

---

---

**UNITED STATES  
SECURITIES AND EXCHANGE COMMISSION**  
Washington, D.C. 20549

---

**FORM 8-K**

---

**CURRENT REPORT  
PURSUANT TO SECTION 13 OR 15(d)  
OF THE SECURITIES EXCHANGE ACT OF 1934**

**Date of Report (Date of earliest event reported): October 19, 2016 (October 13, 2016)**

---

**ALCOA UPSTREAM CORPORATION**

(Exact name of Registrant as specified in its charter)

---

**Delaware**  
(State or Other Jurisdiction  
of Incorporation)

**1-37816**  
(Commission  
File Number)

**81-1789115**  
(I.R.S. Employer  
Identification Number)

**390 Park Avenue, New York, New York**  
(Address of Principal Executive Offices)

**10022-4608**  
(Zip Code)

**212-836-2600**  
(Registrant's telephone number, including area code)

(Former Name or Former Address, if Changed Since Last Report)

---

Check the appropriate box below if the Form 8-K filing is intended to simultaneously satisfy the filing obligation of the Registrant under any of the following provisions:

- Written communications pursuant to Rule 425 under the Securities Act (17 CFR 230.425)
  - Soliciting material pursuant to Rule 14a-12 under the Exchange Act (17 CFR 240.14a-12)
  - Pre-commencement communications pursuant to Rule 14d-2(b) under the Exchange Act (17 CFR 240.14d-2(b))
  - Pre-commencement communications pursuant to Rule 13e-4(c) under the Exchange Act (17 CFR 240.13e-4(c))
- 
-

---

**Item 7.01 Regulation FD Disclosure.**

On October 13, 2016, Alcoa Inc. (“Alcoa”) announced that, in connection with its planned separation into two independent, publicly-traded companies, future companies Arconic Inc. and Alcoa Upstream Corporation (“Alcoa Corporation”) will each host investor events in October 2016. The separation of Alcoa is scheduled to become effective before the opening of the market on November 1, 2016.

As disclosed by Alcoa, Alcoa Corporation will commence its series of investor meetings beginning on October 20, 2016, and it will host a global investor webcast on October 20, 2016, at 9 a.m. EDT.

A copy of the materials to be presented at these meetings is attached hereto as Exhibit 99.1, and is incorporated herein by reference. In addition, the presentation materials will be available shortly before the commencement of these meetings on [www.alcoa.com](http://www.alcoa.com).

The information in Item 7.01 of this Current Report on Form 8-K and in Exhibit 99.1 is being furnished, not filed, in accordance with the provisions of General Instruction B.2 of Form 8-K. Accordingly, the information in Item 7.01 of Form 8-K and in Exhibit 99.1 will not be incorporated by reference into any registration statement filed by Alcoa under the Securities Act of 1933 unless specifically identified therein as being incorporated therein by reference.

**Item 9.01 Financial Statements and Exhibits.**

(d) Exhibits.

The following are furnished as exhibits to this report:

<u>Exhibit No.</u>	<u>Description</u>
99.1	Alcoa Corporation Global Investor Presentation, dated October 19, 2016.

---

**SIGNATURES**

Pursuant to the requirements of the Securities Exchange Act of 1934, the Registrant has duly caused this report to be signed on its behalf by the undersigned hereunto duly authorized.

ALCOA UPSTREAM CORPORATION

By: /s/ Jeffrey Heeter

Name: Jeffrey Heeter

Title: Secretary

Date: October 19, 2016

---

**Exhibit Index**

Exhibit  
No.

