



# **Alcan + Pechiney**

**Invest With Confidence**

**October 2003**



Alcan has filed a French prospectus ("*note d'information*") with the French *Commission des opérations de bourse* ("COB") which has been registered under visa n° 03-858. A copy of the *note d'information* may be obtained at no cost by contacting Morgan Stanley & Co. International Ltd. (25, rue Balzac - 75008 Paris, France), Lazard Frères (121, boulevard Hausmann – 75008 Paris), Société Générale (17, cours Valmy – 92972 Paris-La-Défense Cedex) and on the COB's Internet web site at [www.cob.fr](http://www.cob.fr).

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The French *Commission des opérations de bourse* draws the public's attention on the two following points:

- Alcan Inc. is a Canadian company; an application for listing of its shares in France is made. On account of this specificity, applicable rules relating to information of the public and protection of investors as well as the company's undertakings towards stock exchange authorities and the market, are described in the *note d'information*;
- Alcan Inc. will announce, before the opening in Paris of the fifth stock exchange trading day prior to the last day of the offer, the average value of the Alcan share, its decision to substitute, for Alcan shares -valued at the average value- an equivalent amount of cash as well as the exchange parity and the fraction paid in cash offered to shareholders of Pechiney as further described in section I.4.2 of the *note d'information*.

**This document shall not be transmitted or distributed in the United States and in Canada.**

## **FORWARD-LOOKING STATEMENTS**

Certain statements made in this communication are forward-looking statements within the meaning of the United States Private Securities Litigation Reform Act of 1995. Although Alcan's management believes that the expectations reflected in such forward-looking statements are reasonable, readers are cautioned that these forward-looking statements by their nature involve risk and uncertainty because they relate to events and depend on circumstances that will occur in the future. Many factors could cause actual results and developments to differ materially from those expressed or implied by these forward-looking statements, including those listed under "Cautionary Statement Concerning Forward-Looking Statements " and "Risk Factors" in the preliminary prospectus included in the registration statement we intend to file with the SEC. See the previous paragraph for information about how you can obtain a free copy of the registration statement. We undertake no obligation to update forward-looking statements.



## IMPORTANT ADDITIONAL INFORMATION

This presentation includes certain information concerning Pechiney and the combined business of Alcan and Pechiney. This information is subject to risks and uncertainties. We have based this information on publicly available information about Pechiney (primarily filings by Pechiney with the SEC and the French *Commission des opérations de bourse*). However, Pechiney has not yet granted Alcan access to Pechiney's books and records or any other non-public information regarding Pechiney and Alcan has no means of compelling such access. In addition, Pechiney's primary financial statements are prepared in accordance with generally accepted accounting principles ("GAAP") in France while Alcan's primary financial statements are prepared in accordance with Canadian GAAP. There are differences between Canadian and French GAAP. The unaudited pro forma information included herein is prepared based on the US GAAP information that Pechiney discloses publicly. Alcan has not been in a position to verify the Pechiney information or the pro forma information about the combined entity included in this presentation. Some of the information about Pechiney in this presentation is based on good faith estimates by Alcan or industry sources that may be materially inaccurate. The pro forma information presented is not necessarily indicative of the operating results or financial condition that would have been achieved had Alcan's offer for Pechiney been completed during the periods or at the times presented, nor is this information necessarily indicative of future results or conditions of Alcan after it has acquired Pechiney. The pro forma information does not reflect the impact of synergies that Alcan expects to realize over time or the costs associated with the integration of operations necessary to achieve such synergies nor does it reflect the impact of significant divestitures that Alcan must make as required by antitrust regulators. Some of the risks associated with the information about Pechiney and the combined Alcan and Pechiney will be discussed under "Risk Factors" in the preliminary prospectus included in the registration statement that we have filed with the SEC in connection with the proposed offer.

Certain terms used in this presentation are defined in the appendix.

# Alcan + Pechiney Invest With Confidence



- **Alcan at a Glance**
- **Strategic Rationale**
- **The Combined Company**
- **Transaction Review**
- **Summary**

## Overview

### Worldwide Leader

#### Key Facts

- Second largest aluminum company
- \$12.3 billion revenues\*
- 54,000 employees
- 42 countries
- 6 business segments

\* Fiscal year 2002

#### Key Attributes

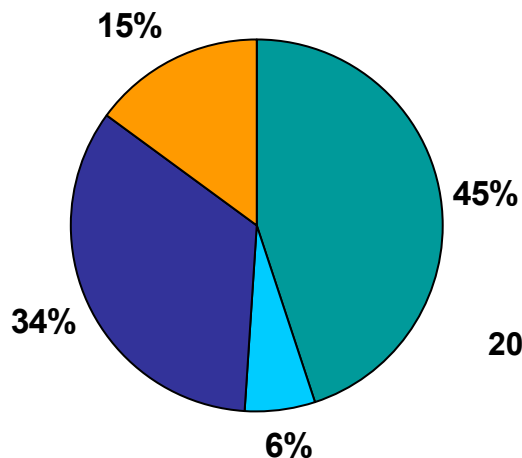
- Diversified business mix
- Low cost operations
- Attractive growth platforms
- Strong financial performance
- Robust earnings capacity

