As part of the association’s long-term strategic planning process, we worked with our Executive Committee to review and revise the organization’s vision and mission, which was last updated in 2013. Following extensive discussion, the association’s Board of Directors ratified this updated version at the association’s 2023 annual meeting.

**Our Guiding Principles**

**Our Vision**
Growing U.S. aluminum to build a sustainable future.

**Our Mission**

- Promoting aluminum as the sustainable material of choice.
- Achieving policies that support a growing and competitive U.S. aluminum industry.
- Understanding the U.S. market and facilitating growth through timely and accurate statistics and standards.
- Strengthening the industry by convening forums on relevant issues.
- Fostering increasingly safe and responsible aluminum production and recycling.
- Educating key audiences on the advantages of choosing aluminum through credible research, data and thought leadership.

*Ratified by the Aluminum Association Board of Directors, 2023*
2023 marked 90 years of the Aluminum Association. We commemorated the milestone with an attendance-shattering gala celebration at the Greenbrier Hotel during our spring member meeting; new videos looking back at the association’s history and impact today; a social media campaign highlighting 9 decades of industry accomplishments; and more. Meanwhile, the association helped the industry navigate a year of adjustment. Following near-record domestic demand and investment coming out of COVID in 2022, demand trended back toward the 10-year average last year. This anniversary helped us to reflect on our proud history as the voice of U.S. aluminum while also looking to the opportunities and challenges ahead.

To that end, we worked with the Board of Directors to develop and implement an all-new strategic planning process for the organization. The end result was a 3-year strategic plan to guide Aluminum Association activities through 2026. Working with our member volunteers, the association identified 5 key pillars of activity that we will organize around in the coming years:

- Healthy Organization
- Industry Growth
- Aluminum Supply
- Sustainability
- Trade

As we reflected on the past and planned for the future, the Aluminum Association also accomplished a great deal for the industry here in the present – as you’ll read in these pages. Among key accomplishments in 2023:

- Continued robust trade policy engagement including a trade summit in Mexico City and an in-person Q&A with U.S. Trade Representative Katherine Tai at our annual meeting.
- Managed the industry’s reputation amidst aluminum investment and growth in the United States not seen in a generation.
- Worked in coalition with industry groups and NGOs to grow aluminum beverage can recycling efforts in the United States, including through recycling refund programs.
- Successfully navigated the first round of mandatory 5-year administrative reviews of the association’s antidumping and countervailing duty cases.
- Hosted the Aluminum Technology Forum in Detroit to educate automakers on the latest developments in aluminum design, technology and sustainability.
- Released a first-of-its-kind review and analysis comparing the relative carbon impact of aluminum beverage cans to glass and plastic (PET) bottles.

Looking ahead to what is sure to be an active and consequential 2024, the Aluminum Association is poised for continued impact and success. The support we’ve relied upon from our members over the past 90 years will prove ever more critical in the years to come.
Choose Aluminum for a Sustainable Future

CALL FOR ACTION TO ADDRESS DECARBONIZATION, NON-MARKET BEHAVIOR

In July, the Aluminum Association and European Aluminium sent a joint letter to U.S. Trade Representative Katherine Tai and European Union Executive Vice President and Trade Commissioner Valdis Dombrovskis asking that they continue discussions on the Global Arrangement on Sustainable Steel and Aluminum (Global Arrangement). The letter underscored the need for the Global Arrangement to address both decarbonization and market behavior to best support the aluminum industry on both sides of the Atlantic. In a statement, Charles Johnson from the Aluminum Association noted that given the historic investment in the U.S. aluminum industry in the last two years, it’s “important that the U.S. government reaches a politically sustainable arrangement with the EU to support continued growth of low carbon aluminum production here at home.”