Description

99.1 Alcoa Corporation Global Investor Presentation, dated October 19, 2016.

*The Element of **Possibility***

# Alcoa Corporation

**Investor Presentation**

October 2016



## Forward-Looking Statements

This presentation contains statements that 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 include those containing such words as "anticipates," "believes," "could," "estimates," "expects," "forecasts," "goal," "intends," "may," "outlook," "plans," "projects," "seeks," "sees," "should," "targets," "will," "would," or other words of similar meaning. All statements by Alcoa and Alcoa Upstream Corporation ("Alcoa Corporation") that reflect expectations, assumptions or projections about the future, other than statements of historical fact, are forward-looking statements, including, without limitation, forecasts concerning global demand growth for aluminum, supply/demand balances; statements, projections or forecasts of future financial results or operating performance; statements about strategies, outlook, business and financial prospects; and statements regarding the prospective separation transaction. Forward-looking statements are not guarantees of future performance and are subject to risks, uncertainties, and changes in circumstances that are difficult to predict. Although Alcoa and Alcoa Corporation believe that the expectations reflected in any forward-looking statements are based on reasonable assumptions, each can give no assurance that these expectations will be attained and it is possible that actual results may differ materially from those indicated by these forward-looking statements due to a variety of risks and uncertainties. Such risks and uncertainties include, but are not limited to: (a) the possibility that various closing conditions for the separation may not be satisfied; (b) the impact of the separation on the businesses of Alcoa or Alcoa Corporation; (c) material adverse changes in aluminum industry conditions, including global supply and demand conditions and fluctuations in London Metal Exchange-based prices and premiums, as applicable, for primary aluminum, alumina, and other products, and fluctuations in indexed-based and spot prices for alumina; (d) deterioration in global economic and financial market conditions generally; (e) unfavorable changes in the markets served by Alcoa and Alcoa Corporation; (f) the impact of changes in foreign currency exchange rates on costs and results; (g) increases in energy costs; (h) changes in discount rates or investment returns on pension assets; (i) the inability to achieve the level of revenue growth, cash generation, cost savings, improvement in profitability and margins, fiscal discipline, or strengthening of competitiveness and operations anticipated from restructuring programs and productivity improvement, cash sustainability, technology advancements, and other initiatives; (j) the inability to realize expected benefits, in each case as planned and by targeted completion dates, from acquisitions, divestitures, facility closures, curtailments, or expansions, or joint ventures; (k) political, economic, and regulatory risks in the countries in which Alcoa and Alcoa Corporation operate or sell products; (l) the outcome of contingencies, including legal proceedings, government or regulatory investigations, and environmental remediation; (m) the impact of cyber attacks and potential information technology or data security breaches; and (n) the other risk factors discussed in Alcoa's Form 10-K for the year ended December 31, 2015, Alcoa Corporation's registration statement on Form 10, and other reports filed by Alcoa and Alcoa Corporation with the U.S. Securities and Exchange Commission (SEC). Alcoa and Alcoa Corporation disclaim any obligation to update publicly any forward-looking statements, whether in response to new information, future events or otherwise, except as required by applicable law. Market projections are subject to the risks discussed above and other risks in the market.

## **Non-GAAP Financial Measures**

This presentation includes unaudited "non-GAAP financial measures" as defined in Regulation G under the Securities Exchange Act of 1934, including Adjusted EBITDA. Alcoa and Alcoa Corporation believe that the presentation of non-GAAP financial measures helps investors by providing additional information with respect to the operating performance of Alcoa Corporation and the ability of Alcoa Corporation to meet its financial obligations. The presentation of non-GAAP financial measures is not intended to be a substitute for, and should not be considered in isolation from, the financial measures reported in accordance with GAAP. See the appendix for a reconciliation of the non-GAAP financial measures included in this presentation to their comparable GAAP financial measures. Alcoa Corporation has not provided a reconciliation to forecasted EBITDA to the most directly comparable GAAP financial measures because Alcoa Corporation is unable to quantify certain amounts that would be required to be included in the GAAP measure without unreasonable efforts and Alcoa Corporation believes that such reconciliations would imply a degree of precision that would be confusing or misleading to investors. In particular, reconciliation of guidance for EBITDA to the most directly comparable GAAP measure would not be available without unreasonable efforts on a forward-looking basis due to the variability and complexity with respect to the components of such measure, such as index pricing. References to historical EBITDA herein means adjusted EBITDA, for which we have provided calculations and reconciliations in the Appendix.

## **Other Information**

The separation of Alcoa Inc. into two standalone companies - Alcoa Corporation and Arconic Inc. - is scheduled to become effective before the opening of the market on November 1, 2016.

## Today's conversation

### Topics

- Our Business
- Financial Overview
- Q&A

### Presenters



#### Roy Harvey

*Alcoa Corporation: Chief Executive Officer and Director*

*Current position at Alcoa Inc.: Executive Vice President, President of Global Primary Products*



#### William Oplinger

*Alcoa Corporation: Executive Vice President and Chief Financial Officer*

*Current position at Alcoa Inc.: Executive Vice President and Chief Financial Officer*

---

# Our Business

Roy Harvey

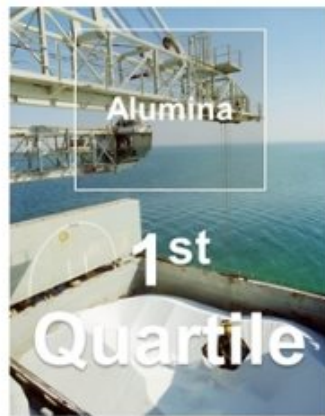


- Global network of world-class aluminium assets and operations
- Strong customer relationships and robust growth opportunities
- Highly experienced senior management with operator-centric culture
- Focused on optimizing cost and return on capital (ROC), creating shareholder value
- Strong balance sheet and financial position, positioned for the future

