



# Alcoa

**Soft Alloy Extrusions**

# Sapa

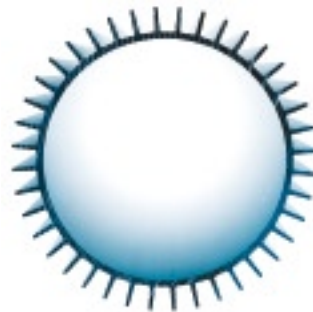
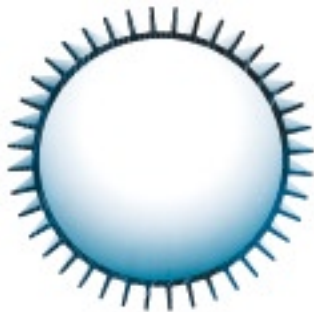
**Profiles**

**Alcoa's aluminum profile operations in 2006:**

22 plants in eight countries. 73 presses (1,250 – 7,300 metric tons).  
About 6,400 employees. Deliveries of aluminum profiles amounted  
to 569,000 metric tons and sales to approximately USD 2.5 billion.

**Sapa's aluminum profile operations in 2006:**

18 plants in 13 countries. 38 presses (1,040 – 6,500 metric tons).  
About 6,000 employees. Deliveries of aluminum profiles amounted  
to 320,000 metric tons and sales to approximately USD 1.7 billion.



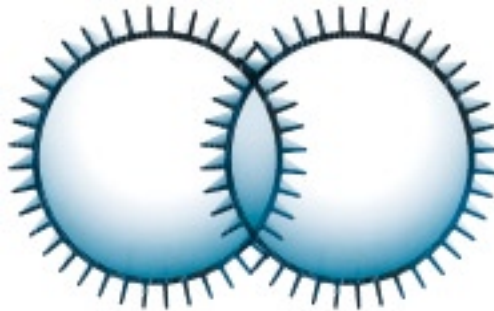
# Alcoa Sapa

## Soft Alloy Extrusion Profiles

On November 22, 2006, a letter of intent regarding the merger of Sapa and Alcoa's aluminum profile operations was made public.

Since that date, intensive work has been under way in both of the companies. We are in the process of fulfilling a magnificent challenge, implementing a large-scale industrial project that will open up a multitude of opportunities for customers and employees.

An agenda has now been established: Strategies are being refined and developed. Two corporate cultures will be fused into one. Both companies' unique strengths and assets must be capitalized upon as the new company evolves.



# Sapa

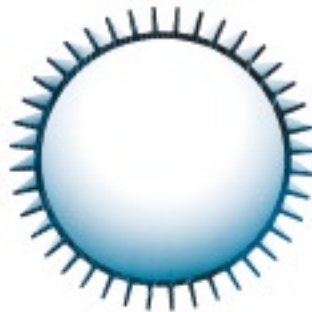
Soft Al**Profiles**usions

Now the merger is a fact. We have created the world's largest aluminum profile company.

The new company has 111 presses in 15 countries and more than 12,000 employees.

Production and sales representation in Belgium, China, Denmark, France, Germany, Hungary, Italy, Lithuania, Mexico, the Netherlands, Poland, Portugal, Romania, Slovakia, Spain, Sweden, the United Kingdom and the United States, plus sales representation in a number of additional countries.

With footprints in North and Central America, Europe and Asia we can serve customers on a worldwide basis.



**The new company's name is Sapa.** It will be characterized by strengths and assets from both Sapa and Alcoa.

The employees of both companies possess enormous competencies. Using a decentralized business model, experiences and skills will be utilized and conveyed to the various Group companies and to customers in all the markets that we serve.

Sapa and Alcoa are change-oriented organizations. Both have adopted business systems based on the Toyota Production System. Sapa calls the system Genesis.

Genesis and the development of work practices to establish a culture of continuous improvement will have an important place in the new company. Safety, best practice and Customer Value Management will also be key drivers for improvement.

Close cooperation with customers, often in the form of partnerships, and profiles representing high added value will be vital elements in the new company.

That is our way of **shaping the future**. Your future.

**sapa:**