ALUMINUM CANS LIMITING CARBON IMPACT

In coordination with the Aluminum Association, John Beath Environmental wrote an analysis of 15 life cycle assessment (LCA) studies. The studies indicate aluminum cans produce fewer carbon emissions than glass bottles and a similar level of carbon emissions as PET bottles for carbonated beverages. The white paper also states comparing carbon footprints of products is a complex and often imprecise process and varying assumptions and data inputs can result in vastly different conclusions from study to study. Though not addressed in the study, aluminum cans have numerous environmental advantages over glass and PET bottles, including superior recycling rates and much higher levels of average recycled content. Additionally, the aluminum industry is further reducing its carbon footprint; the carbon impact of manufacturing aluminum in North America has already declined more than 50% in nearly three decades.
A little more than a year after the Aluminum Association and Can Manufacturers Institute launched a microsite with guiding principles for effective recycling programs, 14 other organizations have endorsed these principles. Recycling refunds—also known as deposit return systems or bottle bills—provide an incentive for customers to return beverage containers after consumption so these high-quality materials can be recycled and turned into new products. These mechanisms have a proven track record of increasing recycling rates 2-4x more than in non-recycling refund states. These programs also aid in reducing litter, decreasing the amount of valuable material in landfills and increasing job growth. Additionally, 81% of Americans support the programs according to a public opinion poll. The value of recycling is a topic of increasing importance, which is why several House and Senate hearings have been held over the past year to examine federal policies for reducing beverage container waste.
REPUTATION MANAGEMENT AMIDST UNPRECEDENTED INDUSTRY GROWTH

Over the past decade, the aluminum industry has committed or spent nearly $10 billion to build and expand plants and operations in the United States. This includes building two brand-new, state-of-the-art aluminum rolling and recycling mills in America for the first time in more than 40 years. Along with this growth, the industry is driving renewed attention, which the association has capitalized on with coverage from Axios, Bloomberg, Forbes, POLITICO, The Wall Street Journal and more. A multipage cover story in Modern Metals highlighted how an increasing drive for sustainable materials will advance aluminum demand in the coming decades.

ASSOCIATION MEMBERS SHARPEN THEIR MESSAGES

Over the summer, the Aluminum Association hosted its second annual media and message coaching session for association members. In partnership with PR firm Stratacomm, this full session in Washington, D.C. trained members on the basics of understanding your audience, identifying your key messages and applying messaging techniques to real world scenarios. Knowing how to effectively deliver a message is critical to achieving your communications goals, whether you’re speaking at an employee town hall, during a press conference or in front of policymakers. As demand for sustainable materials like aluminum rises, it is vital the industry has a sharp and well delivered message from across the membership.
ASSOCIATION CELEBRATES 90 YEARS AS THE VOICE OF U.S. ALUMINUM

From an unfamiliar metal to a precious luxury item to the cornerstone of modern life, aluminum has been a critical material since the 19th century. And for the past 90 years, the Aluminum Association has been proud to be the industry’s voice — telling the story of the aluminum industry in the United States and to the world. Association members past and present, including several past Boultinghouse Award winners, made the trip to The Greenbrier in West Virginia for the Spring Meeting where the association celebrated the last 9 decades and looked ahead to what’s next. Above all, the people are what make the organization, and the association’s long-term success is a tribute to the leadership of its volunteer leaders across generations.

MEMBERS CELEBRATE NEW LEADERSHIP, AWARD WINNERS

The Annual Meeting in Washington, D.C. was a time of transition and celebration for the membership. Convening the industry not only provides an opportunity to discuss key issues facing the industry, but also gives the association a chance to recognize its most valuable asset — its people. During the business portion of the meeting, the association elected a new chair – Henry Gordinier of Tri-Arrows Aluminum; a new vice chair – Murray Rudisill of Reynolds Consumer Products; and four new members of the Board of Directors. To kick off the awards dinner that week, David Hazelett of Hazelett Corporation won the 24th Marlan T. Boultinghouse Award for service to the North American aluminum industry. John Lapides of United Aluminum won the Chairman’s Award in recognition of his lifelong commitment to the aluminum industry. Congratulations to the award winners and new leadership!
7. Former Marlan Boultinghouse Award winners at association spring meeting. 8. Association staff visits Alcoa smelter in Quebec. 9. Association staffer Sam Muhamed accepts Next Generation Award from American National Standards Institute. 10. Pop-up museum at spring meeting looks back at 90 years of the Aluminum Association. 11. Member volunteers Tina Kimble (Novelis) and Lauren Wilk (Arconic).
For the first time, the government plans to track the relevant carbon emissions of U.S.-produced aluminum and steel beginning as early as next year. During testimony in front of the U.S. International Trade Commission (USITC), which is developing the industry survey, Aluminum Association President & CEO Charles Johnson highlighted the industry’s long history of voluntary emissions reduction, noting: “There is no green energy transition without materials like aluminum.” The association also facilitated several plant tours throughout the year to help educate the agency on industry operations. Over the past three decades, the North American aluminum industry has cut the carbon intensity of aluminum production in half and today makes some of the cleanest aluminum and aluminum products on earth.

