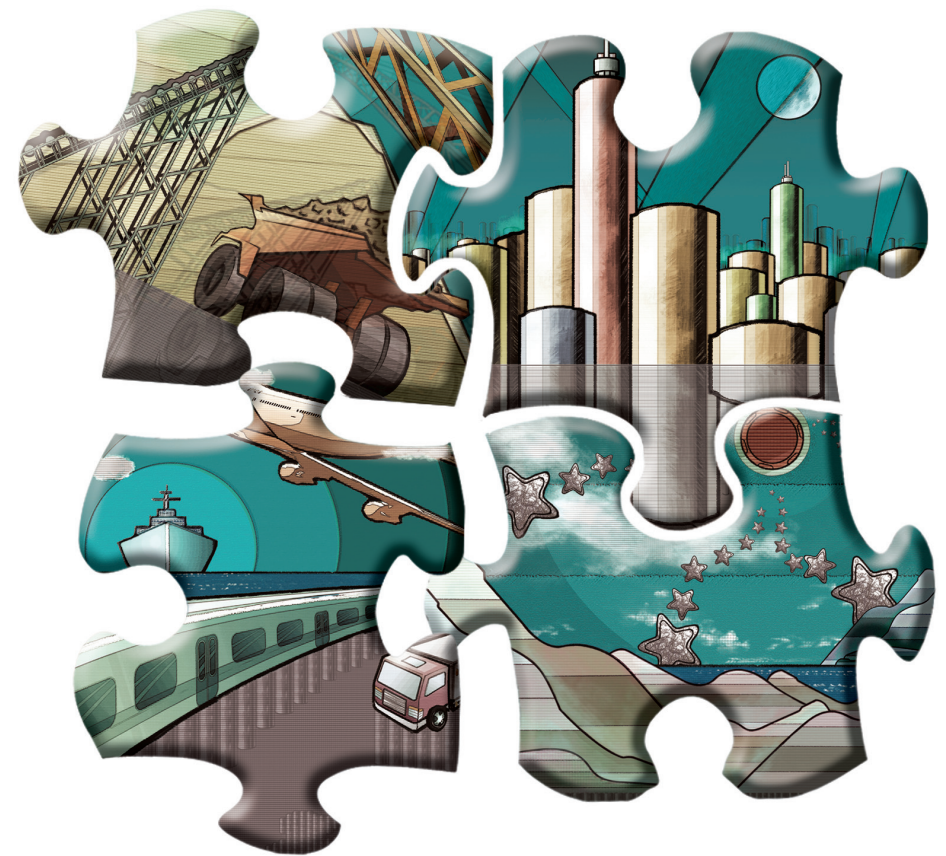




2006 CHINA SUSTAINABILITY REPORT



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or write to us at the address above.
对美铝中国可持续发展报告的反馈请以电子邮件方式发送到china.sustainability@alcoa.com 或写信邮寄到上面的地址。

中国可持续发展报告

Commitment Letter / 承诺书

2006 

Sustainability is not a one-time event. It is a journey based on continuous improvement and an unwavering, action-oriented focus on the end goals.

Alcoa's operations in China are in the early stages of this journey, and this second sustainability report will show the progress we have made and the challenges that remain.

The health and safety of our employees is the most important aspect of our operations. We achieved a 34% reduction (including new locations) and a 50% reduction (excluding new locations) in our total recordable rate between 2005 and 2006. We are striving to do better, implementing a process to integrate Alcoa's stringent health and safety standards and culture into new locations while also improving upon our performance at existing locations.

While a fire at our Bohai facility in 2006 — caused by an electrical short circuit — fortunately resulted in no injuries, the experience served as a catalyst for us to reexamine our workplace safety and incident prevention activities. This reexamination made certain our focus was on ensuring the appropriate measures were in place to first prevent these types of incidents from occurring and then to make sure our emergency response plans would provide a response that was timely, effective, and safe.

Protecting the environment, as well as the safety of our employees, contractors, and the communities in which we operate, is also a critical component of our sustainability efforts. The challenge is to reduce our energy use, water use, and emissions while simultaneously increasing production volume. To help us measure our progress, we look at the data per ton of product produced — the intensity level. Using this measure, our existing locations remained steady in energy use and posted reductions for all emissions in 2006.

We added several new locations to our environmental metrics during 2006, including one facility located in a colder part of China that uses coal-fired boilers to provide extensive building heat throughout the plant. This facility added significantly to our energy and water use and emissions metrics. We have begun identifying energy and water reduction opportunities, including plans to replace the existing boiler with modern gas-fired boilers that will result in reduced water and energy consumption and reduced emissions.

We are taking steps to ensure we meet the environmental goals outlined in Alcoa's 2020 Strategic Framework for Sustainability. Projects to reduce our coal consumption and emissions, the implementation of Alcoa's EHS management system, and compliance audits are leading our efforts.

Other major developments in 2006 include the following:

We continued efforts to strengthen our ties with the community. Six locations conducted community projects, and more than 400 employees volunteered during Alcoa's Month of Service event in October.

We partnered with the China Forum of Environmental Journalists in a project to help China's environmental journalists improve upon their professional skills and, in turn, raise the public's awareness of environmental protection.

We finalized our venture with Yuncheng Engraving and initiated operations at the Kunshan facility, which will produce up to 50,000 metric-tons-per-year of aluminum brazing sheet primarily for automotive customers in the Asian market. This venture is part of a strategy to provide customers with a common portfolio of products worldwide that is supplied by regional manufacturing assets.

We will invest RMB711 million (US\$90 million) to set up a coil-coating line in Suzhou to serve the building and construction segments.


We established the China Technology Center to support marketing and sales, develop laboratory capabilities, and open innovation initiatives.

Alcoa Closure Systems International in Hangzhou earned the Harmonious Labor/Management Relationship Award from the Personnel & Labor Bureau of Hangzhou Economic & Technology Development Area.

A new sheet mill expansion project is underway at the Bohai plant.

In 2006 and 2007, Alcoa again was named one of the world's most sustainable corporations at the World Economic Forum in Davos, Switzerland. In addition, we were included in the Dow Jones Sustainability Index (DJSI) for the fifth year in 2006. These honors inspire our expanding operations in China and fuel us to reach the world-class level of sustainability that is expected of companies recognized in the top echelon of performance.

We welcome your feedback on this second report and encourage you to send an email with your thoughts to china.sustainability@alcoa.com, or write to us at the address on the back cover.

 Lloyd Jones
President
Alcoa Asia Pacific

可持续发展非一朝一夕之事，它是建立在不断改进、对最终目标的不懈追求和积极行动基础上的一个漫长旅程。

美铝公司在中国的运营仍处于这一旅程的起步阶段。这本第二次发布的可持续发展报告将向您介绍我们所取得的进展和仍然存在的挑战。

员工的健康与安全是我们工作运营中的重中之重。在2005年至2006年间，我们达到了包括新企业在内的有记录事故率降低34%；不包括新企业在内的有记录事故率降低50%。我们正全力以赴，力求做得更好。在继续改善现有企业绩效的同时，我们正在实施将美铝公司严格的健康和标准及文化融入到新企业的过程。

虽然2006年渤海工厂由短路引起的火灾没有造成人身伤害，但它确是使我们重新考量工作场所安全和事故预防措施的一剂良药。这一重新考量过程在一定程度上使我们的工作重心从最初保证相应安全措施的到位以防止这类事故的发生，转移到确保应急预案能够做出及时、有效和安全的反应。

保护环境及我们的员工、承包商和所在社区的安全，也是可持续发展工作中极为重要的组成部分。我们所面临的挑战是在提高产量的同时，降低能源消耗、用水量和排放。我们通过每吨产成品的消耗量（单位能耗）来衡量工作进展。按照这一指标衡量，我们各地现有企业2006年的能源消耗保持稳定，所有排放均有下降。

2006年，我们的环境指标中增加了几个新的企业，其中包括在中国较寒冷地区的一个工厂。这个工厂使用燃煤锅炉向整个厂区建筑供暖。该厂使我们的能源和水的消耗及气体排放指标急剧提高。我们已经开始设法降低能源和水的消耗，包括计划用现代化的燃气锅炉替代现有的锅炉。

我们正在采取步骤确保能够实现“美铝2020年可持续发展战略框架”所制定的环境目标。制定降低耗煤量和排放方案、实施美铝的环境、健康和安全管理系统和进行法规符合审计是我们工作的主要方向。

在2006年取得的其他主要进展包括以下方面：

我们继续努力加强与社区的联系。有6个企业开展了社区计划，400多名员工参加了在10月份开展的美铝服务月活动。

我们与中国环境新闻工作者协会合作，进行帮助中国环境新闻工作者提高其专业技能，进而提高公众环境保护意识的项目。

我们完成了与运城制版集团的合资，位于昆山的工厂已经开始运营。该厂将年产5万吨钎焊铝板，主要提供给亚洲市场的汽车业客户。这一合资企业是美铝公司产品战略的一部分，即由区域性制造厂为全球客户提供通用产品组合。

我们将投资7.11亿人民币（9000万美元）在苏州建立一条用于建筑领域的预滚涂层生产线。

我们建立了中国技术中心，它将为市场和销售活动提供支持，提高实验能力并开展创新活动。

美铝瓶盖系统（杭州）有限公司荣获杭州经济技术开发区人事劳动社会保障局颁发的“和谐人事劳动关系先进单位”奖状。

正在进行渤海工厂的一个新板带扩建项目。

2006年和2007年，美铝在瑞士达沃斯举办的“世界经济论坛”上再次被提名为全球最具可持续发展性的公司。此外，2006年也是我们被纳入“道琼斯可持续发展指数”的第五个年头。这些荣誉鼓舞着我们继续扩大在中国的业务，并激励着我们向作为最佳绩效公司所应该达到的世界级可持续发展的水平而努力。

我们欢迎您就第二本报告提出反馈意见，您可将您的观点以电子邮件方式发送到china.sustainability@alcoa.com，或写信邮寄到本报告封底的地址。


 美铝亚太区总裁
周路易

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Forward-Looking Statements

Certain statements in this report relate to future events and expectations and, as such, constitute forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. Forward-looking statements also include those containing such words as "anticipates", "believes", "estimates", "expects", "hopes", "targets", "should", "will", "will likely result", "forecast", "outlook", "projects" or similar expressions. Such forward-looking statements involve known and unknown risks, uncertainties and other factors that may cause actual results, performance or achievements of Alcoa to be different from those expressed or implied in the forward-looking statements. Alcoa disclaims any intention or obligation, other than as required by law, to update or revise any forward-looking statements. Some of the important factors that could cause actual results to differ materially from those in the forward-looking statements include: material adverse changes in economic or aluminum industry conditions generally, including global supply and demand conditions and prices for primary aluminum, alumina and other products; material adverse changes in the markets served by Alcoa, including the transportation, building, construction, distribution, packaging, industrial gas turbine and other markets; the company's inability to mitigate impacts from rising energy and raw material costs, employee benefit costs, or other cost inflation; the company's inability to achieve the level of cost savings, productivity improvements or earnings or revenue growth anticipated by management; political and economic risks associated with foreign activities, including fluctuations in foreign currency exchange rates or changes in the laws or governmental regulations or policies in the countries in which Alcoa operates; significant legal proceedings or investigations or the disposition of current proceedings or investigations other than as anticipated by Alcoa's management; changes in Alcoa's relationships with, or a significant downturn in the business or financial condition of, key customers or suppliers; and the other risk factors summarized in Alcoa's Form 10-K for the year ended December 31, 2006 and other SEC reports.

