

## 2020 Annual Meeting of Stockholders – Additional Questions & Answers

### **How many employees have contracted COVID-19?**

Approximately 20 percent of our global operating locations and offices have had at least one confirmed case of COVID-19, although those who were diagnosed may not have been present at our workplaces when they were symptomatic. As of May 6, 2020, Alcoa has had 82 employees and contractors diagnosed with COVID-19 with varying levels of severity.

Before the disease began to spread to all countries across the world, Alcoa initiated its Global Crisis Response Team (CRT) to prepare for a potential pandemic, which the World Health Organization officially declared on March 11, 2020. The Alcoa team, working with all locations and regional CRTs, developed a comprehensive Preparedness and Response Plan to protect our personnel and mitigate the potential impact of this disease to Alcoa and its employees and contractors.

The Company also has been monitoring the communities where we operate for confirmed cases and to understand whether sustained, local community transmission is occurring in those communities.

### **What technology advancement are you most proud of during the past year at Alcoa?**

Continuing the development of the ELYSIS™ joint venture with Rio Tinto and making the first sale of carbon-free aluminum to Apple, Inc.

### **Is there new technology to protect employees from the spread of COVID-19?**

To protect our employees, Alcoa has implemented procedures that align with guidance from public health authorities, including implementing social distancing, altering shift schedules, increasing cleaning, encouraging increased personal hygiene, and authorizing remote work where possible and practical.

Some governments are implementing or exploring the use of mobile applications that may alert citizens when they come into contact with individuals who have been confirmed with COVID-19. Alcoa is not implementing or mandating any such data-gathering system for its workforce, but will comply with applicable government requirements, including abiding by data privacy regulations in our jurisdictions.

### **How many shareholders are attending this meeting?**

Approximately 70 people attended the meeting, including approximately 50 Alcoa employees, board members and meeting support staff.

### **What percent of employees can do most of their work at home?**

Globally, Alcoa had approximately 13,800 employees at the end of 2019 and about 20 percent of those are salaried employees. Some percentage of our salaried workforce in non-production roles are able to work remotely, when applicable and feasible. Roles such as accounting and financial planning and analysis, for example, can be done remotely. Alcoa utilizes technology to connect employees remotely, including through virtual meetings. Most of our global workforce, however, is unable to work remotely due to the critical nature of their roles in mining bauxite, refining alumina, and producing aluminum and aluminum products.

### **How much did Alcoa spend on R&D in 2019?**

As noted in our 2019 form 10-K, Alcoa spent \$27 million on R&D in 2019.

**Does Alcoa foresee the recently announced shutdown of the Intalco smelter in July as a temporary business situation?**

The curtailment of the Intalco smelter is by definition a temporary action and not a permanent closure. We are concerned about the current and future competitiveness of that facility, as evidenced by the \$24 million loss sustained in 1Q20 and our curtailment decision. While we appreciate the recent effort of the Intalco employees to improve its operation, significant changes in the plant's cost structure and overall competitiveness, combined with a more favorable market environment, would be needed for a successful restart.

**Would the company consider virtual access to future annual meetings for those stockholders who cannot attend in person?**

The Company has not decided the format for next year's annual meeting. Continuing some sort of virtual access is a possibility.

**Where are we in terms of ABI ramp up? Current production level and target for end of year?**

At the end of the first quarter of 2020, ABI was operating at approximately 85% of capacity. Timing to return to full production will be evaluated in the months ahead.

**Would management consider renaming the building on Isabella Street the Paul O'Neill Center, in honor of the former CEO who recently died?**

We do not own the Corporate Center on Isabella Street. When we separated into two companies, our former parent company Arconic Inc. retained ownership of the building at that time. Alcoa leases office space in the building.