Following passage of significant bipartisan infrastructure and climate investment by Congress in 2022, the association worked with the membership to identify federal clean energy transition grants for aluminum. This included significant tax credits as well as a $6 billion Department of Energy investment “to accelerate decarbonization projects in energy-intensive industries.” Throughout the year, the association hosted webinars, in-person presentations and delivered a steady cadence of communication to educate companies on funding opportunities, helping multiple member companies apply to these programs. As grant recipients are announced throughout 2024 and beyond, the association will continue to play a coordinating role for the membership.
In 2023, the Aluminum Association participated in a global call to action to increase aluminum can recycling as part of the COP-28 activities in Dubai, UAE. The association is pushing for more action at the state and federal level to grow aluminum recycling in packaging and elsewhere. The global call to action includes four key points to help advance the substantial climate benefits of aluminum recycling including:

1. Establishing national or state recycling targets for aluminum cans.
2. Formulating policies to achieve these targets.
3. Collecting data on aluminum can recycling to monitor progress.
4. Keeping aluminum cans in can-to-can recycling loops to avoid mixing of alloying elements.

In December, the Aluminum Association participated in a global call to action to increase aluminum can recycling in packaging and elsewhere. The global call to action includes four key points to help advance the substantial climate benefits of aluminum recycling including:

In 2023, the association worked both directly and in coordination with a broad range of stakeholders to advance legislation at the federal level to improve nationwide recycling outcomes. In April, the association sent letters of support for both the Recycling Infrastructure Accessibility Act and the Recycling and Composting Accountability Act in the Senate - both of which passed the Senate Committee on Environment and Public Works in 2023. In the House, companion versions of the Senate bills were introduced later in the year and the association similarly provided support letters and in-person advocacy for the bills while they await further action. In the states, the association’s participation with The Recycling Partnership’s Policy Accelerator has provided an avenue for input into the implementation of state legislation that is advancing Extended Producer Responsibility efforts in Oregon, Colorado, Maine and California. These four states are at the forefront of determining what the next iteration of recycling policy will look like across a variety of recyclable packaging materials like aluminum.
ASSOCIATION CONTINUES TO DRIVE GLOBAL TRADE AGENDA

Aluminum remained toward the top of the global trade agenda in 2023, and the Aluminum Association worked extensively with partners and policymakers to ensure a fair market and level playing field for U.S. producers. In September, the Aluminum Association hosted U.S. Trade Representative Katherine Tai for an in-person Q&A during our annual meeting. Later in the year, the association hosted a summit in Mexico City to call for stronger trade monitoring and enforcement in Mexico as part of the U.S.-Mexico-Canada Agreement. Throughout the year, the association worked in concert with partners from global aluminum associations and others to advocate common sense trade policy.

TRADE ENFORCEMENT WORKS THROUGH ADM INISTRATIVE REVIEW

The Aluminum Association’s Trade Enforcement Working Group secured continued antidumping and countervailing duty (AD/CVD) orders on foil imports from China through 2028. This followed a mandatory five-year administrative review of the tariffs, which were first implemented in 2018. Among other activities, the group secured action by the Commerce Department to combat foil imports from South Korea and Thailand that were circumventing required duties by using Chinese aluminum inputs. The association remains committed to targeted trade enforcement and monitoring activities as a key way to level the playing field and support growth for U.S. aluminum.
**INFRASTRUCTURE**

**ALUMINUM A KEY ELEMENT OF U.S. INFRASTRUCTURE INVESTMENT**

Aluminum is a key element of any comprehensive strategy to enhance the nation’s infrastructure while conserving energy, improving environmental quality and mitigating climate change. And U.S. aluminum firms rely on modern and reliable infrastructure—from roads and bridges to the electric grid to recycling systems. In 2023, the association marked the one-year anniversary of President Biden signing the Inflation Reduction Act, legislation that authorized major federal spending on climate, energy and related areas. Infrastructure investment is buoying historic industry-sponsored capital spending – more than $6 billion announced for U.S.-based aluminum projects over the past 3 years. Shifting consumer preferences toward more sustainable materials, a move toward electrification, bipartisan support for trade enforcement and infrastructure spending are all working together to make America a highly attractive place to make aluminum. *(Building America means building with aluminum.)*