前瞻性陈述

本报告中对未来事件和预期的类似陈述，可能构成前瞻性陈述并符合《1995年美国私人证券诉讼改革法案》之含义。这些前瞻性陈述还可能包括“预期”、“相信”、“估计”、“期望”、“希望”、“目标”、“应该”、“将要”、“将可能导致”、“预计”、“展望”、“计划”或类似的用词表述。由于此类陈述与未来事件和预期相关，且涉及已知和未知风险并受不确定因素的影响，所以美铝公司的实际结果、绩效或成果可能与此类前瞻性陈述中表述或暗指的内容存在差异。美铝公司放弃法律要求之外的，对前瞻性陈述更新或修订的要求或义务。可能致使实际结果与前瞻性陈述出现实质性偏差的一些重要因素包括：经济上或铝业的基本条件，包括全球对原铝、氧化铝和其他产品供给与需求条件和价格的实质性不利变化；美铝所提供服务的市场，包括运输业、建筑业、结构建造、分销、包装、工业燃气装置和其他市场中发生的重大不利变化；公司所无法减轻的由于能源和原材料成本上涨、员工福利成本或其他成本上涨所造成的影响；公司无法实现管理层所预期的利润或收入的增长，或无法实现削减成本及提高劳动生产率的目标；与外国行为相关的政治与经济风险，包括美铝公司开展业务活动的国家出现的外汇汇率波动与法律或政府规定及政策的变化等；美铝公司管理层所预料之外的重大法律诉讼或调查、或当前诉讼或调查中出现的处置；美铝公司与关键客户或供应商的关系发生变化，或者这些关键客户或供应商的业务或财务状况出现重大的低迷；以及美铝公司对结束于2006年12月31日的年度所完成的10-K表中总结的，及其他向美国联邦证券交易委员会提交的报告中所总结的其他风险因素。

Alcoa In China / 美铝公司在中国



Alcoa is the world's leading producer of primary and fabricated aluminum and alumina and is active in all major aspects of the industry. More information about our global operations can be found on www.alcoa.com.

We first entered China through a technology relationship with China Non-ferrous Corporation (now Sino Metals) in the 1980s. In the following two decades, we opened sales offices and manufacturing facilities while also pursuing joint venture relationships.

Between 1993 and 2006, we invested RMB6.4 billion (US\$795 million) in China's aluminum industry, making us the largest foreign investor in that industry. The country's aluminum consumption is expected to grow more than 10% annually over the next three years, and this growth, combined with our planned investment in China, will rank us as one of the country's 10 largest foreign investors overall within the next 10 years.

At the end of 2006, we had 18 locations employing 2,110 people in China. Products produced include foil, sheet, fasteners, automotive components, construction products, and plastic closures. The Bohai plant in Qinhuangdao is the largest foil producer and exporter in China.

Within our China operations, we steadfastly adhere to our values, principles, and human rights policy (all available on www.alcoa.com) while acknowledging the country's unique regulatory environmental and social-economic circumstances. This has resulted in Alcoa locations like Alcoa (Shanghai) Aluminum Products and Alcoa Closure Systems International in Tianjin being considered model plants recognized by local authorities for their environmental, health, and safety practices and achievements.

Alcoa China Businesses

Location	Name	Products
Beijing	Alcoa (China) Investment Company Limited	Regional Management and Resources
Beijing	Alcoa (Beijing) Trading Company Limited	Trading and Distribution
Beijing	Alcoa Asia Limited Beijing Representative Office	Sales Liaison
Qinghuangdao	Alcoa Bohai Aluminum Industries Company Limited	Sheet and Foil
Tianjin	Alcoa Closure Systems International (Tianjin) Co., Ltd.	Closures
Kunshan	Alcoa (Kunshan) Aluminum Products Co., Ltd.	Brazing Sheet
Shanghai	Alcoa Asia Limited Shanghai Representative Office	Administration, Sales Liaison and Sourcing
Shanghai	Alcoa (Shanghai) Aluminum Products Co., Ltd.	Foil Products
Shanghai	AFL Automotive Systems (Shanghai) Co., Ltd.	Automotive Parts
Shanghai	Alcoa Fastening Systems (Shanghai) Co., Ltd.	Aerospace and Commercial Fastening Systems
Shanghai	Reynolds Metals (Shanghai) Ltd.	Food Packaging Sales
Shanghai	Alcoa Warehousing Services (Shanghai) Co., Ltd.	Aerospace Materials and Services
Shanghai	Alcoa (Beijing) Trading Co., Ltd. Shanghai Branch	China Flat Roll Products Sales
Suzhou	Alcoa Fastening Systems (Suzhou) Co., Ltd.	Rolling Stock and Civil Aircrafts Fastening Systems
Suzhou	Alcoa Architectural Products (Suzhou) Co., Ltd.	Pre-coated Aluminum Sheet for Architectural Application
Hangzhou	Alcoa Closure Systems (Hangzhou) Co., Ltd.	Closures
Guangzhou	Alcoa (Beijing) Trading Co., Ltd. Guangzhou Branch	Sales Liaison
Hong Kong	Alcoa International (Asia) Ltd.	Sales

美铝公司是世界领先的原铝和铝加工产品制造商，活跃于该行业各主要领域。关于我们全球业务的更多信息可见于美铝公司网站www.alcoa.com。

上世纪80年代，我们通过与中国有色金属工业总公司（现在的中国五矿集团公司）的技术合作进入中国。在随后20多年的时间里，在继续开拓合资机会的同时，我们还在各地建立了自己的销售办事处和生产厂。

1993年至2006年间，我们在中国铝工业的投资达64亿人民币（7.95亿美元），成为该行业中最大的外国投资者。预计未来3年，中国铝消费量年增长率将超过10%。中国铝消费量的增长加之我们在中国的投资计划，在未来10年，美铝有望成为中国十大外国投资者之一。

截至2006年底，我们在中国有18家企业，2110名员工。生产的产品主要包括铝箔、板带、紧固件、汽车部件、建筑产品和塑料密封件。位于秦皇岛的美铝渤海铝业有限公司，是中国最大的铝箔制造商和出口商。

在中国的运营中，我们在尊重当地特有的法律法规和社会经济环境的同时，坚定不移地遵守着我们的价值观、原则和人权政策（所有内容均可见于美铝网站）。所以，美铝在中国各地的一些公司如美铝（上海）铝业有限公司、美铝国际瓶盖系统（天津）有限公司因其在环境、健康和安全方面的表现和成绩，被当地政府评为模范企业。

美铝在中国的业务分布

城市	机构名称	产品/职能
北京	美铝（中国）投资有限公司	地区管理及支持
北京	美铝（北京）贸易有限公司	贸易与分销
北京	美国美铝亚洲有限公司北京代表处	销售联络
秦皇岛	美铝渤海铝业有限公司	板材与铝箔
天津	美铝国际瓶盖系统（天津）有限公司	瓶盖
昆山	美铝（昆山）铝业有限公司	钎焊铝板
上海	美国美铝亚洲有限公司上海代表处	管理、销售与采购
上海	美铝（上海）铝业有限公司	铝箔产品
上海	上海奇线汽车电气系统有限公司	汽车零件
上海	美铝紧固件系统（上海）有限公司	航空与商用紧固件系统
上海	雷诺兹金属（上海）有限公司	食品包装的销售
上海	美铝仓储服务（上海）有限公司	航空材料与服务
上海	美铝（北京）贸易有限公司上海分公司	中国压延产品销售
苏州	美铝紧固件系统（苏州）有限公司	民用航空器铁路机车紧固件系统
苏州	美铝建筑产品（苏州）有限公司	建筑行业用预滚涂铝材料
杭州	美铝瓶盖系统（杭州）有限公司	瓶盖
广州	美铝（北京）贸易有限公司广州分公司	销售联络
香港	美铝国际（亚洲）有限公司	销售

Alcoa's vision, values, and principles, available on www.alcoa.com, are the foundation of our sustainability efforts. Our goal is to achieve financial success, environmental excellence, and social responsibility in order to ensure long-term benefits to our shareowners, employees, customers, suppliers, and the communities where we operate.

Our 2020 Strategic Framework for Sustainability, developed in 2000 and revised in 2005, has been very successful in raising awareness of environmental, health, and safety issues at all levels within the company and driving improvement in these areas. The framework is built around six focus areas:

- ◆ Respect and protect people: employees;
- ◆ Respect and protect people: communities;
- ◆ Safe and sustainable products;
- ◆ Accountability and governance;
- ◆ Meet the needs of current and future generations through efficient resource use;
- ◆ Economic benefit.

This framework is supplemented by real and measurable targets and metrics that we set for ourselves for both the short and long term. These provide a clear measurement of our progress both internally and externally, leading to stronger tactical planning for businesses through an integrated approach. For a complete listing of the targets, metrics and progress achieved, visit the Sustainability section on our website at www.alcoa.com/sustainability.

