




ALCOA
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Employment: 127,000

Officers:

Chairman and CEO Alain J. P. Belda; **Exec. VP and CFO** Richard B. Kelson; **Exec. VP, Customer and Group President, Alcoa Aerospace, Automotive and Commercial Transportation** William F. Christopher; **VP Alcoa and Group President, North American Fabricated Products** Paul D. Thomas; **VP Alcoa and Chief Customer Officer** Veronica M. Hagen; **VP Alcoa, President and CEO, Howmet Castings** Mario Longhi Filho

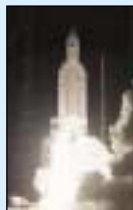
Aerospace Organization/Products:

Alcoa Aerospace (Cleveland, OH, USA):

Alcoa Engineered Aerospace Products: Manufactures aerospace components, extrusions, and tube. **Alcoa Europe:** Offers a broad range of sheet and plate, extruded and forged products, fastening systems and precision investment and structural castings for the aerospace, defense, commercial transportation, automotive and building and construction markets. **Alcoa Fastening Systems:** Technologies range from standard aerospace screws and precision self-locking internally threaded nuts to more complex systems that fasten airframe structures. These technologies also include high-pressure hydraulic fittings, panel fasteners and latching mechanisms. **Alcoa Mill Products:** Manufactures aluminum sheet and plate for the aerospace, automotive, commercial transportation, building and construction, industrial and packaging and consumer goods markets. **Alcoa Wheel and Forged Products:** Forged aluminum, titanium and nickel-based alloy parts for aerospace and industrial applications. **Howmet Castings:** Supplies aerospace with precision investment castings of superalloy, titanium and aluminum alloys. Manufactures components for the jet aircraft, gas turbine and other advanced-technology industries.

FINANCIALS (\$ MILLIONS):	2001†	2002	% Change
Operating Revenues	22,497	20,263	(10%)
Operating Expenses	20,860	19,338	(7%)
Net Profits	908	420	(54%)
Debt to Equity Ratio	—	—	—

† Values updated from 2003 Source Book.




ARIANESPACE
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EVRY Cedex, France
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Employment: 350

Officers:

Chairman of the Board Jean-Marie Luton
CEO Jean-Yves Le Gall
Secretary General Françoise Bouzitat

Aerospace Organization/Products:

Responsibilities: Markets and sells launch services; provides launch services from Europe's Spaceport in Kourou, French Guiana. **Launch Vehicles:** Ariane 5 series (36 ordered as of 6/03) provides commercial satellite payload capacity of 6,800 kg. (14,991 lb.) to GTO. The Ariane 5-ECA will provide a 10-metric-ton capacity to GTO and will come on line in 2004. The company, which has 44 corporate shareholders from 12 European countries, has placed more than 214 (as of 9/28/03) satellites and over 30 auxiliary payloads into orbit and received more than 250 orders (as of 10/01/03). The Russian Soyuz vehicle from French Guiana and Vega, the new commercial launcher, are scheduled to enter operations in mid-2006 for flights with small- to medium-sized satellite payloads. Soyuz's capacity will be 3 metric tons (6,000 lb.) to GTO and Vega's target payload capacity will be up to 1,500 kg. (3,300 lb.) to LEO. **Financing:** Arianespace has a financing company designed to provide assistance for new projects linked to launch services through long-term project funding.

Subsidiaries:

Arianespace Inc. (Washington, DC, USA): Marketing and sales in the USA. **Integration and Launch Sites** (Kourou, French Guiana). **Liaison Offices:** Arianespace, (Tokyo, Japan, and Singapore).

FINANCIALS (\$ MILLIONS)*:	2001	2002	% Change
Operating Revenues	715	1,528	114%
Operating Expenses	—	—	—
Net Profits	(171)	(120)	30%
Debt to Equity Ratio	—	—	—

* AW&ST conversion based on exchange rates available on 12/31/01 and 12/31/02.