**ASSOCIATION, AEC PARTNER ON ALUMINUM SAFETY SUMMIT**

The Aluminum Association and Aluminum Extruders Council (AEC) hosted the Aluminum Safety Summit in Rosemont, IL, in November. The conference brought together Environment, Health and Safety managers, supervisors and frontline leaders across the entire industry to share their knowledge and experiences to collaborate on new safety practices and challenges. Experts gave keynote presentations on human organizational performance, heat stress management and risk tolerance and perception. This was followed by interactive focus sessions on topics such as ergonomics, first responders outreach and new hire onboarding and training.

**WORKFORCE**

**CASTHOUSE SAFETY WORKSHOPS TRAIN 180+ IN MOLTEN ALUMINUM SAFETY**

The association hosted Casthouse Safety Workshops in Spokane, WA, and Nashville, TN, in 2023 – training 183 industry employees from dozens of companies on the fundamentals of safely handling molten aluminum and exchanging industry best practices. New content for 2023 included heat stress prevention, hands-free casting, human organizational performance in molten metal safety and virtual reality simulators. Record low injuries, fatalities and high-intensity explosions can be partially accredited to the industry’s commitment to train and prepare its employees for molten metal environments.
75% of respondents to a first-of-its-kind survey of aluminum producers, fabricators and suppliers on workforce trends and challenges identified the need to recruit new engineers as the most critical workforce gap facing the industry. The online survey conducted by the Aluminum Association in October 2023 is the start of a broader assessment of workforce issues and drove responses from 40 companies representing 53 individual plants and facilities operating in North America.

Respondents identified the following workforce recruitment challenges:

- Interest in entering aluminum and manufacturing workforce
- Finding qualified workers, especially engineers
- Work-life balance

Respondents identified the following approximate breakdown of their current workforce:

- **Operations** (e.g., loader driver, casting pit operator, production operator) - 50%
- **Business & Administration** (e.g., finance, marketing, supply chain, logistics) - 15%
- **Science, Technology, Engineering, Mathematics** (e.g., engineering, metallurgy, environmental health & safety, quality control) - 15%
- **Maintenance** (e.g., electricians, millwrights, machinists, journeymen, technical repairs) - 15%
- **Professional Leadership** (e.g., directors, VPs, executive staff) - 5%

**SCAN HERE**
Learn more findings from the survey
TCPS ADVANCES INDUSTRY THROUGH STANDARDS ACTIVITY

The Aluminum Association’s standards team worked hand in glove with the Technical Committee on Product Standards (TCPS) in 2023 to carry out the vital industry standards work that is a cornerstone of the association’s work. In total, the association registered six new alloys in 2023: four Wrought Aluminum Alloys with applications as diverse as high strength conductors for automobile signals wires, free machining alloys and high strength extrusions; and two Powder Aluminum Alloys that are intended for powder based additive manufacturing processes and functionalized high ductility feedstock material. TCPS also addressed American National Standards Institute (ANSI) and Aluminum Standards & Data (ASD) related technical inquiries, fielding questions ranging from extrusion angularity, dimensional tolerances for wire, rod, bar and tubes versus more complex structural profiles, applicability of corrosion features on surface roughness, defining parameters for TX511 tempers and more.

NEW SURVEY OF AUTOMAKERS CONFIRMS ALUMINUM USE EXPECTED TO GROW

The association’s Aluminum Transportation Group (ATG) launched its triennial study conducted by Ducker Carlisle in 2023, which forecasts aluminum’s growth through the end of the decade. Aluminum’s safety, performance and environmental benefits makes it the favored material across powertrains and as a result, automakers are continuing to incorporate aluminum content into hoods, door sills and rockers, body-in-white (BIW), crash management systems (CMS), battery housings and e-motors and drives in vehicle designs to help offset battery weight and increase range. Ducker Carlisle found that a net gain of 56 pounds per vehicle is expected between 2020 and 2025 with aluminum growing by almost 100 net PPV between 2020 and 2030 to a total average of 556 PPV. Simply put, demand for more sustainable transportation—no matter the vehicle type—will help drive an increase in market share for aluminum content.