Sustainability in China

In China, we use the corporate sustainability goal and framework, together with our values, as our guiding principles. We demonstrate Alcoa's leadership in sustainability through various initiatives and partnerships that are discussed throughout this report. In addition, we are a member of the China Business Council for Sustainable Development.

Key issues that we are facing on our sustainability journey in China include complying with corporate and local environmental, health, and safety standards; educating employees on our sustainability goals; working with the communities where we operate on local issues; and encouraging employee volunteerism in community-related activities.

Alcoa Business Sustainability Model



美铝的理念、价值观和原则（见于美铝网站）是我们进行可持续发展的基石。我们的目标是取得成功的财务、卓越的环境和履行社会责任，以确保我们的股东、员工、客户、供应商以及我们所在的社区长期受益。

我们在2000年制订的并于2005年重新修订的2020可持续发展战略框架，成功地提升了公司内部各级人员对环境、健康和安全性问题的认识并推动在上述各方面的改进。框架体现以下6项核心内容：

- ◆ 对人的尊重与保护：员工；
- ◆ 对人的尊重与保护：社区；
- ◆ 安全与可持续的产品；
- ◆ 责任制与管理；
- ◆ 通过有效的资源利用满足当前和后代的需要；
- ◆ 经济效益。

作为上述框架的补充，我们为自己制定出了短期和长期的切实可衡量的任务和指标。这些目标为我们内部和外部的进步提供了明确的评估方法，使我们能够通过综合方法完成更细致的业务规划。关于上述任务、指标和进展的完整说明，请参阅美铝网站中关于可持续发展部分的阐述（www.alcoa.com/sustainability）。

在中国的可持续发展

在中国，我们将公司可持续发展的目标和框架与我们的价值观共同作为我们的指导方针。通过本报告中详述的美铝所倡导的各种活动与合作，我们展现了美铝在可持续发展方面的领先地位。此外，我们还是中国可持续发展工商委员会的成员。

我们在中国的可持续发展路上面对的主要问题包括：遵守公司与当地的环境、健康与安全标准；对员工进行可持续发展目标的教育；与公司所在社区共同解决当地的问题；鼓励员工参与社区服务的志愿精神。

美铝可持续发展模型



At Alcoa, we understand that sustainable development is not an option but a condition of continued growth. This challenge requires environmental excellence in the operation of our production facilities.

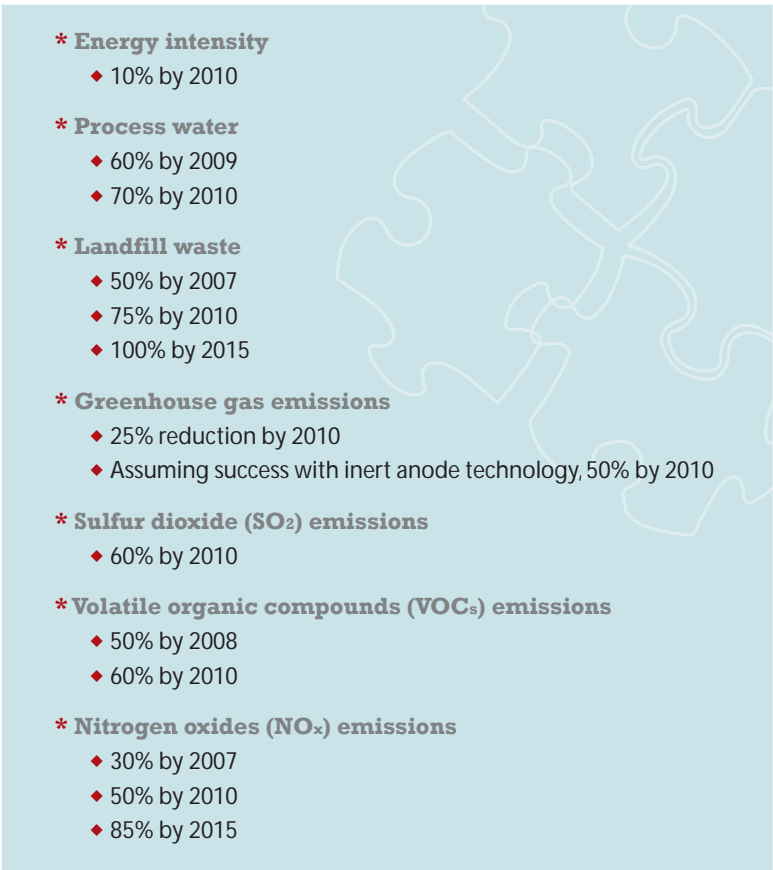
Our overall strategy of pursuing maximum efficiency and minimum environmental impact is core to the Alcoa Business System (ABS) objectives:

- ◆ All wastes are eliminated;
- ◆ Environmental care is integrated into business plans; and
- ◆ Improvement goals are established and progress is monitored.

Our first priority at our operating locations is to ensure that the facility is in compliance with all applicable laws, regulations, and permits. We continue to conduct thorough compliance audits at our existing and newly acquired locations, employing the services of independent local experts to conduct these audits and assist in the development of timely corrective action plans, including liaison with relevant authorities as appropriate.

A key strategy for the achievement of sound environmental performance continues to be the implementation of the Alcoa environment, health, and safety (EHS) management system at each location. This system is consistent with ISO14001 and ensures that environmental issues are managed in a comprehensive, systematic, and accountable manner. Existing locations are regularly audited against these requirements, and newly acquired locations undergo a gap analysis in the first three months of operations to identify deficiencies and establish corrective action plans and priorities.

Helping guide our locations in their environmental efforts are the following global reduction targets from the 2020 Strategic Framework for Sustainability, all of which use a base year of 2000:



These goals will be challenging for our operations in China, as production volume continues to grow significantly. In 2006, for example, our total production output, excluding new locations, grew by 5.7% overall. This was despite a business-driven product mix change at a key location and the fire at our Bohai location that resulted in higher processing activity for lower volume output.

在美铝，我们认为可持续发展不是一种选择，而是实现持续增长的条件。这一挑战要求我们的企业在运营中保持卓越的环境。

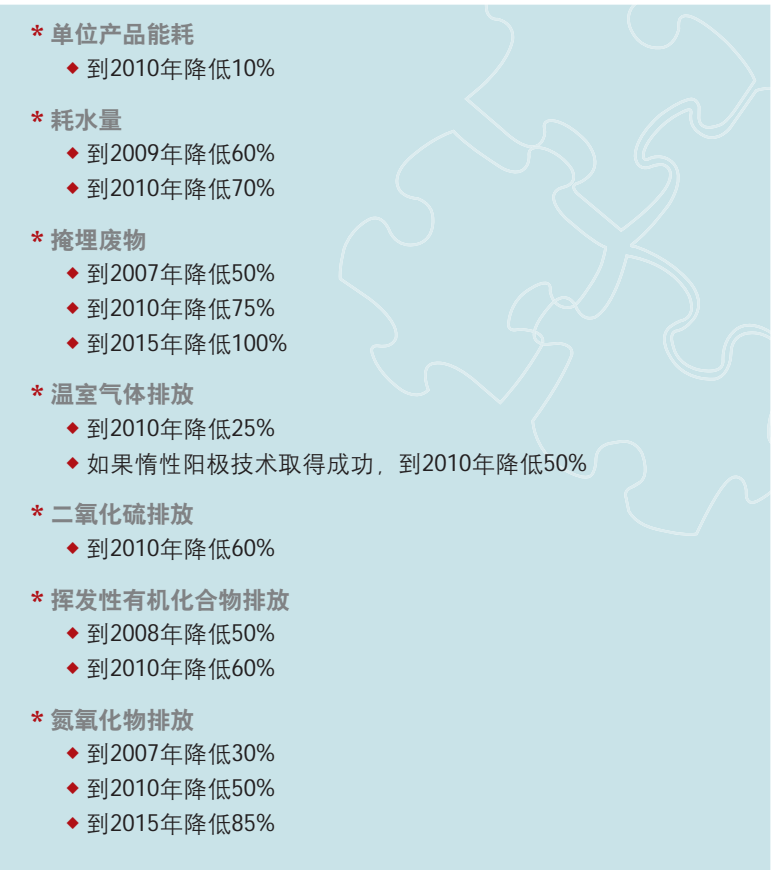
我们追求最大效率和最小环境影响的总体战略是美铝业务系统目标的核心：

- ◆ 消除一切浪费；
- ◆ 爱护环境纳入到业务计划中；
- ◆ 建立改进的目标并对过程监督。

我们的工厂在运营中的第一要务就是确保生产设施符合所有的相关法律、规定和许可。我们继续对现有的和新收购的企业进行彻底的法规符合审计，聘请当地独立的专家进行评估，并协助制定及时的纠正行动计划，包括在合适的时候与相关主管部门沟通。

实现卓越的环境绩效的关键战略仍然是在各地企业实施美铝环境、健康和安全管理系统。这一系统与ISO14001一致，确保环境问题能够得到全面、系统且责任落实的方式解决。现有的企业定期按照这些要求接受法规符合审计，新收购的企业在运营的头三个月进行差距分析，找出不足并建立纠正行动计划和重点。

2020可持续发展战略框架中的以下全球减排目标（所有数字均以2000年为基准），为我们的企业在环境方面的努力指出方向：



由于产量持续显著增长，上述目标将是我们在中国运营的挑战。例如，在2006年，公司不包括新企业的总产量整体增长了5.7%。需要指出的是，尽管出现了关键工厂业务导向的产品组合发生改变，以及渤海工厂发生的火灾造成产量减少、工艺过程增加的不利情况，我们仍然实现了上述增长。

Environmental Incidents

The reporting and investigation of environmental incidents are important components of our continuous improvement strategy. The Alcoa environmental incident management system requires the reporting and investigation of all incidents in the following categories:

- ◆ Non-compliance with laws or regulations;
- ◆ Non-compliance with Alcoa standards;
- ◆ Spills greater than 20 liters (outside a designed containment area);
- ◆ Complaints;
- ◆ Flora or fauna damage;
- ◆ Transport incidents; and
- ◆ Other incidents.

During 2006 we conducted a review and update of our incident database to enhance the accuracy of data. We also completed thorough laws and regulations compliance audits at several newly acquired locations to ensure that non-compliance conditions are identified and timely corrective action plans are established. The following incident rate data reflect the outcome of those activities.