## 2016 global cost curve positions



**World's largest  
bauxite miner<sup>1</sup>**



**World's largest  
alumina refiner<sup>1</sup>**



**Well-positioned  
smelting assets**

Source: CRU and Alcoa analysis

1. Based on 2015 production. Includes both equity interests as well as AWAC wholly-owned subsidiaries.

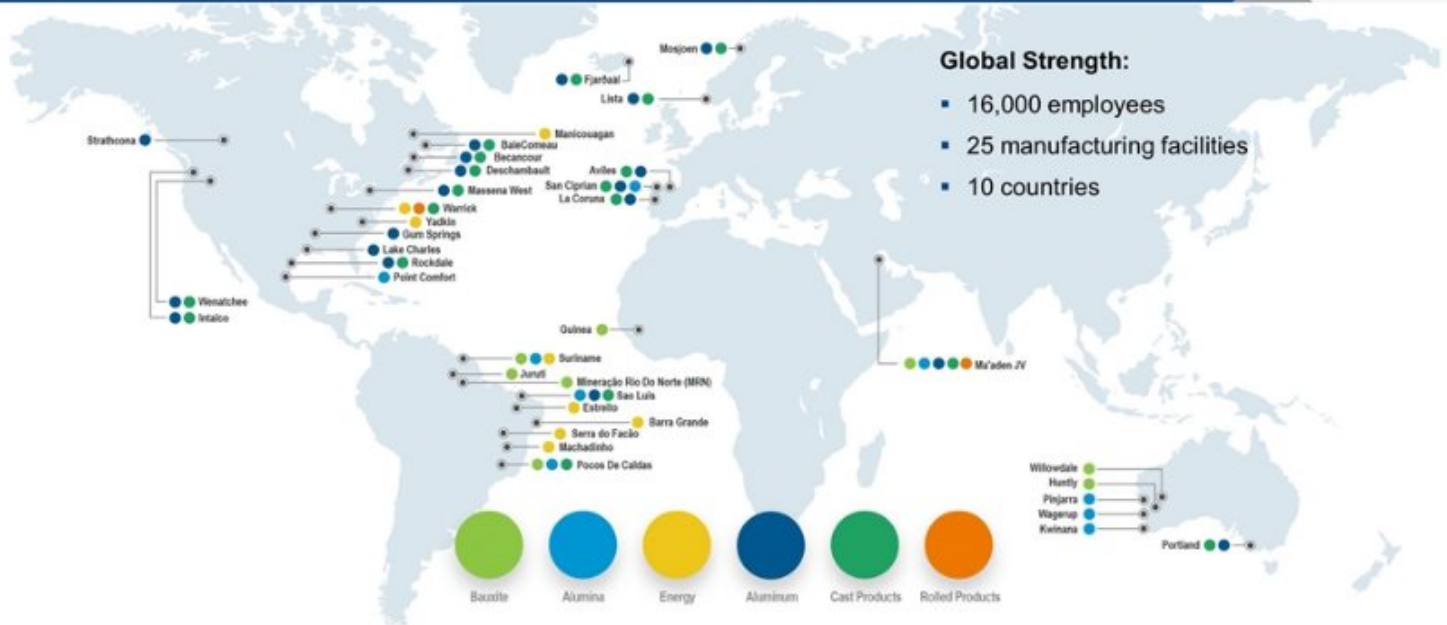
## Business segments

Bauxite	Alumina	Aluminum	Cast Products	Rolled Products	Energy
Geographically dispersed mines with a premier low-cost position	Nine refineries on five continents with access to growth markets in Asia, Middle East, and Latin America	Global aluminum producer with a proven ability to drive technology advancements	Global casthouses providing value-added products to customers in growing markets	Can sheet leader in North America; integrating state of the art Saudi Arabian facility	Power production capacity of 1,685 <sup>1</sup> megawatts
<b>\$468M</b> <i>New 3<sup>rd</sup> party Bauxite contracts for 2016 – 2017 signed in 2016 YTD</i>	<b>65%</b> <i>Shipments in 1<sup>st</sup> half of 2016 to 3<sup>rd</sup> party customers, with 85% based on API index</i>	<b>38<sup>th</sup> percentile</b> <i>Repositioned portfolio including Saudi Arabian JV with world's lowest cost smelter</i>	<b>&gt;2X</b> <i>\$89M in ATOI in the 1<sup>st</sup> half of 2016; more than double compared to the same period in 2015</i>	<b>Over 90%</b> <i>Market share in North America aluminum food can segment</i>	<b>35%</b> <i>EBITDA Margin in 1<sup>st</sup> half of 2016; maximizing profit optionality between internal &amp; market supply</i>

### Six independent business units with strategic optionality and market-based transfer pricing

1. Includes 215-megawatt capacity at Yadkin. In July 2016, Alcoa Corporation's wholly-owned subsidiary, Alcoa Power Generating Inc., reached an agreement to sell its Yadkin Hydroelectric Project (Yadkin).
2. See adjusted EBITDA reconciliations in the appendix.