Aluminum growth projected at 100 net PPV between 2020-2030

SCAN HERE
Read more on the Ducker Carlisle study
In November, the Aluminum Transportation Group (ATG) hosted the inaugural Aluminum Technology Forum (ATF) at the Garden Theater in Detroit. The event underscored the pivotal role aluminum plays in modern mobility and featured prominent thought leaders from the automotive and aluminum industries. The one-day event celebrated the growing adoption of aluminum in the automotive sector and emphasized the collaborative efforts with various stakeholders to foster innovation amid the rapid shift toward electrification. The forum served as a platform to delve into innovative approaches to aluminum design, showcase successful applications in both internal combustion engines (ICE) and electric vehicles (EVs), and discuss the future direction of vehicle engineering.

Panelists discuss aluminum’s role in the automotive sector at Aluminum Technology Forum in Detroit.

The Aluminum Association published the 5th edition of Welding Aluminum: Theory & Practice (WATP) in early 2023. First published in 1989, this WATP is widely regarded as the definitive reference textbook for aluminum welding applications and covers topics ranging from aluminum welding metallurgy and properties to metal preparation, welding practices, weld performance and more. The new publication highlights important advances in welding technology over the 20 years since the previous edition, including refreshing several illustrations and tables.

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In 2023, the Aluminum Association published the Purple Sheets, a new entry to its Rainbow Sheets alloy designation and registration records series. Formally titled Designations and Chemical Composition Limits for Aluminum Powders and Aluminum Alloy Powders, this entry deals with aluminum alloys in powder form and makes use of long-established designation features intuitive and familiar to the aluminum industry. This marks the culmination of years of work during which TCPS developed essential parameters to identify aluminum powder chemistries and densities in a highly usable manner for the upstream aluminum alloy powder market. Several powder alloys registered with the association in the past for various applications such as additive manufacturing and sintering have found an exclusive home in the Purple Sheets alongside more recent registrations.

The Aluminum Association is the primary source for statistics and business information on the North American aluminum industry. The association’s statistics team produces more than two-dozen different statistical reports covering every segment of the market, from orders to shipments to detailed trade data. The association’s statistics program continues to modernize its system while delivering the critical industry data stakeholders rely on. In 2023, the Statistical & Market Research Committee (SMRC), which guides the work of the statistics program, met in San Antonio to develop estimates for product-specific shipments into various end-use markets, as it worked to finalize annual North American aluminum demand estimates. The committee’s consensus-driven approach has proven invaluable to the development of industry-wide statistics has proven invaluable to the association’s work and is widely regarded throughout the global industry.

Throughout 2023, eight of the association’s market committees conducted a business planning process to review committee charters and update vision and mission statements, committee goals and activities. The exercise was a great opportunity for each committee to examine – and refocus if needed – their priorities and workstreams. Notably, the process revealed several common themes across the committees like trade, recycling and sustainability, education and outreach, and market growth. Additionally, committees are now more closely aligned with the association’s 3-year strategic plan which will drive industry activity forward in the coming years.
Meet Team Aluminum

OFFICE OF PRESIDENT & CEO

Charles Johnson
President & CEO

Trayvia Watson
Executive Assistant to the President & CEO

FINANCE & ADMINISTRATION DEPARTMENT

Jennifer Cassidy
Vice President, Finance & Administration

Jennifer Bell
Director, Membership Services

Heidi Lomba
Senior Accounting Specialist

EXTERNAL AFFAIRS DEPARTMENT

Matt Meenan
Vice President, External Affairs

Nadya Ally
Director, Sustainability

Katie Rosebrook
Manager, External Affairs
Meet Team Aluminum

GOVERNMENT RELATIONS & INTERNATIONAL PROGRAMS DEPARTMENT

Virginia Gum Hamisevicz  
Vice President, Government Relations & International Programs