The incident rate, excluding newly acquired location compliance audit findings, improved as a result of the focus placed on environmental management and the attention given to the establishment of the Alcoa environmental management system at our locations.

Environmental Incident Rate

	Excluding New Location Compliance Audit Findings	Including New Location Compliance Audit Findings
2000	1.5	
2001	3.0	
2002	4.0	
2003	10.0	
2004	3.0	
2005	5.3	7.2
2006	2.3	6.7

The environmental incident rate is the total number of reported incidents divided by the number of reporting Alcoa locations. The rate includes all categories of incidents reported into the Alcoa Environmental Incident Management System. Data changes from prior reporting due to case reviews and updating.

Although a range of improvements has been completed to the wastewater collection and treatment systems at the Alcoa Shanghai Aluminum Products facility, there were several incidents during 2006. Further studies have been undertaken to finalize the design of an engineering solution to be implemented in 2007.

环境

对环境事故的报告与调查是我们持续改进战略的重要组成部分。美铝环境事故管理体系要求对以下类别的所有事故进行报告和调查：

- ◆ 不符合法律或规定；
- ◆ 不符合美铝标准；
- ◆ 遗洒超过20升（在指定围护区域外）；
- ◆ 投诉；
- ◆ 对动植物群落的伤害；
- ◆ 交通事故；
- ◆ 其他事故。

在2006年间，我们对事故数据库进行了一次检查和更新，以提高数据的准确度。我们还对新收购工厂完成了彻底的法规符合审计，以确保能够发现不符合法律和规定的情况并及时制定纠正行动计划。下面的事故率数据反映了这些活动的结果。

事故率的改善（不包括对新收购企业的法规符合审计）是我们的企业以环境管理为核心和注重建立美铝环境管理系统的结果。

环境事故率

	不包括对新企业的法规符合审计发现项	包括对新企业的法规符合审计发现项
2000	1.5	
2001	3.0	
2002	4.0	
2003	10.0	
2004	3.0	
2005	5.3	7.2
2006	2.3	6.7

环境事故率的计算方法是上将事故总数除以上报工厂总数。事故率包括上报到“美铝环境事故管理系统”中所有类别的事故。由于对案例的核查和更新，数据较以前的报告会有所变化。

尽管已经对美铝（上海）铝业有限公司的废水回收和处理系统完成了一系列的改造，在2006年中仍出现过几次事故。公司已经着手进一步研究来完成解决方案的设计。这一解决方案将在2007年实施。

Energy

Energy use intensity in 2006 for existing locations was on par with results of the past several years in spite of the additional processing requirements from the product mix change discussed earlier. Energy efficiency improvements at that key location offset the adverse effects.

The increase in energy intensity for 2006, when newly acquired locations are included, was due to one location, a major facility located in a colder region of China, currently using coal to fuel onsite boilers that provide building heat. Energy intensity at this location was also adversely affected in 2006 by changes to the processing flowpath that was required for much of the year following a significant fire at the facility. The location has already undertaken efficiency measures that have resulted in a more than 10% reduction in coal consumption. The location also plans to replace the coal-fired boilers with modern, gas-fired boiler systems. This will result in further energy efficiencies and also reduce emissions and water consumption.

Energy Use Intensity

Gigajoules per metric ton of product produced

	Excluding Newly Acquired Locations	Including Newly Acquired Locations
2000	22.0	
2001	19.6	
2002	20.0	
2003	20.0	
2004	19.1	
2005	20.0	
2006	20.1	28.0

Energy Consumption

Gigajoules equivalent

	Excluding Newly Acquired Locations	Including Newly Acquired Locations
2000	518,279	
2001	483,363	
2002	540,436	
2003	588,602	
2004	627,222	
2005	710,808	
2006	753,234	2,022,492

New locations are included after the first full calendar year of operation.

能 源

尽管前面提到的产品组合的变化导致更多的工艺上的要求，现有企业2006年的单位产品能耗仍与过去几年的结果持平，这是因为关键企业能源效率的改善弥补了负面的影响。

当把新收购的企业计算在内时，2006年单位产品能耗的增加是由于我们在中国较寒冷地区的一个主要生产设施目前为建筑供热使用燃煤锅炉造成的。该生产设施发生重大火灾后，这一年中的大部分时间要对工艺流程进行改动，也对这个企业的单位产品能耗产生了负面影响。该企业已经采取了节能措施，使耗煤量下降了10%以上，并且已计划用现代化的燃气锅炉系统取代燃煤锅炉，从而进一步降低能源消耗、气体排放和耗水量。

单位产品能耗

10亿焦耳/吨产成品

	不包括新收购企业	包括新收购企业
2000	22.0	
2001	19.6	
2002	20.0	
2003	20.0	
2004	19.1	
2005	20.0	
2006	20.1	28.0

能源消耗

10亿焦耳当量

	不包括新收购企业	包括新收购企业
2000	518,279	
2001	483,363	
2002	540,436	
2003	588,602	
2004	627,222	
2005	710,808	
2006	753,234	2,022,492

新公司成立满一年后将收入相关数据表中。

Boiler Improvements Reduce Coal Consumption, Emissions at Alcoa Bohai

Improvements to the main boiler furnace and the replacement of a small boiler with a solar heating system reduced coal consumption and emissions and increased thermal efficiency at Alcoa Bohai.

In 2006, a newly established energy savings team modified the main boiler furnace by replacing the furnace bricks, repairing and cleaning the piping, and improving heat transfer. The results are coal consumption reductions that range from just under 10% to almost 30% monthly, as well as a 3% increase in thermal efficiency. As a result, emissions from coal-burning activities have been reduced.

The team also plans to install a solar heating system to heat water for the plant's showers. This will eliminate a small coal-fired boiler, further reducing coal consumption by 600 to 700 metric tons annually.

The table below shows the reduction in coal consumption before and after the main boiler improvements.

Month	Coal Consumption Before Improvements Metric tons	Coal Consumption After Improvements Metric tons	Total Reduction Metric tons	Percent Reduction
November	650	462	188	29%
December	1,600	1,380	220	14%
January	1,700	1,585	115	7%

November and December numbers are for 2005 and 2006, respectively. January numbers are for 2006 and 2007.

美铝渤海铝业有限公司改进锅炉降低煤耗和排放

改进主锅炉燃烧室和用太阳能加热系统替代小锅炉，降低了美铝渤海铝业有限公司煤耗和排放，同时提高了热能效率。

在2006年，新成立的节能小组通过更换燃烧室耐火砖、修理与清理烟道、改善热传导，对主锅炉燃烧室进行了技术改进。改进后每月节省耗煤量从将近10%到30%，同时将热能效率提高了3%。燃煤排放也随之降低。

该小组还计划安装太阳能加热系统,为工厂的浴室供应热水。安装后可省去一台小型燃煤锅炉，每年可进一步减少600-700吨的煤耗。

下表列出了主锅炉改进前后相比减少的煤耗：

月份	改进前的煤耗 吨	改进后的煤耗 吨	总减少量 吨	减少的百分比
11月	650	462	188	29%
12月	1,600	1,380	220	14%
1月	1,700	1,585	115	7%

11月和12月的数字分别为2005年和2006年的数字，1月的数字为2006年和2007年的数字。

Water

Although we use and discharge a minimal amount of water, we still pursue the goals of reducing our water consumption, increasing water efficiency, and ensuring our water discharges meet all government and Alcoa standards. This will be particularly important as our presence in China continues to expand.

As mentioned previously, a major newly acquired facility that operates large boilers to provide building heat contributed significantly to the increase in 2006 water consumption. Water balance studies have already commenced to identify reduction opportunities, and the replacement of the existing boilers will contribute to water usage reductions.

Water Consumption Intensity

Kiloliters per metric ton of product produced

	Excluding Newly Acquired Locations	Including Newly Acquired Locations
2000	6.48	
2001	7.08	
2002	6.56	
2003	5.09	
2004	5.02	
2005	3.80	
2006	4.42	8.70

Total Water Consumption

Kiloliters

	Excluding Newly Acquired Locations	Including Newly Acquired Locations
2000	152,561	
2001	174,488	
2002	176,887	
2003	150,202	
2004	164,668	
2005	134,743	
2006	165,271	627,066

Historical data updated to include water used for all purposes rather than just process water use published previously. Higher water consumption between 2002 and 2004 due to increased production. New locations are included after the first full calendar year of operation.

水

尽管我们将使用和排放的水量控制在最低限度，我们仍在继续追求降低耗水量、提高水的利用率以及确保废水排放完全达到政府和美铝的各项标准的目标。当我们的业务在中国不断扩展时，这一点显得尤为重要。

如前所述，由于我们新收购的一个大型生产设施采用大型锅炉为建筑供热，使得2006年的耗水量显著提高。我们已经着手进行水平衡研究，以期找出降低耗水量的途径。另外，替代现有的锅炉也将有利于降低耗水量。

单位产品水耗

千升/吨产成品

	不包括新收购企业	包括新收购企业
2000	6.48	
2001	7.08	
2002	6.56	
2003	5.09	
2004	5.02	
2005	3.80	
2006	4.42	8.70

总耗水量

千升

	不包括新收购企业	包括新收购企业
2000	152,561	
2001	174,488	
2002	176,887	
2003	150,202	
2004	164,668	
2005	134,743	
2006	165,271	627,066

更新后的历史数据包括所有用途的耗水量，而不仅仅是以前公布的生产过程耗水量。2002年至2004年耗水量的增长是生产增长的结果。新公司成立满一年后将收入相关数据表中。

Emissions

Despite additional processing requirements, most emissions for established locations were on par with previous years. We reduced our VOC emissions through the installation of an oil-to-oil emissions treatment system on one of the rolling mills, and we plan to continue retrofitting this technology at others mills to further reduce these emissions.

Increases in emissions for 2006 when newly acquired locations are included are almost entirely due to the coal-burning boilers previously mentioned. Replacement of these boilers and the consequent elimination of coal as a combustion fuel will positively impact these emissions in future years.

Air Emissions

Metric tons

	Direct CO ₂	SO ₂	NO _x	VOCs
2000	9,974	32.0	7.7	647.0
2001	7,951	25.0	6.5	616.2
2002	8,519	26.9	6.5	720.0
2003	10,365	33.7	8.1	555.4
2004	8,804	30.5	7.3	701.4
2005	9,407	32.8	7.9	857.1
2006	9,834	32.1	7.8	726.7
2006 (including new locations)	48,165	116.2	104.1	1,246.7

Increase in VOCs between 2003 and 2005 due to product mix change. New locations are included after the first full calendar year of operation.