**One Governing Objective – Maximize Value**

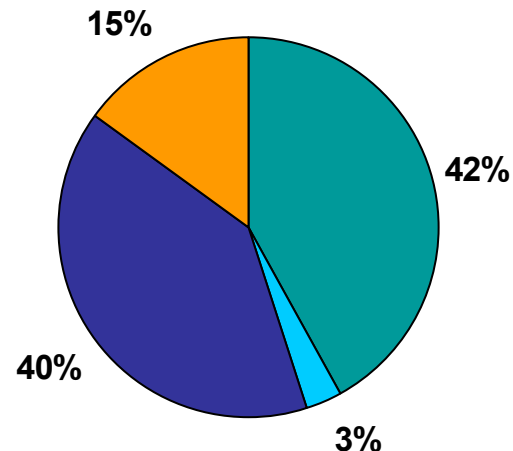
## Global Presence

### Geographic Balance

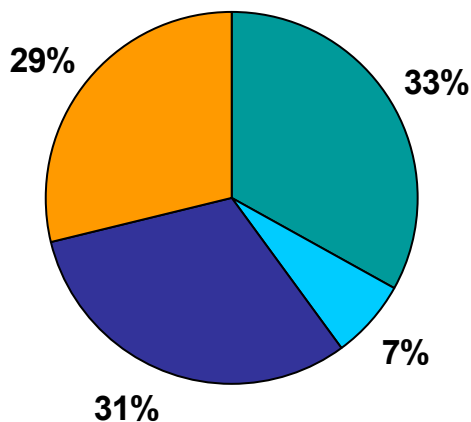
**2002 Alcan Capital Assets  
(\$12.9 Billion)**



**2002 Alcan Revenues  
(\$12.3 Billion)**



**2002 Western World Al Consumption  
(28.5 Mt)**

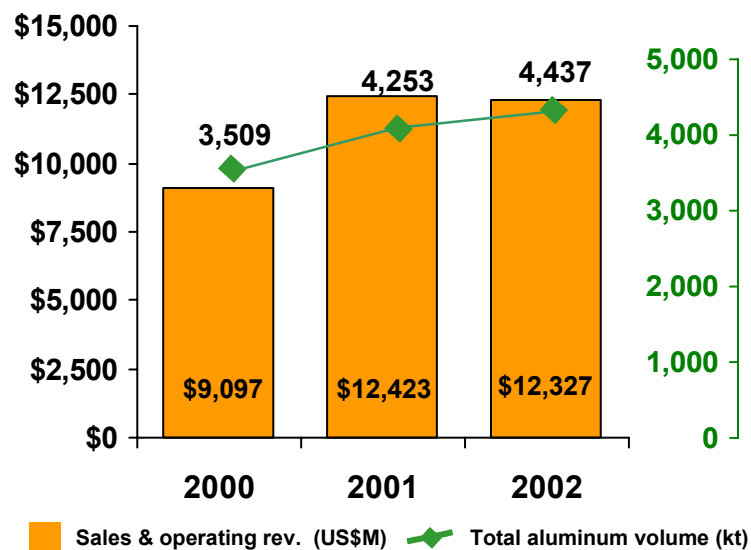


## Strong Financial Performance

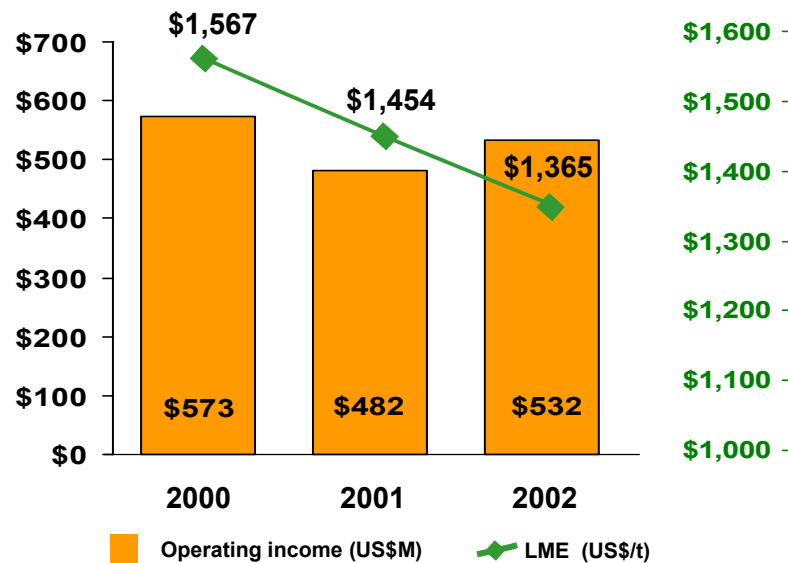


Delivering Despite Weak Economic Conditions

### Revenues and Aluminum Volumes



### Operating Income <sup>(1)</sup>



**2000**  
Alusuisse



**2001**  
Gove



**2002**  
Alouette smelter



**2003**  
FlexPac

(1) Operating income: calculated by subtracting foreign currency balance sheet translation effects and Other Specified Items from Net Income