# Global portfolio provides access to growth markets



# 3<sup>rd</sup>-party bauxite leads solid growth prospects



## Market outlook

	Bauxite	Alumina	Aluminum
2016 Supply/Demand Balance	<ul style="list-style-type: none"> <li>Balanced</li> </ul>	<ul style="list-style-type: none"> <li>China: Deficit of 170 kt</li> <li>RoW: Deficit of 1,430 kt</li> </ul>	<ul style="list-style-type: none"> <li>China: Surplus of 1,195 kt</li> <li>RoW: Deficit of 1,810 kt</li> </ul>
2017 Supply/Demand Balance	<ul style="list-style-type: none"> <li>Balanced</li> </ul>	<ul style="list-style-type: none"> <li>Balanced</li> </ul>	<ul style="list-style-type: none"> <li>China: Hinges on supply restraint</li> <li>RoW: Deficit of 1,500 kt</li> </ul>
Key Market Factors	<ul style="list-style-type: none"> <li>8% 3<sup>rd</sup>-party demand CAGR to 2020</li> <li>Chinese reserve depletion and quality deterioration increasing import demand</li> <li>S.E. Asia governments limiting exports</li> </ul>	<ul style="list-style-type: none"> <li>Alumina spot price up \$71 per ton (36%) in 2016 YTD<sup>1</sup></li> <li>Chinese restarts slowing</li> <li>Rising Chinese caustic, energy, and transportation costs</li> </ul>	<ul style="list-style-type: none"> <li>LME aluminum price up \$191 per ton (13%) in 2016 YTD<sup>2</sup></li> <li>Restraint shown in Chinese restarts</li> <li>Rising Chinese alumina, energy, and transportation costs support price</li> </ul>

Source: CRU, CM Group, and Alcoa analysis

2016-2017 balance figures are post-trade with Chinese imports of 3.0 Mt alumina (2016), 40 kt aluminum (2016), and 25 kt aluminum (2017)

1. Based on Platts FOB WA price as of October 18, 2016 vs. January 4, 2016.

2. Based on LME price as of October 18, 2016 vs. January 4, 2016

# Leadership team ready to support the business



## Leadership as of November 1, 2016

### Experienced Senior Leadership

- **Roy Harvey**, Chief Executive Officer
- **William Oplinger**, Executive Vice President and Chief Financial Officer
- **Tómas Már Sigurdsson**, Executive Vice President and Chief Operating Officer
- **Leigh Ann Fisher**, Executive Vice President and Chief Administrative Officer
- **Jeffrey Heeter**, Executive Vice President, General Counsel and Secretary
- **Robert Collins**, Executive Vice President and Controller
- **Michelle O'Neill**, Senior Vice President, Global Governmental Affairs and Sustainability
- **Benjamin Kahrs**, Senior Vice President, Strategy, Technology, and Corporate Development
- **Monica Orbe**, Senior Vice President, Chief Communications Officer

### Accomplished Board of Directors

- **Mary Anne Citrino**, Senior Advisor, The Blackstone Group L.P.
- **Timothy Flynn**, former Chairman and CEO, KPMG
- **Kathryn Fuller**, Chair, the Smithsonian National Museum of Natural History
- **Roy Harvey**, CEO, Alcoa Corporation
- **James Hughes**, former CEO of First Solar, Inc.
- **Michael Morris**, Non-Executive Chairman of Alcoa Corporation; former Chairman and CEO, American Electric Power
- **James Nevels**, founder and Chairman, The Swarthmore Group
- **James Owens**, former Chairman and CEO, Caterpillar Inc.
- **Carol Roberts**, Senior Vice President and CFO, International Paper Company
- **Suzanne Sitherwood**, President and CEO, Spire Inc.
- **Steven Williams**, President and CEO, Suncor Energy Inc.
- **Ernesto Zedillo**, former President of Mexico and current Director, Yale Center for the Study of Globalization

# Promoting strong, efficient, operator-centric culture



## Operating culture

### Lead with our values

- **Act with Integrity**
- **Operate with Excellence**
- **Care for People**

### Dedication to safety and sustainability

- **Unrelenting focus on safety**
- **Reducing greenhouse gas emissions**, lowering energy and fresh water consumption
- **Supporting communities** via Alcoa Corp. Foundation and employee volunteerism

### Decentralized decision making and accountability

- **Six independent business leaders** with clear accountability for business results
- **Management systems streamlined**, improving efficiency and ensuring efficacy of every dollar spent
- Market-based transfer pricing enabling **location driven focus**

### Relentless focus on cost control

- Already **exceeded 2016 productivity improvement goal of \$550M** by \$19M
- Continue procurement savings and **conversion cost reductions**
- **Lower overhead** spend

