaging
- Destructive Testing and Inspection Laboratory