Curt Wells  
Senior Director of Regulatory Affairs & Corporate Stewardship

Liz Sullivan  
Manager, Federal and State Government Relations & PAC

Andrew Smith  
Manager, Regulatory Affairs

MARKET GROWTH & DEVELOPMENT DEPARTMENT

Ryan Olsen  
Vice President, Market Growth & Development

John Newman  
Director, Technology & Market Development

Debra Weston  
Senior Technical Assistant

Marshall Wang  
Senior Manager, Sustainability Programs

Sam Muhamed  
Manager, Standards & Technology

Sydney Masterson  
Statistical Analyst
# Meet the Leadership

## Board Leadership

*Denotes Member of Executive Committee  
**As of December 31, 2023**

<table>
<thead>
<tr>
<th>Name</th>
<th>Company</th>
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<tbody>
<tr>
<td>Amy Abraham</td>
<td>Rio Tinto</td>
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<tr>
<td>Chris Cerone</td>
<td>Novelis</td>
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<tr>
<td>Paul-Henri Chevalier</td>
<td>Jupiter Aluminum</td>
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<td>Erin Fauber, AMCOR*</td>
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<td>Tom Grosko, Smelter Service</td>
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<td>Jodi Keller, United Scrap Metals</td>
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<td>John Lapides, United Aluminum</td>
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<td>Henry Gordinier, Tri-Arrows Aluminum*</td>
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<tr>
<td>Murray Rudisill, Reynolds Consumer Products*</td>
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## Board Committee Leadership

*Denotes Acting Chair

### Executive Committee
- Murray Rudisill, Reynolds Consumer Products

### Finance Committee
- Tom Grosko, Smelter Service

### Legal Audit
- John Donnan, Kaiser Aluminum

### Membership
- Erin Fauber, AMCOR*

### Nominating
- Buddy Stemple, Constellium

### Sustainability Advisory Council
- Terry Hogan, Real Alloy
Meet the Leadership

Resource and Support Group Leadership

**Associate Member**
Matt Hanley, Vail Rubber Works

**Environmental**
Edgar Scott, Kaiser Aluminum

**Government Affairs Committee**
Duncan Pitchford, Hydro

**Health & Safety**
Vacant

**Statistical & Market Research**
Mike Crane, Smelter Service

**Technical Committee on Product Standards**
Jerome Fourmann, Rio Tinto

Market Committee Leadership

**Aluminum Transportation Group (ATG)**
Craig Lewis, Constellium

**Building & Construction**
Paul Walker, Hydro

**Can Sheet Producers**
Spooner Ward, Novelis

**Electrical**
Christel Hunter, Cerro Wire

**Foil**
Brad Tomas, Granges

**Heavy Truck**
Davide Ricci, Novelis

**Recycling**
Travis Carr, Real Alloy

**Sheet & Plate**
Patrick Boittiaux, Arconic
The association’s 2023 budget was break even, and we ended the year with a modest surplus of over $300,000.

*The 2023 year-end numbers are preliminary and unaudited.
Thank you to our Aluminum PAC Donors
As of December 31, 2023

Chair Level
Jean-Marc Germain, Constellium
Charles Johnson, The Aluminum Association
Garney Scott, Scepter

Presidential Level
Air Products PAC
Alcoa PAC
Erin Fauber, American Metal Chemical Corp.
Steven Fisher, Novelis
Henry Gordinier, Tri-Arrows Aluminum
John Herrmann, Kelley Drye
Buddy Stemple, Constellium
Kelly Thomas, Vista Metals

Congressional Level
Jennifer Cassidy, The Aluminum Association
Chris Cerone, Novelis
Terry Hogan, Real Alloy
Lee McCarter, JW Aluminum
Matt Meenan, The Aluminum Association
Messer PAC

Supporter Level
Duncan Pitchford, Hydro
Murray Rudisill, Reynolds
Edgar Scott, Kaiser Aluminum
Thomas Testwuide, Skana
Mark Vrablec, Arconic
Jason Walsh, Kaiser Aluminum
Curt Wells, The Aluminum Association

Aaron “AJ” Johnston, Arconic
Mike Keown, Commonwealth Rolled Products
Tina Kimble, Novelis
Beatriz Landa, Novelis
Harrison Lapides, United Aluminum
Brian McCallie, Constellium
Josh Morey, Kelley Drye
Ryan Olsen, The Aluminum Association
Neeraj Saxena, Messer
Cathy Schad, Skana
Daniel Titus, Page Transportation
Gary Tucci, Novelis
John Wharton, Gresham Smith
Lauren Wilk, Arconic