Air Emissions Intensity

Kilograms per metric ton of product produced

	Direct CO ₂	SO ₂	NO _x	VOCs
2000	423.6	1.36	0.33	27.5
2001	322.7	1.01	0.26	25.0
2002	316.0	1.00	0.24	26.7
2003	351.6	1.14	0.27	18.8
2004	268.4	0.93	0.22	21.4
2005	265.1	0.92	0.22	24.2
2006	263.0	0.86	0.21	19.4
2006 (including new locations)	667.9	1.61	1.44	17.3

Increase in VOC intensity between 2003 and 2005 due to product mix change. New locations are included after the first full calendar year of operation.

排 放

尽管增加了对工艺的要求，老企业的绝大多数排放与前几年持平。通过在一家压延厂安装油—到—油排放处理系统降低了挥发性有机化合物排放，我们计划继续在其他压延厂改进这一技术以进一步降低其排放。

2006年排放量（包括新收购企业时）的增加几乎完全是如前所述的燃煤锅炉造成的。通过替换这些锅炉以取消用煤作燃料，将在未来若干年对降低排放产生积极影响。

废气排放

吨

	直接二氧化碳	二氧化硫	氮氧化物	挥发性有机化合物
2000	9,974	32.0	7.7	647.0
2001	7,951	25.0	6.5	616.2
2002	8,519	26.9	6.5	720.0
2003	10,365	33.7	8.1	555.4
2004	8,804	30.5	7.3	701.4
2005	9,407	32.8	7.9	857.1
2006	9,834	32.1	7.8	726.7
2006 (包括新企业)	48,165	116.2	104.1	1,246.7

2003年至2005年之间挥发性有机化合物排放增高是产品组合变化的结果。新公司成立满一年后将收入相关数据表中。

单位产品废气排放量

千克/吨产成品

	直接二氧化碳	二氧化硫	氮氧化物	挥发性有机化合物
2000	423.6	1.36	0.33	27.5
2001	322.7	1.01	0.26	25.0
2002	316.0	1.00	0.24	26.7
2003	351.6	1.14	0.27	18.8
2004	268.4	0.93	0.22	21.4
2005	265.1	0.92	0.22	24.2
2006	263.0	0.86	0.21	19.4
2006 (包括新企业)	667.9	1.61	1.44	17.3

2003年至2005年之间挥发性有机化合物排放增高是产品组合变化的结果。新公司成立满一年后将收入相关数据表中。

Waste

Reduction of waste generated in the production processes is an important objective to conserve resources and reduce costs. Our first priority is to improve the efficiency of our processes to reduce the volume of waste created. Our second priority is to find recycle and/or reuse destinations for unavoidable wastes. In many cases, our waste can be used as a valuable resource for other processes. Finally, wastes that cannot be eliminated or recycled are sent to licensed landfill sites for disposal. Each of our locations has waste reduction strategies integrated into their business plans.

During 2006, one of our existing facilities undertook major renovations that generated a one-time large quantity of demolition and construction waste, resulting in an increase in our solid waste metrics for the year.

Solid Waste

	Total Solid Waste Generated <i>Metric tons</i>	Solid Waste Generated Intensity <i>Kilograms per metric ton of product produced</i>
2000	1,460	62.0
2001	2,587	105.0
2002	1,951	72.4
2003	2,044	69.3
2004	2,168	66.1
2005	2,239	63.1
2006	2,934	78.5
2006 (including new locations)	7,506	104.1

Without the demolition and construction waste, 2006 numbers would have been 2,525 metric tons and 7.6 kilograms per metric ton, respectively. New locations are included after the first full calendar year of operation.

Landfilled Waste

	Total Landfilled Waste <i>Metric tons</i>	Landfilled Waste Intensity <i>Kilograms per metric ton of product produced</i>
2000	600	25.5
2001	640	26.0
2002	480	17.8
2003	450	15.3
2004	391	11.9
2005	307	8.7
2006	516	13.8
2006 (including new locations)	847	11.7

New locations are included after the first full calendar year of operation.

废物

减少生产过程中产生的废物是保护资源和降低成本的一个重要手段。我们的当务之急是提高生产过程效率，以减少产生的废物量。其次是对不能避免的废物找到回收和（或）再利用的渠道。在很多情况下，这些废物都可作为其他生产过程的宝贵资源。那些无法消除和回收的废物将最终被运到有执照的垃圾填埋场处理。我们的每个工厂都把减少废物战略纳入其业务计划。

在2006年，我们现有的一个工厂进行的一项重大整修产生了大量一次性拆建废物，从而导致该年度固体废物指标的增加。

固体废物

	固体废物生成总量 <i>吨</i>	单位产品固体废物生成量 <i>千克/吨产成品</i>
2000	1,460	62.0
2001	2,587	105.0
2002	1,951	72.4
2003	2,044	69.3
2004	2,168	66.1
2005	2,239	63.1
2006	2,934	78.5
2006 (包括新企业)	7,506	104.1

如果不考虑拆建废物，2006年的数字将分别为2,525吨和7.6千克/吨。新公司成立满一年后将收入相关数据表中。

掩埋废物

	掩埋废物总量 <i>吨</i>	单位产品掩埋废物生成量 <i>千克/吨产成品</i>
2000	600	25.5
2001	640	26.0
2002	480	17.8
2003	450	15.3
2004	391	11.9
2005	307	8.7
2006	516	13.8
2006 (包括新企业)	847	11.7

新公司成立满一年后将收入相关数据表中。

At Alcoa, we believe that production without injury or illness is achievable. Globally, 82.3% of Alcoa facilities completed 2006 with zero lost workdays, and 45.2% had zero recordable injuries. Unfortunately, we suffered six fatalities — two employees and four contractors — during the year.

While our operations in China worked fatality-free in 2006, fatality prevention remains a major focus of Alcoa's health and safety effort in all regions of the world, including China. We value human life above all else and diligently seek to manage risk accordingly.

No business objective or customer requirement is more important than the well-being of our employees. To achieve zero illnesses and injuries in China, we are implementing the following strategy:

- ◆ Alcoa EHS management system fully integrated into the Alcoa Business System (ABS);
- ◆ Well-defined responsibilities and expectations for every role and position;
- ◆ Systematic health and safety risk management procedures and tools;
- ◆ Defined improvement objectives, action plans, and monitoring processes; and
- ◆ People trained and competent to carry out health and safety responsibilities and plans.

With the introduction of several new businesses and locations to Alcoa in late 2005 and early 2006, a major focus during the year was structured training activities to ensure that people at these locations gained the necessary knowledge and skills to implement the Alcoa EHS management system and various risk management procedures and tools. This training provides a sound foundation for the systematic and thorough identification and control of risks in the workplace.

Early in the year, we conducted an "EHS University" in Shanghai that was attended by more than 20 EHS professionals from the various Alcoa locations in China. Four senior Alcoa experts from the corporate EHS organization presented at the sessions, with topics ranging from an overview of Alcoa's EHS values and objectives to various risk management procedures and tools.

We also conducted skill-builder training sessions in various critical Alcoa safety procedures throughout the year and will continue them into 2007. Each session, typically lasting two days, was attended by approximately 30 people, including EHS professionals and operating staff. Training was led by a recognized Alcoa international expert in the field. Topics included:

- ◆ Health and safety management system;
- ◆ Energy isolation (lockout/tagout/verify);
- ◆ Confined space entry;
- ◆ Fall prevention;
- ◆ Machine guarding;
- ◆ Mobile equipment safety;
- ◆ Hazardous materials;
- ◆ Electrical safety; and
- ◆ Contractor safety management.

在美铝，我们相信可以在生产中实现无工伤和职业病。在全球范围内，82.3%的美铝工厂在2006年实现了零损失工作日，45.2%的美铝工厂已经实现了零记录工伤。不幸的是，在这一年中也出现了6起死亡事故——2名员工和4名承包商。

虽然2006年美铝在中国的运营中没有出现死亡事故，预防死亡事故仍是美铝包括中国在内的世界所有地区健康和安全的重点。我们认为人的生命高于一切，因此我们一直勤奋地致力于对风险的管理。

没有任何业务目标或客户要求比我们员工的康宁更为重要。为了在中国实现零职业病和工伤，我们正在实施以下战略：

- ◆ 完全纳入美铝业务系统的环境、健康和安全管理系统；
- ◆ 对每个角色和职位明确定义职责和期望；
- ◆ 系统化的健康和安全管理程序和工具；
- ◆ 制定改进目标、行动计划和监督程序；
- ◆ 对人员进行培训，使之有能力执行健康、安全职责和计划。

随着2005年末和2006年初几个新业务和新工厂的启动，系统化的培训活动成为这一年中的工作重点，以确保这些工厂的人员获得实施美铝环境、健康和安全管理系统和各种风险管理程序及工具的必要知识和技能。这种培训为在工作场所实施系统和彻底地风险识别及风险控制打下了坚实的基础。

在2006年初，我们在上海举办了环境、健康和安

全讲座，20多位来自美铝中国各工厂的环境、健康和安

- ◆ 健康和安全管理系统；
- ◆ 能源切断（挂牌/上锁/验证）；
- ◆ 密闭空间；
- ◆ 坠落防护；
- ◆ 机器防护；
- ◆ 移动设备安全；
- ◆ 危险材料；
- ◆ 电气安全；
- ◆ 承包商安全管理。

As a result of this training, the application of the related risk control tools, and engagement of the leadership and workforce, safety standards — especially at new locations — improved markedly throughout the year, with clearly visible improvements in the facilities and safety behavior. This improvement was especially strong for the second half of 2006.

In 2006, our total recordable injuries for established locations were halved compared with 2005, while lost workday cases remained steady. When new locations are included, the total recordable incident rate still improved by 34%.

Our highest priority is to ensure that there are no employee or contractor fatalities at our sites. In addition to our systematic risk control process described above, we continue our focused efforts to identify potential catastrophic risks and correct them quickly. Fatality prevention teams at each location actively engage employees at the shop-floor level to ensure identification of high-potential risks is based on the knowledge and experience of people doing the work. All employees receive specific fatality prevention training, and all locations are networked in a global Alcoa communication and best-practice-sharing system.