---

# Financial Overview

William Oplinger



# Six segments diversify revenue and EBITDA



## Key financial metrics – Six months ending June 30, 2016

Segment	3 <sup>rd</sup> Party Revenue \$M	Total Revenue <sup>1</sup> \$M	Adj. EBITDA <sup>1,2</sup> \$M	Adj. EBITDA Margin %
Bauxite	\$131	\$488	\$176	36.1%
Alumina	\$1,097	\$1,710	\$115	6.7%
Aluminum	\$15	\$1,904	\$83	4.4%
Cast Products	\$2,570	\$2,676	\$144	5.4%
Rolled Products	\$446	\$446	\$15	3.4%
Energy	\$132	\$218	\$77	35.3%
Corporate	\$61	(\$2,990)	(\$158)	–
<i>Transformation</i>	\$61	\$61	(\$65)	–
<i>Corp. Pension / OPEB</i>	–	–	(\$28)	–
<i>Impact of LIFO and metal price lag</i>	–	–	\$31	–
<i>Other</i>	–	(\$3,051) <sup>2</sup>	(\$96)	–
<b>Alcoa Corporation Total</b>	<b>\$4,452</b>	<b>\$4,452</b>	<b>\$452</b>	<b>10.2%</b>

1. Before intersegment eliminations.

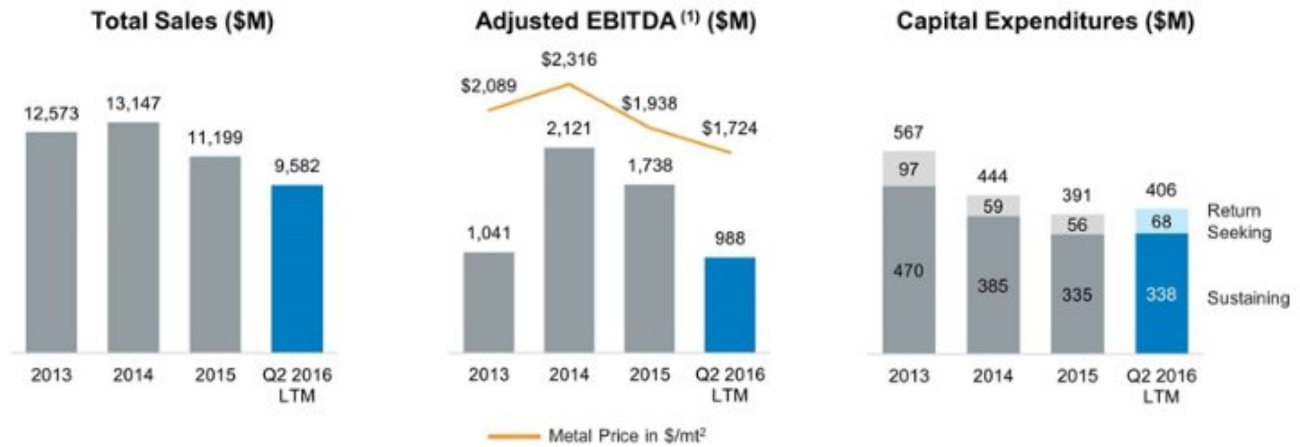
2. See appendix for adjusted EBITDA reconciliations.

3. Represents the elimination of revenue generated from product sales from one Alcoa Corporation segment to another (e.g. sales from the Aluminum segment to the Cast Products segment).

# Resilient EBITDA despite lower prices



## Financial trends



1. See appendix for adjusted EBITDA reconciliations  
 2. Metal price represents combined annual averages of LME + Midwest premium

# Capital structure: low debt, substantial liquidity



## Pro forma capital structure as of June 30, 2016<sup>1</sup>

- Conservative balance sheet with substantial liquidity
- Assumes starting cash balance of \$632M
- Alcoa Corporation issued \$1.25B of funded debt, assumed \$0.2B BNDES loan
- Credit ratings of BB- and Ba3 from S&P and Moody's respectively

(\$M)	Pro Forma	% Total
<b>Cash</b>	<b>\$632</b>	
<b>Debt Structure</b>		
Alcoa Corp. \$1.5B RCF <sup>2</sup>	–	–
Alcoa Corp. Debt Issuance	1,250	85.4%
BNDES Loan	200	13.7%
Other	13	0.9%
<b>Total Debt</b>	<b>\$1,463</b>	<b>100.0%</b>
<i>Net debt</i>	<i>\$831</i>	
<b>Liquidity</b>		
Credit Facility Availability	\$1,500	
Cash and Cash Equivalents	632	
<b>Total Liquidity</b>	<b>\$2,132</b>	

1. For additional information, see Alcoa Upstream Corporation Form 10 as filed with the Securities and Exchange Commission on October 11, 2016.  
 2. RCF: Revolving Credit Facility