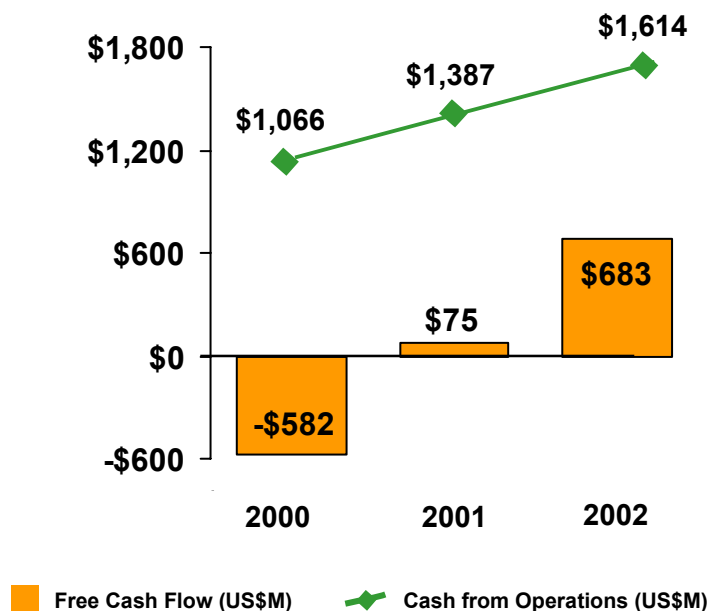


## Strong Financial Performance

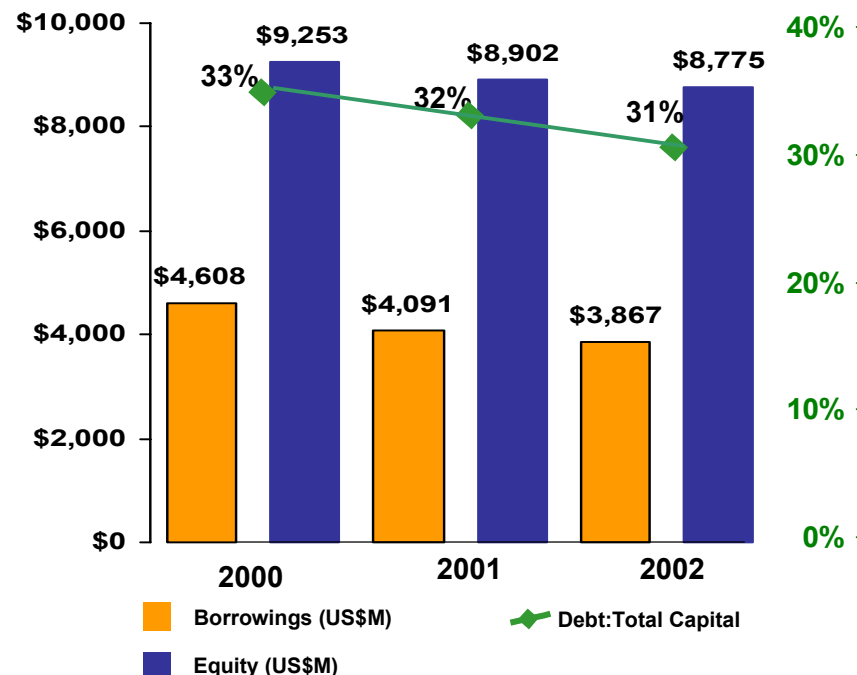


### Demonstrated Financial Discipline

Cash Flow (in US\$M)



Debt as a Percent of Total Capital



**2000**  
Alusuisse



**2001**  
Gove



**2002**  
Alouette smelter



**2003**  
FlexPac



## Q3 2003 Highlights\*

### Strong Cash Flow Underscores Business Performance

#### Earnings

- Operating EPS up 5% over Q2 and stable year-over-year. Cost efficiencies and improved metal prices offset falling US\$ and higher pension and energy costs.
- Net income from continuing operations down \$0.23 per share Y/Y due mainly to foreign currency balance sheet translation effects and Other Specified Items.

#### Cash Flow

- Record free cash flow of \$266 M, up \$60 M Y/Y
- Cash from operations of \$560 M, up \$140 M Y/Y
- Capex in line with depreciation
- Debt as a percentage of total capital at 31%

#### Maximizing Value Initiatives Continue

- Pechiney offer initiated and approved
- VAW integration on track
- Uniwood/Fome-Cor purchase announced

\* For additional information about Q3 2003, see press release dated October 23, 2003 and Form 8-K of same date.



# Financial Targets

**Long Term Objective: Double Value Every Five Years**

- **Grow operating earnings per share by 15% per year**
- **Minimum of \$400 million free cash flow per year**
- **EVA positive by 2006**



## Compelling Strategic Rationale

**Creates Substantial Value for Shareholders**

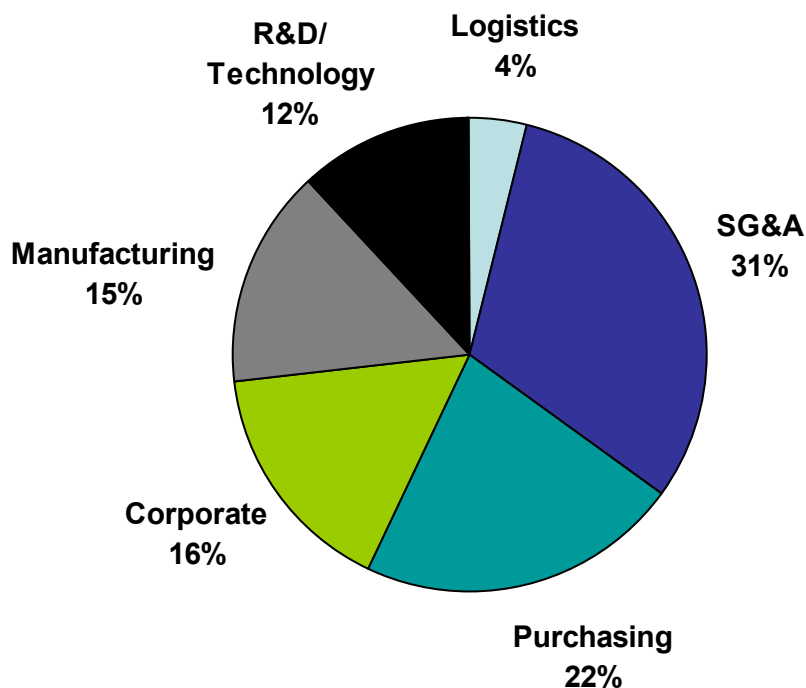
- **Consistent with strategy & value-maximizing objectives**
- **Solidifies Alcan as a world-leading aluminum company**
- **Broad technology leadership – core smelting technology**
- **Enhanced aluminum fabrication portfolio, e.g. aerospace**
- **US\$6 billion packaging leader**
- **Accretive to EPS, free cash flow, ROCE from Year 1**
- **Timing is right**
- **Substantial future options created**

