

# Primary Metal

16,000 Employees

55 Production Facilities\*

21 Countries and Regions

## Highlights 2006

Third-Party Sales and Operating Revenues: \$8.7 billion

Intersegment Sales and Operating Revenues: \$2.5 billion

Business Group Profit: \$3.0 billion

Business Group Assets: \$12.0 billion

Capital Employed: \$7.9 billion

Alcan is one of the world's largest primary aluminum producers, with one of the biggest shares of low-cost smelter capacity. It is unique in its ability to provide all products — sheet ingot, extrusion billet, rod and foundry ingot — to every major market, including Asia, Europe and North America. As the industry benchmark in reliability, energy efficiency, productivity and environmental performance, Alcan's proprietary AP technology delivers the lowest full economic cost, which is why it is the technology of choice for the world's aluminum producers.

The Primary Metal group's value-added ingot is sold to Alcan affiliates and third-party customers in the transportation, building and construction, consumer goods and industrial markets, while its commercial-grade ingot is used in primary metal markets worldwide. This group includes Alcan's aluminum smelting facilities and power generation installations, smelting technology and equipment sales, engineering services and aluminum trading operations, anode and cathode production facilities and aluminum fluoride plants. Alcan owns or has an interest in 22 smelters in 11 countries and regions.

### Performance:

In 2006, third-party sales and operating revenues reached an all-time high of \$8.7 billion due to stronger London Metal Exchange prices, technology and equipment sales, and power generation contributions. This increase was partially offset by higher input costs and metal operating costs. The business group achieved record sales of value-added products for sheet ingot, extrusion billet, small form foundry and rod, as well as for remelt ingot. At \$3.0 billion, Business Group Profit grew by a record 69% versus 2005, accounting for 68% of Alcan's overall profits.

### Key products and services:

Sheet ingot, extrusion billet, rod, foundry and remelt ingot, smelter anodes and cathodes, aluminum fluoride, smelting technology and equipment sales, and engineering services.

The figures on this page include the Company's proportionate share of Joint Ventures.

### 1 Smelters

Country	Location	Annual Capacity (kt)	Ownership (%)
Australia	Tomago, New South Wales	268 <sup>(a)</sup>	51.5
Cameroon	Edea (Alucam) <sup>(b)</sup>	47 <sup>(a)</sup>	46.7
Canada	Alma, Quebec	415	100
	Arvida, Quebec	166	100
	Beauharnois, Quebec	52	100
	Becancour, Quebec	101 <sup>(a)</sup>	25
	Grande-Baie, Quebec	207	100
	Kitimat, British Columbia	277	100
	Laterriere, Quebec	228	100
	Sept-Iles, Quebec (Alouette)	229 <sup>(a)</sup>	40
	Shawinigan, Quebec	99	100
China	Qingtongxia	76 <sup>(a)</sup>	50
France	Dunkerque	259	100
	Lannemezan <sup>(c)</sup>	50	100
	Saint-Jean-de-Maurienne	135	100
Iceland	Reykjavik (ISAL)	179	100
Netherlands	Vlissingen <sup>(e)</sup>	181 <sup>(a)</sup>	85
Norway	Husnes (SORAL)	82 <sup>(a)</sup>	50
Oman	Sohar (Muscat)	N/A <sup>(d)</sup>	20
United Kingdom	Lochaber	43	100
	Lynemouth	178	100
U.S.A.	Sebree, Kentucky	196	100
<b>Total Smelting Operations</b>		<b>3,468</b>	

### 2 Power Facilities

Country	Location	Installed Capacity (Mw)	Ownership (%)
Canada	Kemano, British Columbia	896	100
	Quebec Power Stations (Chute-a-Caron, Chute a la Savanne, Chute-des-Passes, Chute du Diable, Isle-Maligne, Shipshaw)	2,687	100
China	Daba Power Plant	261 <sup>(a)</sup>	21.8
Norway	Vigeland	26	100
United Kingdom	Highlands Power Stations (Kinlochleven, Lochaber)	80	100
	Lynemouth	420	100
<b>Total Power Generation</b>		<b>4,370</b>	

\* Including smelter under construction in Oman.

<sup>(a)</sup> Represents Alcan's share.

<sup>(b)</sup> Alcan's direct ownership in Edea is 46.7%; however, it obtains 70-80% of the plant production as the major industrial shareholder.

<sup>(c)</sup> In the process of being closed.

<sup>(d)</sup> Smelter not yet operational.

<sup>(e)</sup> Strategic review under way.

### 3 Technology Sales, Equipment Sales Centres (ECL), Engineering Services

Country	Location	Ownership (%)
Australia	Eagle Farm, Queensland (ECL)	100
Bahrain	Bahrain (ECL)	100
Canada	Montreal, Quebec (Engineering Services)	100
	Quebec City, Quebec (ECL)	100
China	Shanghai (ECL)	100
France	Ronchin (ECL)	100
	Voreppe (Technology Sales)	100
India	Bhubaneswar (ECL)	100
Mozambique	Matola (ECL)	100
Netherlands	Ritthem (ECL)	100
South Africa	Richards Bay (ECL)	100
Switzerland	Zurich (Engineering Services)	100

### 4 Supporting Production Facilities

Country	Location	Ownership (%)
Canada	Arvida, Quebec (calcined coke and cathodes)	100
	Dubuc, Quebec (engineered cast products)	100
	Strathcona, Alberta (calcined coke)	61
	Vaudreuil, Quebec (fluoride plant)	100
France	Carbone Savoie (cathodes)	100
	Compiègne <sup>(c)</sup> (recycling)	100
Netherlands	Rotterdam (anode facility)	58.5
Norway	Vigeland (high purity metal refinery)	50
Sweden	Helsingborg (fluoride plant)	50

### 5 Offices / Other

Country	Location
Australia	Sydney, New South Wales
Cameroon	Douala / Edea (rolling mill)
Canada	La Baie, Quebec (railroad and port facility) / Montreal, Quebec (Head Office) / Quebec City, Quebec / Saguenay, Quebec / Vancouver, British Columbia / Vanderhoof, British Columbia
Central African Republic	Bangui
China	Beijing / Hong Kong / Shenzhen
Congo	Pointe-Noire
France	Bagnolet (warehouse) / Le Palais sur Vienne / Paris / Venissieux / Voreppe
Gabon	Libreville
Japan	Tokyo
Switzerland	Neuhausen / Zurich
U.S.A.	Cleveland, Ohio