# Strong balance sheet and financial position



Pro Forma balance sheet<sup>1</sup> – key metrics as of June 30, 2016

Net Debt-to-LTM EBITDA <sup>2</sup>	Debt-to-Equity	Working Capital
<ul style="list-style-type: none"><li>▪ Current business operations are ready to <b>support our debt</b></li><li>▪ <b>Focus on maintaining</b> strong non-investment grade rating</li></ul> <hr/> <p><b>0.8x</b></p>	<ul style="list-style-type: none"><li>▪ Appropriate <b>capital structure and financial flexibility</b></li><li>▪ <b>Plan to efficiently</b> manage leverage</li></ul> <hr/> <p><b>0.2x</b></p>	<ul style="list-style-type: none"><li>▪ <b>Efficient working capital management</b> to support business operations</li><li>▪ Relentless focus on <b>generating cash</b></li></ul> <hr/> <p><b>&lt;30 Days</b></p>

1. For additional information, see Alcoa Upstream Corporation Form 10 as filed with the Securities and Exchange Commission on October 11, 2016.  
2. See appendix for adjusted EBITDA reconciliations.

# Balance sheet contains hidden value drivers



## Pro Forma balance sheet as of June 30, 2016 – Other Noncurrent Assets

June 30, 2016	In Reported	Pro Forma Adjustments	Pro Forma
<b>Assets</b>			
<b>Current assets:</b>			
Cash and cash equivalents	\$ 332	300	(1) \$ 632
Receivables from customers	426		426
Investments	1,166		1,166
Other current assets	462		462
<b>Total current assets</b>	<b>2,386</b>		<b>2,686</b>
Properties, plants, and equipment, net	9,569		9,569
Other noncurrent assets	4,419		4,419
<b>Total Assets</b>	<b>\$16,374</b>		<b>\$16,674</b>
<b>Liabilities</b>			
<b>Current liabilities:</b>			
Accounts payable, trade	\$ 1,277		\$ 1,277
Other current liabilities	832	143	(930) 975
Long-term debt due within one year	22		22
<b>Total current liabilities</b>	<b>2,131</b>		<b>2,274</b>
Long-term debt, less amount due within one year	233	1,208	(1) 1,441
Accrued pension and other postretirement benefits	424	2,389	(1) 2,813
Environmental remediation	296	54	(1) 350
Asset retirement obligations	553		553
Other noncurrent liabilities	966		966
<b>Total liabilities</b>	<b>4,513</b>		<b>8,307</b>
<b>Contingencies and commitments</b>			
<b>Equity</b>			
Common stock	—	182	(1) 182
Additional paid-in capital	—	10,165	(1) 10,165
Net parent investment	11,137	(790)	(1) —
Accumulated other comprehensive loss	(1,456)	(2,784)	(1) (4,240)
<b>Total net parent investment and accumulated other comprehensive loss</b>	<b>9,681</b>		<b>6,107</b>
Noncontrolling interest	2,180		2,180
<b>Total equity</b>	<b>11,861</b>		<b>8,287</b>
<b>Total Liabilities and Equity</b>	<b>\$16,374</b>		<b>\$16,674</b>

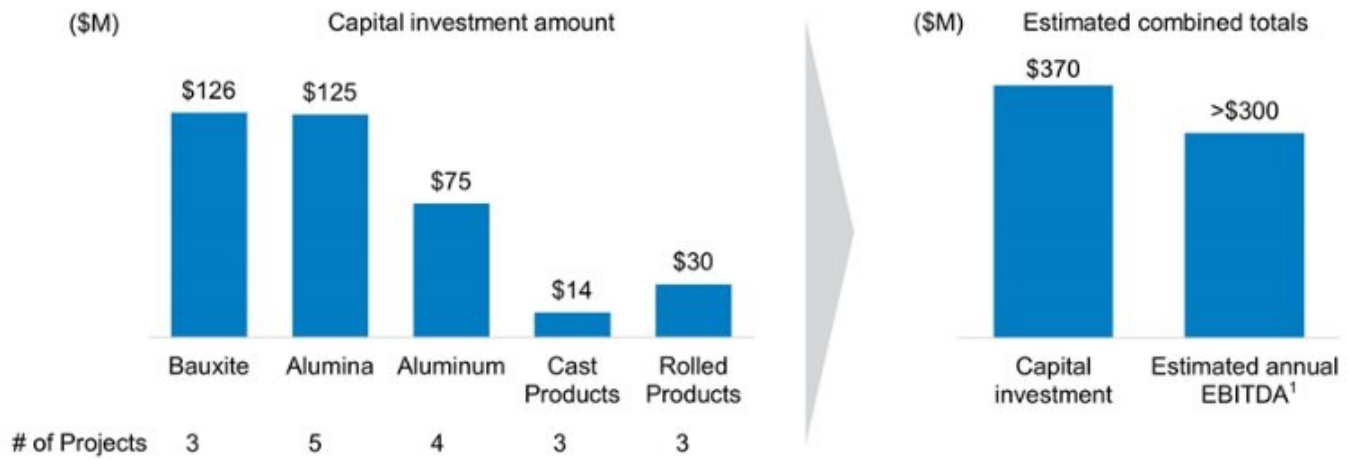
Asset examples	Balance sheet value	Value driver
Saudi complex <sup>1</sup>	\$0.9B	Cash & Earnings
Western Australia energy prepayments	\$0.8B	Cash
Brazil VAT Receivables	\$0.3B	Cash