# Strategic Rationale

## US\$250 Million Annual Pre-Tax Cost Synergies



**Synergies are Realistic and Achievable**



- 100% percent of synergies by year-end 2005
- Costs
  - Implementation: US\$200 million
  - CAPEX: US\$50 million

## Competition Review

### Clearance by MTF and DOJ Received

#### European Commission (MTF)

- Divestiture of either
  - Alcan's 50% share in the AluNorf<sup>(1)</sup> mill and the Göttingen and Nachterstedt mills
  - Pechiney's mills at Neuf-Brisach<sup>(1)</sup>, Rugles and, at purchaser's option, Annecy
- Continue licensing of alumina refining technology and aluminum smelter cell technology
- Divestiture of anode baking furnace designs
- Elimination of the overlap in aluminum aerosol cans and aluminum cartridges

#### US Department of Justice (DOJ)

- Divestiture of Pechiney's aluminum rolling mill located in Ravenswood (West Virginia)
- The statutory waiting period under the US Hart-Scott Rodino Act expired on September 29.

**➔ Total commitments amount to approximately 5% of pro-forma sales**

<sup>(1)</sup> Alcan's Latchford casting operations can also be added to either the AluNorf or Neuf-Brisach packages at the purchaser's option.

## Government Review

### Clearance by French Treasury Department Received

- Continuity of operations at industrial sites except those which Pechiney has, as of today, announced would be closed
- Location in France of
  - The global headquarters for packaging and aerospace operations
  - The global headquarters of new cell technology for primary aluminum
  - The European headquarters for primary aluminum operations
  - The global headquarters for engineered products

## Integration Approach

### Lessons Learned from algroup

- Maintain current operating focus
- Line leadership of integration process
- Jointly staffed integration teams
- Fill and announce key jobs as soon as possible
- Timeline to achieve full synergy run-rate within 2 years