During 2006, we made significant progress in both the deployment of Alcoa EHS systems and procedures and the improvement of the safety features of our facilities. However, excellence in safety performance cannot be achieved by systems and equipment alone. Safe human performance is equally critical. Often, our employees and contractors are the first and last line of defense against a catastrophic event. Therefore, we will continue to develop a culture where people are trained to recognize error traps, such as distraction and overconfidence, and appreciate that taking at-risk actions is not expected and will not be accepted under any circumstance.

In May 2006, we co-sponsored the International Aluminum Industries Institute's "Beijing EHS Symposium," which was attended by more than 170 delegates from across China. The purpose of the symposium, conducted over three days, was to advance the environmental, health, and safety performance of aluminum and related industries in China. Seven Alcoa experts spoke at the event.

通过这些培训，相关风险控制工具的应用，领导层和职工敬业度及安全标准（尤其在新企业）在这一年中都有了明显提高，在设施和安全行为方面有了明显的进步。这些进步在2006年下半年尤为显著。

与2005年相比，2006年美铝中国老企业中的有记录工伤总数降低了50%，而损失工作日则保持稳定。即便包括新收购企业，总体有记录事故率仍降低了34%。

我们首先要确保在我们的场所不发生任何员工或承包商的死亡事故。除了上面所述的系统风险控制程序外，我们将继续致力于发现潜在的死亡事故风险并将其迅速消除。各地工厂的死亡事故预防小组积极地吸纳车间作业员工的参与，以确保凭借从事这项工作的人员的知识和经验，能够发现高潜在风险。所有的员工都要接受专门的防死亡事故培训，所有的工厂已经通过全球美铝交流和成功经验分享体系建立起了联系网络。

2006年，我们在美铝环境、健康和安全的系统和程序部署以及生产设施的安全特性上都取得了长足的进步。但是，实现出色的安全绩效不能仅仅依靠系统和设备，人员的安全行为也同样重要。我们的员工和承包商经常是防范死亡事故的第一道和最后一道防线。因此，我们将继续培植这样一种企业文化，训练员工辨别错误陷阱（如分心和过份自信），懂得在任何情况下公司都不希望采取也不会接受冒险行为。

在2006年5月，我们赞助了国际铝业协会组织的“北京环境、健康与安全研讨会”，有来自中国各地的170多位代表参加。这次为期3天的研讨会旨在提升中国铝业和相关产业的环境、健康与安全方面的表现。7位美铝专家在会上作了发言。

Lost Workday Rate

	Excluding Newly Acquired Locations	Including Newly Acquired Locations
2000	0.17	
2001	0.34	
2002	0	
2003	0	
2004	0	
2005	0.14	
2006	0.13	0.27

Data change from prior reporting due to case updating. Lost workday rate represents the number of injuries and illnesses resulting in one or more days away from work with or without days of job transfer or restrictions per 200,000 work hours (equals approximately 100 full-time workers). New locations are included after the first full calendar year of operation.

Total Recordable Rate

	Excluding Newly Acquired Locations	Including Newly Acquired Locations
2000	1.16	
2001	0.86	
2002	0.19	
2003	1.06	
2004	0.55	
2005	1.08	
2006	0.53	0.71

Data changes from prior reporting due to case updating. Total recordable rate represents the number of injuries and illnesses resulting in days away from work, job transfer or restriction, medical treatment, or other recordables per 200,000 work hours (equals approximately 100 full-time workers). New locations are included after the first full calendar year of operation.

损失工作日比率

	不包括新收购企业	包括新收购企业
2000	0.17	
2001	0.34	
2002	0	
2003	0	
2004	0	
2005	0.14	
2006	0.13	0.27

与之前报告的数据变化是案例更新的结果。损失工作日比率指的是每20万工作小时（相当于大约100位全职员工）中因受伤及疾病导致的离开工作岗位1天或多天时的工伤及疾病的数量，不论是否有转换岗位或工作受限的情况。新公司成立满一年后将收入相关数据表中。

有记录事故率

	不包括新收购企业	包括新收购企业
2000	1.16	
2001	0.86	
2002	0.19	
2003	1.06	
2004	0.55	
2005	1.08	
2006	0.53	0.71

与之前报告的数据变化是案例更新的结果。有记录事故率指的是每20万工作小时（相当于大约100位全职员工）中因工伤及疾病导致的离开工作岗位多天、转换岗位或工作受限，进行治疗或其他需要记录的情况时的数量。新公司成立满一年后将收入相关数据表中。

Integrating Alcoa's EHS Standards, Culture into New China Facilities

Integrating Alcoa's environment, health, and safety (EHS) standards and culture at two China locations involved a multi-layered action plan that included establishing an EHS organizational structure and focusing on risk management.

The first step was the development of a strategic plan — known as an A3 in the Alcoa Business System — to guide EHS deployment at the two facilities. All management levels participated in a two-day health and safety management training session, an indication of strong management support and commitment to making EHS an integral part of the locations' improvement processes.

Following training, every frontline manager was assigned responsibility for deploying one or more of the 50-plus EHS protocols by modeling successful implementation at other sites and receiving coaching from internal EHS experts.

Due to the volume of improvements that needed to be implemented, the facilities first focused on the following nine health and safety protocols deemed most critical by the locations and process experts:

- ◆ Lockout/tagout/verify;
- ◆ Mobile equipment;
- ◆ Confined space entry;
- ◆ Fall prevention;
- ◆ Contractor safety;
- ◆ Machine guarding;
- ◆ Hazardous materials;
- ◆ Electrical safety; and
- ◆ Molten metal.

Another major step in the integration process was coordinating all available regional EHS experts to coach the responsible personnel in deploying their programs. This effort was backed up by staff from each site's EHS department and an EHS change agent designated for each department in the facility. Communications, training, and audits supported all EHS efforts but were challenged with the need to translate existing Alcoa EHS documentation into the local language, as well as the availability of qualified trainers and experts.

Other EHS efforts included enforcing high compliance with personal protective equipment standards, making safety a part of daily management, and substantially improving the housekeeping and appearance of the facilities.

In late 2006, the facilities began using U.S.-based Alcoa EHS experts to assist in the knowledge transfer. Practical skill-building training — classroom theory combined with shop floor activities — and Internet-based training packages were also localized and introduced to all Alcoa locations in the country to further coordinate resources and develop an in-country EHS network.

将美铝的环境、健康和安

将美铝的环境、健康和安

工作的第一步是制定指导两处工厂实施环境、健康和安全的战略计划（在美铝业务系统中称为A3）。所有的管理层人员都参加了为期两天的健康和安全管理培训讲座，表明管理层对将环境、健康和安

通过学习其他工厂的成功经验，培训之后每位一线的经理都被指派负责落实50余项环境、健康和安

考虑到要实施的改进过程的工作量，各工厂首先从各厂和程序专家认为最关键的以下9个方面集中入手：

- ◆ 挂牌/上锁/验证；
- ◆ 移动设备；
- ◆ 密闭空间；
- ◆ 坠落防护；
- ◆ 承包商安全；
- ◆ 机器防护；
- ◆ 危险材料；
- ◆ 电气安全；
- ◆ 熔融金属。

整合过程的另一个重要步骤，是协调所有可以调动的地区环境、健康和安

其他环境、健康和安

在2006年末，美国的美铝环境、健康和安

Our people are our most valued asset, and we believe our actions underscore the importance we place on providing a fair and safe work environment where individuals are afforded the respect and opportunities for growth that they deserve.

Since 2005, Alcoa has taken full ownership of two Chinese joint ventures, established two new joint ventures — including Alcoa Bohai, Alcoa's largest joint venture in China — and obtained business licenses for two additional Alcoa business units to initiate business activities in China. Such continued business growth demands ever-increasing focus on people development and people systems.

In 2006, we completed the standardization of job grading at all locations and for all employees in China. We also completed our second nationwide salary survey that resulted in standardized salary tables throughout our China operations. As of 2006, all locations have implemented performance pay and standardized performance management programs. In 2007, we will be implementing a unified human resources software platform to further strengthen our systems, processes, and data integrity.

We instituted extensive communication programs that include newsletters, standardized induction programs, employee meetings, employee surveys, and reward and recognition programs.

We adhere to a 40-hour work week, pay premium for hours worked over that limit, and contribute to all required pension and housing funds. We also provide mandatory health and pension benefits and are in the process of standardizing and upgrading our benefits nationwide.

We seek to continually improve our gender diversity. Our established locations typically have women in more than 30% of our professional and managerial positions, and the percentage continues to increase. New locations, which generally have a large percentage of male leadership, show steady increases in gender diversity. Half of the local executive positions in China are held by women, and four of our nine technical experts and scientists at our recently established China Technology Center are female. We also have an active chapter of the Alcoa Women's Network in Asia, with more than 40 members.

We still face challenges. More than 60% of our local management is new to Alcoa, so building leadership capabilities is the number one people priority. Since the establishment of regional leadership training programs in 2005, more than three-fourths of Alcoa's local China management has participated in individual and leadership training. Additionally, we estimate that more than 70% of our technical and managerial talent has received international training or worked on a global project team.

Our efforts to provide a fair and safe work environment were recognized in 2006 when Alcoa Closure Systems International in Hangzhou earned the Harmonious Labor/Management Relationship Award from the Personnel & Labor Bureau of Hangzhou Economic & Technology Development Area.

Employees in China

2002	610
2003	670
2004	780
2005	1,710
2006	2,110

Numbers reflect employees under Alcoa management.