1. Investment in Saudi Arabian joint venture, formed in 2009 with the Saudi Arabian Mining Company (Ma'aden).

# High-return projects pipeline across the businesses



## Potential future key capital projects by business segment<sup>1</sup>



1. Based on estimated LME forward curve of \$1,500/mt - \$1656/mt and API forward curve of \$225/mt - \$248/mt.

## Financial policy framework



1. Revolving credit facility (RCF) matures in November 2021.

# Outlook focused on operations and managing cash



## Key measures

Operational volumes		
Segment	2016 Estimate	2017 Outlook
Bauxite production (Mbdmt)	45.0 – 45.5	46.0 – 46.5
Alumina production (Mmt)	13.2 – 13.3	13.2 – 13.3
Aluminum production (Mmt)	2.3 – 2.4	2.3 – 2.4
Cast Products 3 <sup>rd</sup> -party shipments (Mmt)	2.8 – 3.0	2.8 – 3.0
Rolled Products 3 <sup>rd</sup> -party shipments (Mmt)	0.3 – 0.4	0.5 – 0.6
Energy net generation (GWh)	9.5 – 9.7	8.2 – 8.4 <sup>1</sup>

2017 Financial
Other corporate overhead <sup>2</sup> < \$200M
Return-seeking capital expenditures of < \$100M
Sustaining capital expenditures of < \$300M
Pension and OPEB cash contributions of < \$250M
Pension and OPEB expense < \$200M

1. Does not include Yadkin generation, and reflects reduced generation at Warrick.
2. Does not include Transformation, Corp. Pension/OPEB, and Impact of LIFO and metal price lag.

---

## Closing Remarks

Roy Harvey



## **Global network of world-class aluminum assets and operations**

- Bauxite and Alumina: Combination of global industry-leading low-cost assets
- Aluminum: Well-positioned portfolio includes Saudi Arabia Joint Venture, the world's lowest cost aluminum smelter
- Current asset base has been aggressively honed to improve cost position

## **Strong customer relationships and robust growth opportunities**

- Bauxite: Projected 8% growth in global 3<sup>rd</sup>-party bauxite demand
- Alumina: Increasing demand from China, India, and the Middle East
- Strong aluminum end market demand is expected to fuel growth in Aluminum, Cast Products and Rolled Products segments

## **Highly experienced senior management with operator-centric culture**

- Values: Act with Integrity, Operate with Excellence, Care for People
- Senior leadership team with significant experience and operating expertise
- Culture of innovation and process improvement

## **Focused on optimizing cost and return on capital (ROC), creating shareholder value**

- Relentless focus on cost control and driving out costs from our processes
- Rigorous process for ROC-driven prioritization for capital allocation, and focused on investing in projects that drive shareholder value
- U.S. based public equity in the aluminum sector with leading governance practices

## **Strong balance sheet and financial position, positioned for the future**

- Net Debt of 0.8X LTM EBITDA, Debt-to-Equity of 0.2X
- Approximately \$2B of "hidden" value drivers on the balance sheet
- Strategy focused on generating and managing cash

---

Appendix



## Investor and media contact information

### **Investors:**

**Jim Dwyer, Vice President of Investor Relations**  
(212) 518-5450  
AlcoaIR@Alcoa.com

### **Media:**

**Monica Orbe, Senior Vice President, Chief Communications Officer**  
(212) 518-2632  
Monica.Orbe@Alcoa.com

## Share information

Overview	
Ticker Symbol	AA
Exchange	NYSE
Distribution Ratio	1 share of Alcoa Corporation for every 3 shares of Alcoa Inc.
Expected Number of Outstanding Shares <sup>1</sup>	182.5M
"When Issued" Trading Commenced	October 18
Record Date	October 20
Distribution Date	November 1
"Regular Way" Trading Begins	November 1

<sup>1</sup> Includes shares of common stock of Alcoa Corporation retained by Arconic.