**➔ Demonstrated track record in synergies**



# The Combined Company

## Global Group – Balanced Presence



**88,000 Employees, 322 Operating Facilities  
in 50 Countries Around the World**

### North America

**Pro Forma 2002 Revenues:** US\$8.2 billion

**No. Employees:** 27,000

**No. Facilities:** 92

### Europe

**Pro Forma 2002 Revenues:** US\$10.5 billion

**No. Employees:** 47,000

**No. Facilities:** 185

### S.A./Australia/Asia/Africa

**Pro Forma 2002 Revenues:** US\$5.2 billion

**No. Employees:** 14,000

**No. Facilities:** 45

#### **North American Global Headquarters:**

Bauxite & Alumina	Montreal
Primary Metal	Montreal
RP - Americas & Asia	Cleveland

#### **European Global Headquarters:**

Packaging	Paris
RP - Europe	Zurich
Engineered Products	France

# The Combined Company

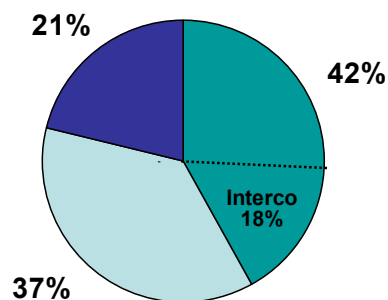
## Diversified Business Mix



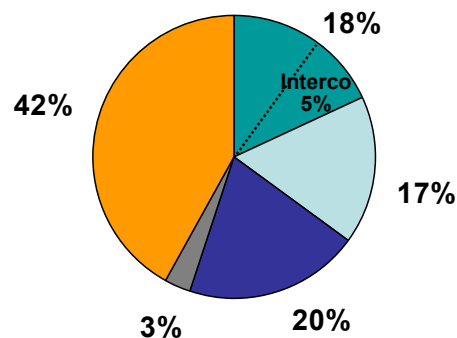
### Balanced Portfolio

#### 2002 Revenue

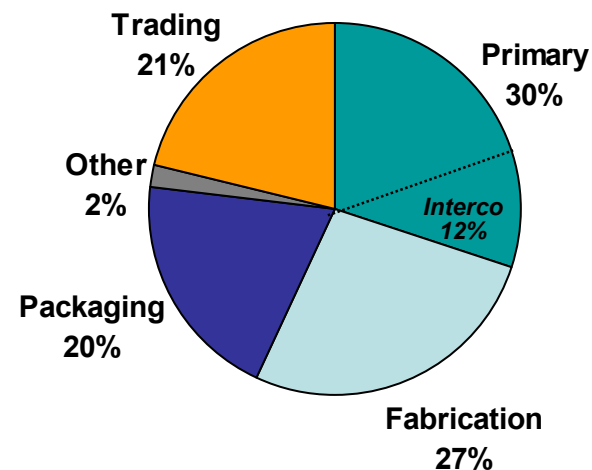
Alcan: US\$12.3 Bn



Pechiney: US\$11.4 Bn<sup>(1),(2)</sup>



Pro Forma: US\$23.7 Bn<sup>(1),(2)</sup>



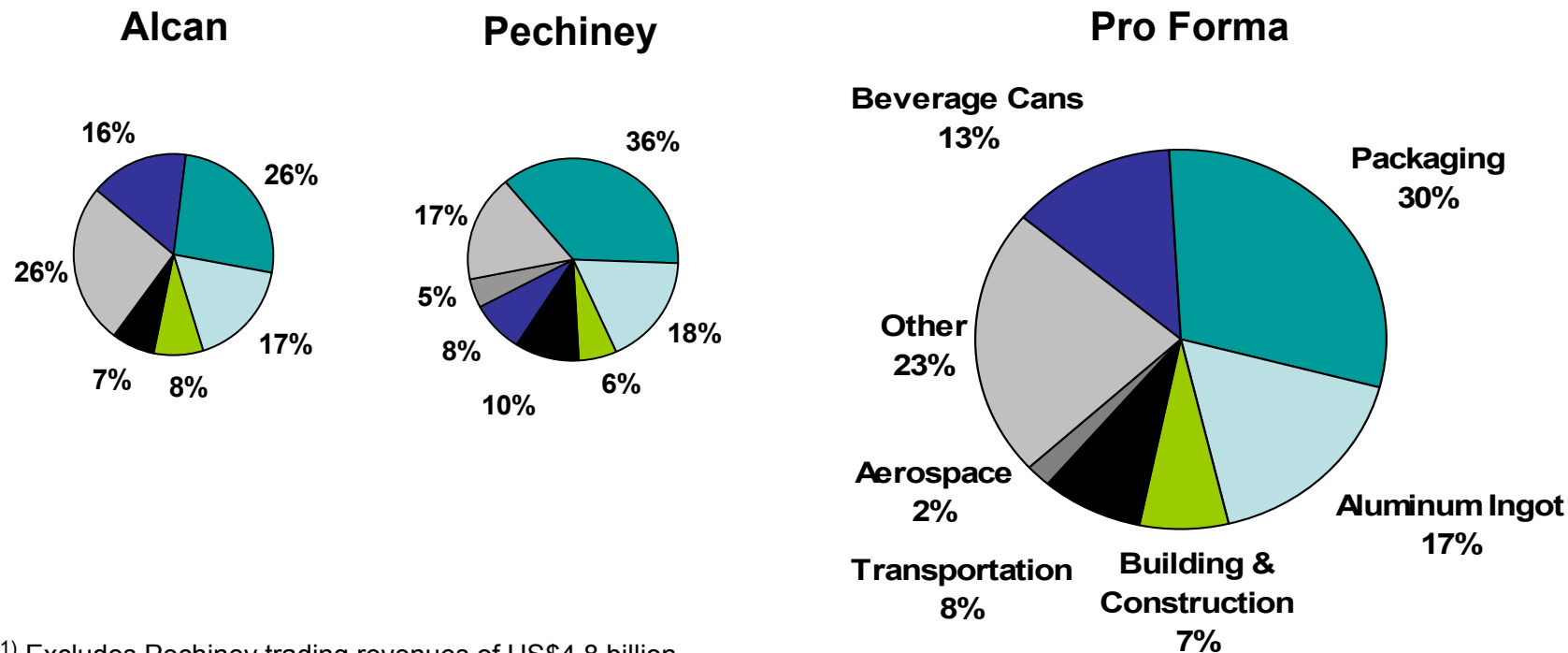
<sup>(1)</sup> Including Pechiney trading revenue of US\$4.8 billion

<sup>(2)</sup> On the basis of average US\$/€ exchange rate during 2002 of .95

## Increased Core Market Presence

Strengthens Current Position

### 2002 Revenue By End-Use Market<sup>(1) (2)</sup>



(1) Excludes Pechiney trading revenues of US\$4.8 billion

(2) On the basis of average US\$/€ exchange rate during 2002 of .95

Source: Pechiney figures are based on estimates derived from publicly available documents

## Leading Position in Aluminum

**A Leader in Primary Aluminum and Rolled Products**

### ■ **Primary**

- Bauxite and alumina
  - 2nd worldwide position in alumina production capacities<sup>(1)</sup>
  - Complementary bauxite mines and alumina refineries
  - Technology optimization
- Aluminum smelting
  - Largest share of low-cost smelting capacity in the world
  - Advanced high-amperage smelting technology

### ■ **Rolled and fabricated products**

- Large presence in value-added aerospace market
- Improved service of growing demand for automotive applications in North America and Europe
- Application of best manufacturing practices

<sup>(1)</sup> Source : CRU (Industry and Market Outdoor, January 2003)

# The Combined Company

## A Packaging Leader



### Strength Across Key End-Use Markets

**Food Flexible #1**



**Tobacco #2**



**Pharma #1**



**Cosmetics Leader**



## Technological Excellence

### Cutting-Edge Capabilities

#### Alcan

- Alumina refining
- Smelter – Cell efficiency
- Automotive
- Rolling
- Packaging
- Composites



#### Pechiney

- Alumina refining
- Smelter - High amperage cell (AP-30, AP-50)
- Aerospace
- Packaging