我们的员工是公司最宝贵的财富。我们相信，我们所采取的措施注重为员工提供公平与安全的工作环境，使每位员工都得到应有的尊重和事业发展机会。

自2005年起，美铝已经获得了中国两家合资公司的全部所有权，并且建立了两家新的合资企业，其中包括美铝在中国最大的合资企业——美铝渤海铝业有限公司。美铝的两个新业务单位也获得了营业执照，启动在中国的业务。这些业务上的持续增长，要求我们不断提高对员工发展和人力资源系统的关注。

在2006年，我们完成了中国各业务单位所有员工的岗位级别标准化工作，还完成了第二次全国范围的薪酬调查，从而制定了美铝中国的标准工资表。截至2006年，各业务单位都实施了绩效工资和标准化绩效管理项目。在2007年，我们将实行统一的人力资源软件平台，进一步加强系统、程序和数据的完整性。

我们建立了广泛的沟通机制，包括通讯简报、标准化的上岗培训、员工会议、员工调查以及奖励和表彰制度。

我们坚持每周40小时工作制，为超出的工作时间支付加班补偿，并依法缴纳所有的养老保险和住房公积金。我们还提供必要的健康和退休金福利，并正在进行全国范围内统一和提高员工福利的工作。

我们致力于不断改善岗位性别比例。在现有的业务单位中，担任专业和管理职务的女性已经超过了30%，而且这一比例还在上升。在通常男性领导占主导的新公司中，性别比例正在稳步改善。我们在中国的高级管理职位中有一半是由女性担任的。最近组建的美铝中国技术中心的9位技术专家中有4位是女性。我们还有一个活跃的拥有40多位会员的美铝亚洲妇女网络。

我们仍然面临着挑战：60%以上的当地管理人员都是新加入美铝的，因此，领导力的建设就成为人才战略的头等大事。自2005年我们在中国开办地区性的领导力培训课程以来，有3/4以上的美铝中国管理人员都参加了培养优秀个人或团队领导力的培训。此外，约70%以上的技术和管理人才都已经接受了海外培训或参与过全球性项目团队工作。

在2006年，我们在提供公平与安全的工作环境方面所做出的努力得到了认可：美铝瓶盖系统（杭州）有限公司荣获杭州经济技术开发区人事劳动社会保障局颁发的“和谐人事劳动关系先进单位”奖状。

在中国的员工数量

2002	610
2003	670
2004	780
2005	1,710
2006	2,110

此数字反映了美铝运营企业的员工数量。

Labor Costs

Millions

	RMB	US Dollars
2002	61	8
2003	87	11
2004	116	14
2005	175	21
2006	315	41

Includes salaries plus employee expenses for external training, transfer and relocation, expatriate costs, workers' compensation, travel, recognition and rewards, medical expenses, meals and recruitment, transportation, education, work clothes, and other employee-related expenses. Excludes contract and temporary labor.

People Systems Establishment

Percent

	Locations with Established Performance Management Process	Locations with Standard Alcoa Job Grades
2002	1	0
2003	2	1
2004	4	3
2005	6	7
2006	11	12

Creating a Harmonious Work Environment, Community Relationship

A three-year effort to create an inclusive and supportive working environment and community relationship at Alcoa Closure Systems International (CSI) in Hangzhou culminated in the location earning the Harmonious Labor/Management Relationship Award in 2006.

Alcoa CSI Hangzhou was one of 27 companies (600 applied) to receive the honor from the Personnel & Labor Bureau of Hangzhou Economic & Technology Development Area. From its start-up in 2004, the location set out to be an exemplary employer and community member by developing a good labor environment, providing competitive compensation and benefits, and contributing to the community.

Each year, Alcoa CSI Hangzhou has received a "good" score on the government's annual personnel and labor audit. In late 2006, the location supported workers' efforts to form a labor union and committee. Today, about 170 employees are covered by the union.

To ensure its employees were receiving competitive compensation, Alcoa CSI Hangzhou used an Alcoa China salary survey to uncover a gap between the middle-point market salary and actual salaries. It then implemented a plan to close the gap by the end of 2006 through two years of salary adjustments. In addition, employees now receive added medical insurance to cover individual fees.

Other benefits employees currently receive include the following:

- ◆ Annual medical exam;
- ◆ Flu vaccinations;
- ◆ Meals;
- ◆ Shuttle bus service to and from work; and
- ◆ Welfare distribution on key festivals.

The location's community relations activities continued in 2006. They included a community beautification project in March and October, five employees participating in a blood donation drive in July, and the November donation of 85 items of clothing to a poor family. Alcoa Foundation also provided a RMB118,500 (US\$15,000) grant to Hangzhou Dian Zi University to support its implementation of the Employment Ability Support Program for Students from Poor Families.

劳动力成本

百万

	人民币	美元
2002	61	8
2003	87	11
2004	116	14
2005	175	21
2006	315	41

主要包括薪金和下列各项员工支出：外部培训、调动与异地安置、外派员工成本、差旅、表彰与奖励、医疗费、餐费、招聘、交通、教育、工作服和其他与员工相关的费用。未包括合同工和临时工。

人事体系

百分比

	建立了绩效管理体系的企业	建立了美铝标准的岗位级别的企业
2002	1	0
2003	2	1
2004	4	3
2005	6	7
2006	11	12

创建和谐的工作环境——社区关系

2006年，美铝瓶盖系统（杭州）有限公司获得了杭州经济技术开发区人事劳动社会保障局颁发的“和谐人事劳动关系先进单位”奖状，这是他们3年来创建包容与支持型工作环境和社区关系的成果。

美铝瓶盖系统（杭州）有限公司是获得杭州经济技术开发区人事劳动社会保障局颁发的这项荣誉的27家公司（共有600家公司申请）之一。从2004年建立之初，公司就通过建立良好的劳动环境、提供有竞争力的薪酬福利以及为社区做贡献等方式努力成为模范雇主。

在政府的年度人事和劳动评审中，美铝瓶盖系统（杭州）有限公司每年都获得了良好的成绩。2006年末，公司支持工人们成立工会和委员会。现在，工会已经拥有了近170名成员。

为确保员工们能够得到有竞争力的薪金，美铝瓶盖系统（杭州）有限公司通过美铝中国的一项薪金调查，发现了其员工的实际薪酬与市场薪酬中位之间的差距。随后，公司在2006年底实施了一项计划，准备通过两年的薪酬调整消除上述差距。此外，员工们现在还可享受到报销个人医疗费附加医疗保险。

员工们现在享受的其他福利还包括：

- ◆ 年度体检；
- ◆ 感冒免疫接种；
- ◆ 用餐；
- ◆ 上下班班车；
- ◆ 重要节日分发的福利。

公司在2006年继续开展了社区关系活动。3月和10月的社区美化项目；有5名员工参加了7月的义务献血；11月，向贫困家庭捐赠85件衣物。美铝基金会也向杭州电子科技大学提供了11.85万元人民币（1.5万美元）的捐款，用于资助学校启动提高贫困大学毕业生的就业能力项目。

As our operating presence in China expands, our involvement and recognition in the community are expanding as well.

In 2006, six locations conducted community projects for schools, the Red Cross, environmental improvement, and aluminum education. More than 400 employees took part in Month of Service activities, and we awarded seven ACTION grants for employee volunteerism. During the year, we also began to roll out the Alcoa Community Framework at each location to further our engagement with community stakeholders. Background on the framework as well as the Month of Service and the ACTION program can be found at www.alcoa.com/community.

Major 2006 activities and Alcoa Foundation investments included the following:

- ◆ Community grants:
 - ◇ Alcoa Bohai — City greenland program
 - ◇ Alcoa Kunshan — Community sports facility
 - ◇ Beijing — Science museum's aluminum education program for children
 - ◇ Hangzhou — Fund for university students under the poverty line
 - ◇ Shanghai — Blood donation facilities
 - ◇ Tianjin — Poor schools fund
- ◆ Environmental Journalist Education Program — The Alcoa Environmental Protection Base was created jointly by Alcoa Foundation and the China Forum of Environmental Journalists in Beijing. The program serves as a training and communication platform for China's environmental journalists and environment advocates in an effort to improve upon their professional quality and raise the public's awareness of environmental protection.
- ◆ Alcoa Child Cyclist Safety Program — Bicycles are a major form of transportation across China, with most students riding one to school. Injuries from traffic accidents are the second leading cause of death among Chinese children. The Alcoa Child Cyclist Safety Program will create greater bicycle safety awareness and encourage safe bicycling behavior among schoolchildren.
- ◆ China Business Council for Sustainable Development — As an active member of this organization, we provided assistance to local companies on how to develop a corporate sustainable report. We also supported the council's creation of "China Corporate Social Responsibility Recommended Standard and Good Practices" by providing Alcoa case studies in related areas.

随着我们在中国业务的扩展，我们对社区的参与和所获得的认同也在增加。

2006年，6个业务单位为学校、红十字会、改善环境和铝的知识普及举办了社区活动项目。400多名员工参加了“美铝服务月”活动，我们还提供了7个“美铝牵手社区”项目的资助。在这一年中，我们还开始在各业务单位推行“美铝社区框架”计划，进一步加强与社区涉众的联系。如欲对上述框架计划的背景以及“美铝服务月”和“美铝牵手社区”计划有更深入的理解，可登陆www.alcoa.com/community。

2006年的重大活动和美铝基金会的捐助包括以下内容：

- ◆ 社区捐助：
 - ◇ 美铝渤海铝业有限公司——城市绿地项目
 - ◇ 美铝（昆山）铝业有限公司——社区运动设施
 - ◇ 北京——中国科技馆的儿童铝知识普及项目
 - ◇ 杭州——为贫困线以下的大学生设立基金
 - ◇ 上海——献血设备
 - ◇ 天津——贫困学校基金
- ◆ 环境新闻工作者培训计划——“美铝环境保护基地”由美铝基金会和中国环境新闻工作者协会在北京共同创建。该计划旨在为中国的环境新闻工作者和环保人士提供一个培训和交流的平台，以期提高其职业素养及唤起公众的环境保护意识。
- ◆ 美铝儿童骑车安全计划——自行车是中国广泛采用的一种交通工具，大多数学生都是骑自行车上学。交通事故伤害是中国儿童的第二大死亡原因。“美铝儿童骑车安全计划”将强化自行车安全意识，并鼓励学龄儿童安全的骑车行为。
- ◆ 作为中国可持续发展工商理事会的一名积极成员，我们向本土公司提供编写公司可持续发展报告方面的帮助。通过向理事会提供美铝案例研究，支持理事会创建“中国公司社会责任推荐标准和实施范例”。

Alcoa Foundation China Community Giving

	RMB	US Dollars
2004	1,437,750	177,500
2005	2,616,300	323,000
2006	18,771,553	2,376,146

2006 figures include direct and third-party funding to projects in China by Alcoa Foundation as a whole. Exchange rate varied from 8.1 for 2004 and 2005 to 7.9 for 2006.