#### Together

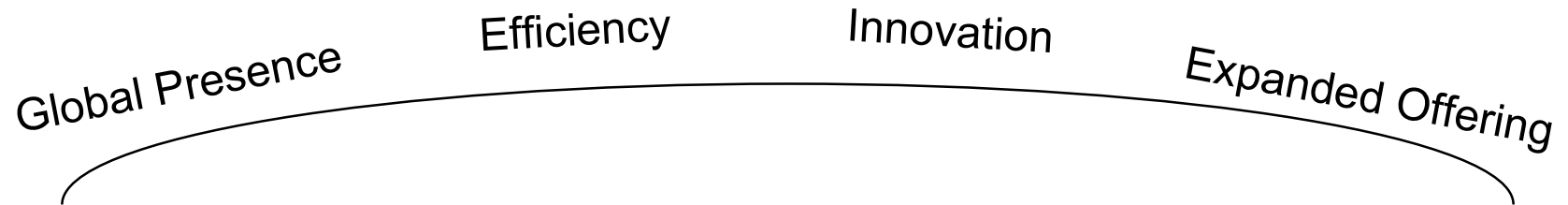
- Strong technological base
- Sharing best practices & know-how
- More efficient investments

# The Combined Company

## Customer Benefits



Meets Customers' Need for Full-Service Suppliers  
Enhanced Scale and Regional Diversity



### Aluminum

- Diversified low-cost primary position
- Increased R&D and technological capabilities
- Capacity and reach to address expanding aluminum fabrication needs in any region
- Aerospace capability

### Packaging

- Leading full-service supplier in most segments
- Global reach
- Integrated solutions