China ACTION Grants

	2005	2006
Number of Grants	3	7
RMB Value	72,900	165,900
US Dollar Value	9,000	21,000
Number of Hours	384	1,402
Number of Employee Volunteers	96	359
Average Number of Hours per Project	4	4

Not all employee volunteer activities are covered by ACTION grants.

美铝基金会对中国社区的捐助

	人民币	美元
2004	1,437,750	177,500
2005	2,616,300	323,000
2006	18,771,553	2,376,146

2006年的数字包括美铝基金会对中国的项目提供的直接和第三方资助的总和。2004年和2005年的美元对人民币汇率为8.1，2006年的汇率变为7.9。

中国"美铝牵手社区"项目资助

	2005	2006
资助次数	3	7
人民币价值	72,900	165,900
美元价值	9,000	21,000
小时数	384	1,402
员工志愿者数量	96	359
各项目平均小时数	4	4

并不是所有的员工志愿者活动都申请了“美铝牵手社区”项目资助。

Employee Volunteers Protect Birds, the Environment

In an effort to understand the health of both birds and the overall environment, 26 Alcoa employees from the Bohai location joined local environmental groups in a bird-banding activity as part of the Alcoa Month of Service activities in October 2006.

Qinhuangdao Beidaihe is the largest wetland in China, attracting numerous bird watchers from inside the country and abroad. Combining the ecological features of ocean, forest, and wetland, the wetland is home to more than 400 bird species that include stork, egret, and red-crested crane.

On October 26, the employees and their family members joined the Qinhuangdao Bird Watching Association and Wild Animal SOS Center to measure, band, and release birds at Qinhuangdao Beidaihe. The birds had been injured and then nursed back to health at the center.

Banding birds is used worldwide to understand the migration patterns and health of various species. Birds are very sensitive to environmental changes, and the data collected from this project can help determine how environmental changes affect birds and advance environmental protection.

员工志愿者保护鸟类——环境

为了了解鸟类健康和整体的环境状况，2006年10月，作为“美铝服务月”活动的组成部分，26位来自渤海工厂的美铝员工参加了当地环境小组的鸟类环志活动。

秦皇岛北戴河是中国最大的湿地，吸引着来自国内外的无数观鸟者。这里结合了海洋、森林和湿地的生态特性，是包括鹤、白鹭和丹顶鹤在内的400多种鸟类的家园。

10月26日，员工和他们的家属与秦皇岛观鸟协会和野生动物救助中心一起在秦皇岛北戴河进行鸟类观测、环志和放飞活动。这些鸟儿因为受伤曾在救助中心得到治疗并且康复。

鸟类环志在世界范围广泛使用，用来了解不同物种的迁徙模式和健康情况。由于鸟类对环境变化十分敏感，该项目中采集的数据可以帮助确定环境变化如何影响鸟类，进一步提高环境保护工作。

By 2006, China had recorded double-digit gross domestic product (GDP) growth for four consecutive years. This booming economy induces growth of aluminum consumption. With low manufacturing costs, a skilled workforce, and a solid infrastructure, China remains an attractive market for Alcoa.

We will continue to pursue operational excellence in downstream production and aspire to establish a presence in upstream operations with local partners, provided the economic situation is conducive to such actions.

Our key challenges are to maximize output and profitability in a rapidly commoditizing industry; hire, develop, and retain talent; and acculturate and customize our products to meet the requirements of Chinese customers while maintaining a competitive cost structure and ensuring sustainability in the community.

Growth Strategy

Our growth strategy for China, revised in 2006, consists of the following:

- ◆ Implementing major flat-rolled product initiatives:
 - ◇ Building a new sheet mill at our Bohai foil mill in Qinhuangdao. The new mill, along with associated casting and finishing equipment, will produce products for several key markets in China, including lithographic sheet for the printing industry; can body sheet for the beverage packaging industry; transportation sheet for rail and commercial vehicles; and high-end common alloy sheet for the industrial and electronics markets.
 - ◇ Ramping up a sheet mill in Kunshan that will focus on producing brazing sheet for the growing Chinese automotive market.
 - ◇ Continuing to focus on and grow in the high-end foil market segments at our foil mills in Shanghai and Qinhuangdao.
- ◆ Providing solutions to the domestic commercial aviation and railway markets at two new fastening systems facilities near Shanghai.
- ◆ Extending our leading closures position in China through the Tianjin facility.
- ◆ Setting up a coil-coating line in Suzhou to better serve the building and construction segments.
- ◆ Establishing an upstream presence in China.

In addition, we will continue to implement the Alcoa Business System throughout our locations to engage our people, reduce costs, and improve efficiency.

In 2006, we successfully acquired and began operating the Kunshan plant, setting a strategic footprint for Alcoa China in automotive brazing sheet products. Other developments in 2006 include the approval and construction start-up of the coil-coating line in Suzhou and the formation of China Corporate Development to pursue attractive smelting opportunities in China, with a focus on upstream development.

Sales in China

Millions

	RMB	US Dollars
2002	1,482	183
2003	1,798	222
2004	3,929	485
2005	5,184	640
2006	3,752	475

截至2006年，中国已经连续4年实现了国内生产总值的两位数增长。高速发展的经济带动了铝消费的增长。对美铝而言，较低的生产成本、有经验的劳动力队伍和良好的基础设施使中国市场始终具备吸引力。

我们将在下游生产中继续追求卓越，并争取在经济形势有利时与当地合作伙伴共同进入上游生产领域。

我们面临的核心挑战是如何在快速商品化的行业中使产量和利润最大化，如何聘用、培养和留用人才；以及如何对产品进行本地化，使其在保持具有竞争力的成本结构和确保社区可持续发展的同时满足中国客户的要求。

发展战略

我们在2006年修订的中国发展战略，由以下几个部分组成：

- ◆ 实施重要压延产品战略：
 - ◇ 在秦皇岛的美铝渤海铝业有限公司新建一条压延产品生产线，配合铸造和精整设备为中国的几个主要市场生产产品。这些市场包括用于印刷行业的印刷板材、用于饮料包装业的罐体铝材、用于铁路和商用汽车的运输业板材，以及用于工业和电子市场的高档普通合金板材。
 - ◇ 昆山一台板带生产线逐步达产。这条生产线将专门为发展中的中国汽车市场生产钎焊铝板。
 - ◇ 我们在上海和秦皇岛的铝箔厂继续瞄准高端铝箔细分市场并提高产量。
- ◆ 上海附近新建的两个紧固件系统工厂为国内民用航空和铁路市场提供解决方案。
- ◆ 通过在天津的工厂保证我们在中国瓶盖市场的领先地位。
- ◆ 在苏州建立一条预滚涂生产线，以更好地服务于建筑细分市场。
- ◆ 建立在中国铝工业上游的地位。

此外，我们将在各地企业继续实施美铝业务系统，提高员工敬业度、降低成本并提高效率。

在2006年，我们成功地收购了昆山工厂并开始运营，为美铝中国进入汽车钎焊铝板产品市场迈出了战略性的一步。2006年的其他业务进展包括：在苏州的预滚涂生产线获得批准并开工建设；成立了“中国业务发展部”，以发展上游为重点，寻求在华电解铝业务机会。

在华销售额

百万

	人民币	美元
2002	1,482	183
2003	1,798	222
2004	3,929	485
2005	5,184	640
2006	3,752	475

The following are some of the awards and recognition our operations in China have earned in the last three years.

2006

Harmonious Labor/Management Relationship Award — Personnel & Labor Bureau of Hangzhou
Economic & Technology Development Area
—— Alcoa Closure Systems International (Hangzhou)

2005 China Double Excellent Enterprise with Foreign Investment — Tianjin Foreign Investment Enterprises Association
—— Alcoa Closure Systems International (Tianjin)

2005

Safety Production A Level Credit Green Model Company — Safety Committee of Minhang Jiang Chuan Street
—— Alcoa Shanghai Aluminum Products

Community Co-Construction Civilization Model Company — Jiang Chuan Street, Minhang District
—— Alcoa Shanghai Aluminum Products

China Foil Business Top 10 — China Non-Ferrous Metal Manufacturing Industrial Association
—— Alcoa Shanghai Aluminum Products

Shanghai High-Tech Enterprise — Shanghai Science & Technology Committee
—— Alcoa Shanghai Aluminum Products

Shanghai Foreign Investment High-Tech Enterprise — Shanghai Committee of Enterprise with Foreign Investment
Shanghai Foreign Economic Relation Committee
—— Alcoa Shanghai Aluminum Products

Shanghai Model Unit — Shanghai Municipal Government
—— Alcoa Shanghai Aluminum Products

2004

Shanghai Top 500 Industrial Enterprise — Shanghai Statistics Bureau
—— Alcoa Shanghai Aluminum Products

Safety Manufacturing Model Unit — Safety Committee of Minhang Jiang Chuan Street
—— Alcoa Shanghai Aluminum Products

Model Unit — Tianjin Spirit & Civilization Construction Committee
—— Alcoa Closure Systems International (Tianjin)

下面列出了过去3年来我们在中国的企业所获得的部分表彰与荣誉。

2006

和谐人事劳动关系先进单位——杭州经济技术开发区人事劳动社会保障局
—— 美铝瓶盖系统(杭州)有限公司

2005中国双优外商投资企业——天津外商投资企业协会
—— 美铝国际瓶盖系统(天津)有限公司

2005

安全生产信用度A级绿标公司——上海市闵行区江川路街道安全委员会
—— 美铝(上海)铝业有限公司

社区共建文明先进企业——上海市闵行区江川路街道
—— 美铝(上海)铝业有限公司

中国铝箔企业十强——中国有色金属加工工业协会
—— 美铝(上海)铝业有限公司

上海市高新技术企业——上海市科技委员会
—— 美铝(上海)铝业有限公司

上海市外商投资高新技术企业——上海市外商投资企业协会 上海对外经济委员会
—— 美铝(上海)铝业有限公司

上海市文明单位——上海市人民政府
—— 美铝(上海)铝业有限公司

2004

上海市工业500强企业——上海市统计局
—— 美铝(上海)铝业有限公司

安全生产工作先进单位——上海市闵行区江川路街道安全委员会
—— 美铝(上海)铝业有限公司

文明单位——天津市精神文明建设委员会
—— 美铝国际瓶盖系统(天津)有限公司