## Summary of Terms

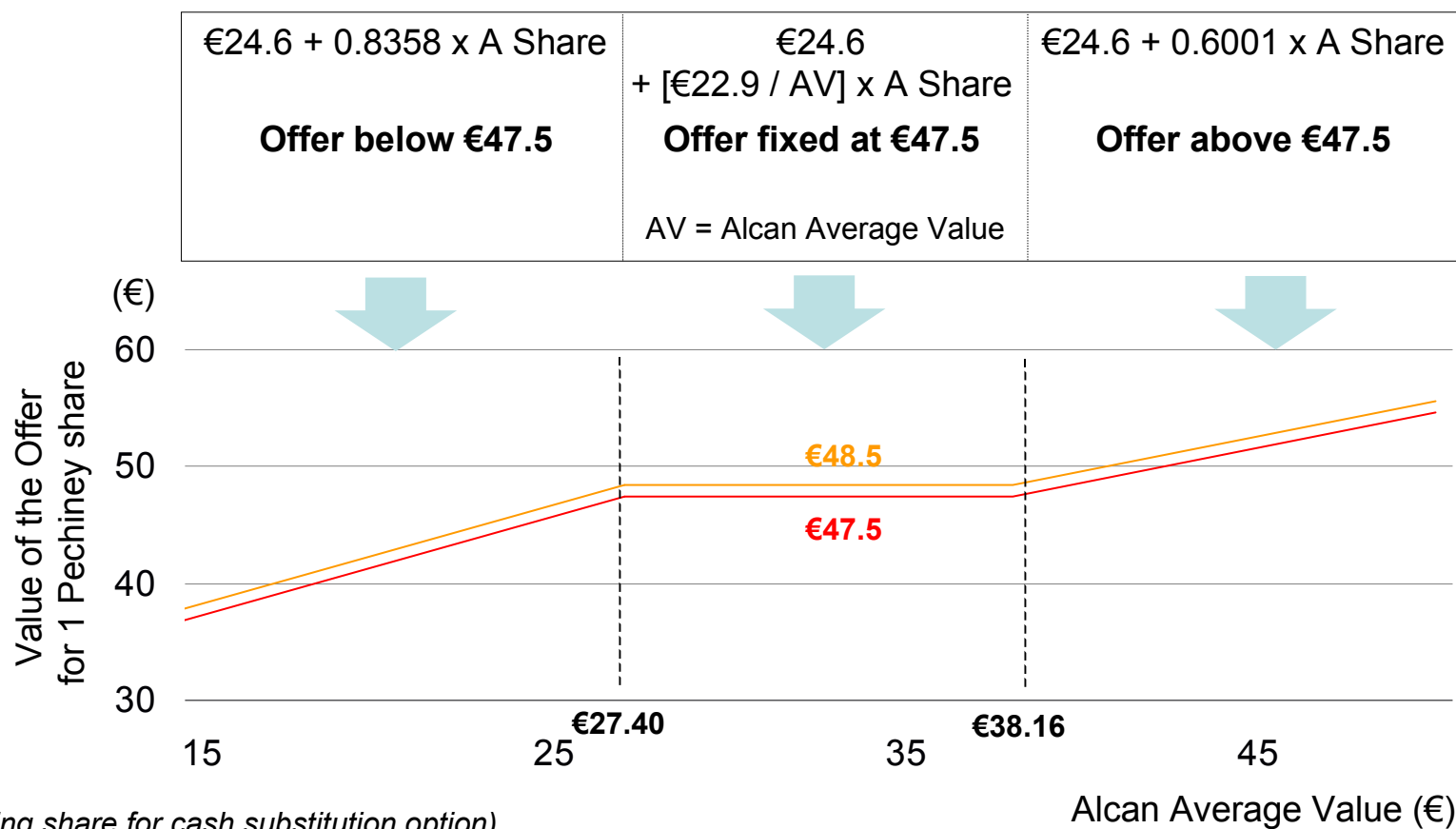
### An Attractive Premium

<b>Consideration</b>	€47.5 per Pechiney share <sup>(1)</sup> €83.4 per OCEANE
<b>Offer Structure</b>	For each Pechiney share: €24.6 in cash plus Alcan shares equivalent to €22.9, based on the average value pricing formula Maximum number of Alcan shares: 0.8358 Minimum number of Alcan shares: 0.6001
<b>Substitution Option</b>	Option to substitute an equivalent amount of cash for all or part of the stock component
<b>Bonus</b>	Additional €1 in cash if more than 95% of Pechiney capital and voting rights on a fully diluted basis are tendered €0.4 bonus per OCEANE
<b>Minimum Condition</b>	More than 50% shares tendered

<sup>(1)</sup> If Alcan's average value is between €27.40 and €38.16 as explained under "Pricing".



### A Fixed-Price Mechanism, with Potential Upside



## Pricing

### Value-Protecting Structure

- Offer value fixed at €47.5 even if Alcan stock price in € decreases, down to a value of €27.4, contrary to usual fixed parity mixed offers
- Pechiney shareholders retain upside potential on Alcan stock
- Greater transparency and certainty for Pechiney shareholders:
  - Average value of Alcan stock based on 10 trading days among 30 days
  - Determination of the stock component consideration 5 trading days before the end of the offer period

## Remaining Transaction Milestones

### Alcan Committed to Successful Process

Main Steps		Time Period
▪ Initial Offer filed		July 7
▪ Pechiney Board recommends revised Offer		September 12
▪ Revised Offer filed		September 15
▪ Approval decision ("Avis de recevabilité") by the Conseil des Marchés Financiers (CMF)		September 29
▪ Receipt of competitive/anti-trust clearances in EU, US and Canada		
▪ Launch of the Offer in France		October 7
▪ Launch of the Offer in US		October 27
Subject to CMF decision	▪ Alcan to announce final terms of Offer	November 17
	▪ Closing of the Offer	November 24
	▪ Publication of the Results of the Offer	December 1



# Alcan: Committed to Maximizing Value

## Invest With Confidence

- Creates industry leader
- Provides strong base for further value-creating opportunities
- Supports financial targets
- Enables potential for re-rating
- Leverages track record

# Appendix



# Western World Aluminum Balance

## Primary Metal

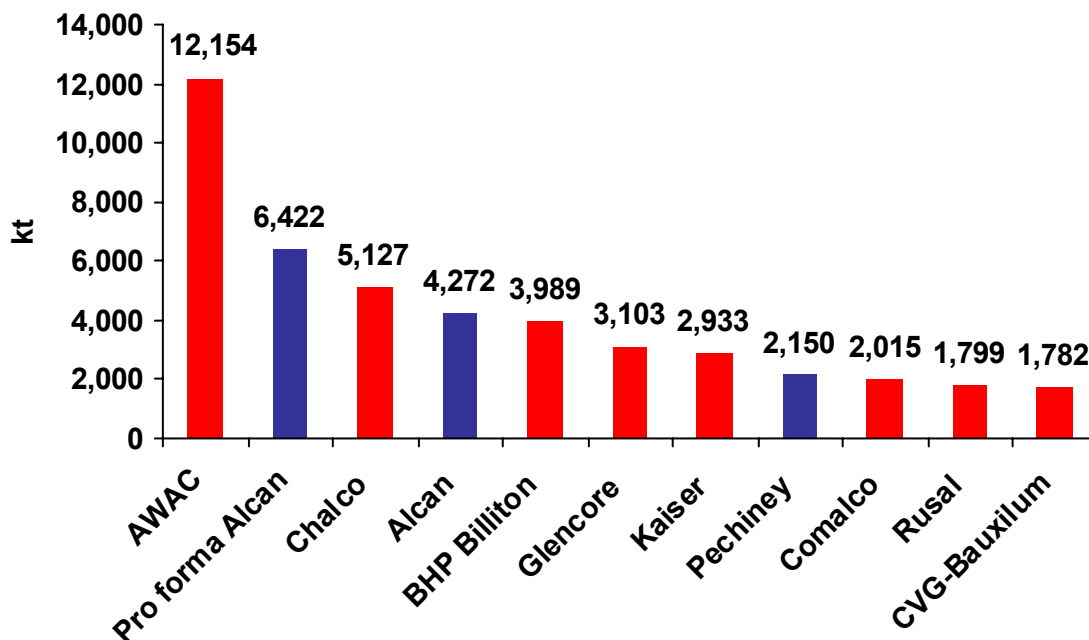
(kt)

	2001	2002	2003 <sup>f</sup>
Production	16,670	17,230	17,730
FSU/China/E. Europe	2,700	2,750	3,150
<b>SUPPLY</b>	19,370	19,980	20,880
% Change	-1.9%	+3.1%	+4.5%
<b>DEMAND</b>	18,920	19,570	20,490
% Change	-6.2%	+3.4%	+4.7%
<b>INVENTORY CHANGE</b>	+450	+410	+390

# Aluminum – Primary

## Bauxite & Alumina

### 2002 Alumina Production



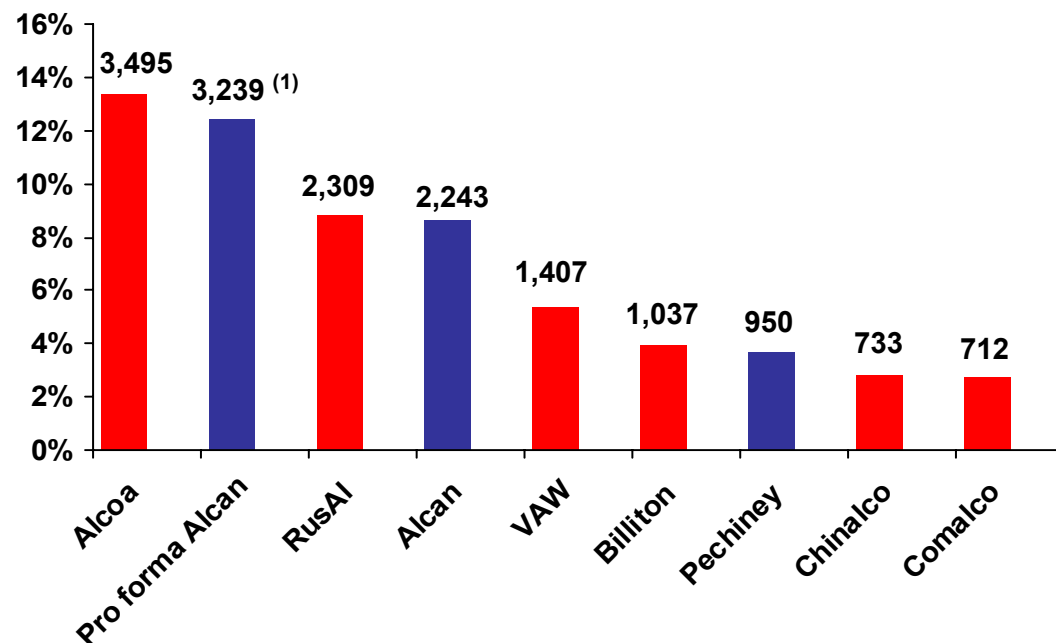
- Further 20% of Queensland
- Integrate complementary bauxite mines and alumina refineries
- Optimize technology of the two companies

Source: CRU (Industry and Market Outlook, January 2003)

# Aluminum – Primary

## Aluminum Smelting

### 2002 Production as % of Global



- Largest share of low-cost smelting capacity in the world
  - 50% in bottom third of global cost curve
- Advanced high-amperage smelting technology (AP-30 & AP-50 cell)
- Alcan's wholly owned hydroelectric power

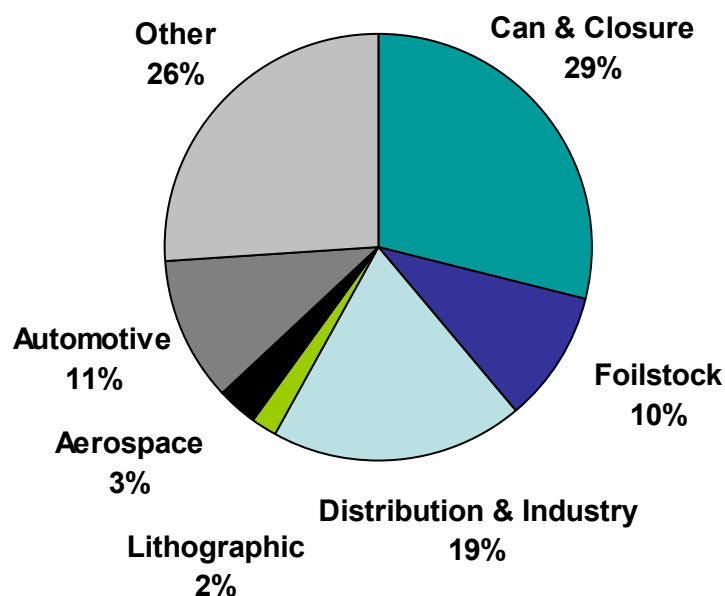
(1) Adjusted to include Alouette for full year

Source: CRU (Industry and Market Outlook, January 2003)



# Aluminum – Rolled & Fabricated Products

## 2002 Pro Forma Revenues by End Market



- World class aluminum rolling and continuous casting technologies
- Application of best manufacturing practices
- Improved service of the growing demand for automotive applications in both North America and Europe
- Synergy potential

Source: Pechiney figures based on estimates derived from publicly available documents.

# Definitions

EVA® is a registered trademark of Stern Stewart & Co. and a key measure of financial performance. The term means the difference between the return on capital and the cost for using the capital over the same period.

Foreign currency balance sheet translation means gains and losses arising from translating balance sheet items mainly in Canada and Australia (principally accounts payable, deferred credits and other liabilities, and deferred income taxes) at period-end exchange rates.

Free Cash Flow is calculated by subtracting dividends and capital expenditures from cash from operating activities.

Operating Income is calculated by subtracting foreign currency balance sheet translation effects and Other Specified Items from net Income.

Other Specified Items include, for example: restructuring charges; asset impairment charges; unusual environmental charges; gains and losses on non-routine sales of assets, businesses or investments; gains and losses from legal claims; gains and losses on the redemption of debt; income tax adjustments related to prior years and the effects of changes in income tax rates; and other items that do not typify normal business activities.

ROCE (return on capital employed) is earnings before interest and tax divided by capital, which is equal to Total Capital.

Total Capital is the sum of short-term borrowings, debt maturing within one year, debt not maturing within one year, minority interest, redeemable non-retractable preference shares and common shareholders' equity.