## Governance practices

<b>Governance Factor</b>	<b>Alcoa Corporation Policy</b>
Board Structure	Directors elected annually (the board will not be classified) Independent Chairman
Proxy Access	Yes
Shareholder Power to Call Special Meetings	Yes; shareholders owning 25% for at least one year
Supermajority Vote for Charter and Bylaw Amendments	No; majority vote required
Incorporation	Delaware

# Accomplished Board of Directors



## Board of Directors as of November 1, 2016



**Mary Anne Citrino**  
Senior Advisor, The Blackstone  
Group L.P.



**James Hughes**  
Former CEO of First Solar, Inc.



**Carol Roberts**  
Senior Vice President and CFO,  
International Paper Company



**Timothy Flynn**  
Former Chairman and CEO, KPMG



**Michael Morris**  
Non-Executive Chairman,  
Alcoa Corporation; Former Chairman  
and CEO, American Electric Power



**Suzanne Sitherwood**  
President and CEO, Spire Inc.



**Kathryn Fuller**  
Chair, Smithsonian National Museum  
of Natural History



**James Nevels**  
Founder and Chairman,  
The Swarthmore Group



**Steven Williams**  
President and CEO,  
Suncor Energy Inc.



**Roy Harvey**  
CEO, Alcoa Corporation



**James Owens**  
Former Chairman and CEO,  
Caterpillar Inc.

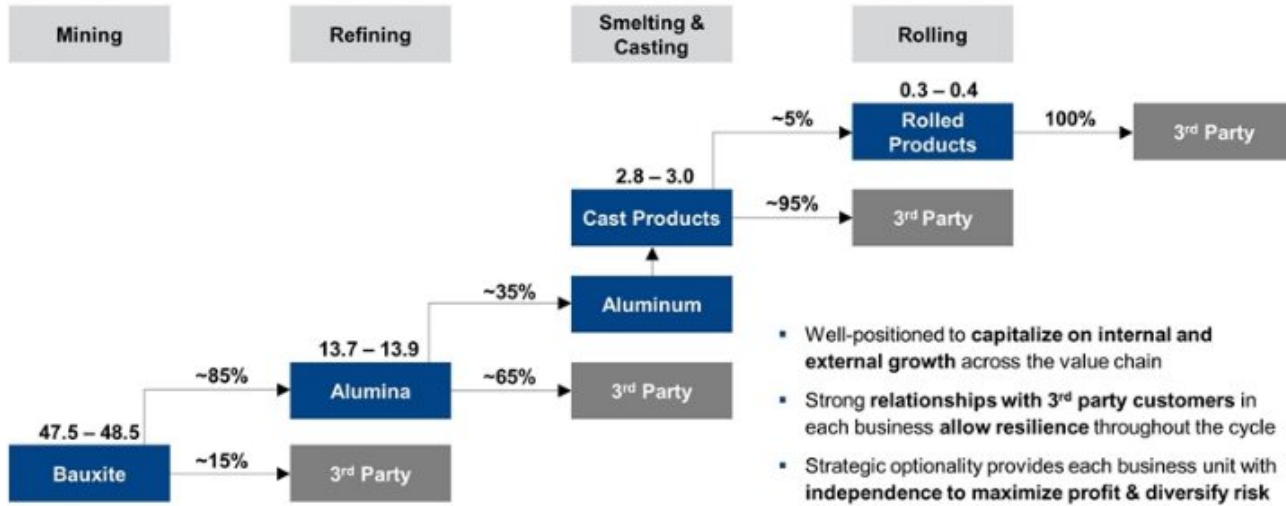


**Ernesto Zedillo**  
Former President of Mexico and  
current Director, Yale Center for the  
Study of Globalization

# Actively participating in each segment of the value chain



Product shipments by business (Estimated 2016 shipments in millions of metric tons)



# Income statement<sup>1</sup>



\$ Millions, Except Realized Prices	1H15	2H15	1H16	Prior Year Change	Sequential Change
Realized Aluminum Price (\$ / MT)	\$2,331	\$1,853	\$1,835	(\$496)	(\$18)
Realized Alumina Price (\$ / MT)	\$335	\$288	\$247	(\$88)	(\$41)
Revenue	\$6,069	\$5,130	\$4,452	(\$1,617)	(\$678)
Cost of Goods Sold	\$4,643	\$4,396	\$3,797	(\$846)	(\$599)
COGS % Revenue	76.5%	85.7%	85.3%	8.8% pts.	(0.4% pts.)
Selling, General Administrative, Other	\$166	\$187	\$175	\$9	(\$12)
SGA % Revenue	2.7%	3.6%	3.9%	1.2% pts.	0.3% pts.
Other (Income) / Expense, Net	(\$13)	\$55	\$16	\$29	(\$39)
Restructuring and Other Charges	\$243	\$740	\$92	(\$151)	(\$648)
Effective Tax Rate	54%	(22%)	(61%)	(115% pts.)	(39% pts.)
<b>EBITDA<sup>1</sup></b>	<b>\$1,202</b>	<b>\$536</b>	<b>\$452</b>	<b>(\$750)</b>	<b>(\$84)</b>
Net Income (Loss)	\$69	(\$932)	(\$265)	(\$334)	\$667

1. See appendix for EBITDA reconciliations.

# 2015 key financial information



## Key financials – Full year ending December 31, 2015

Segment	3 <sup>rd</sup> Party Revenue \$M	Total Revenue <sup>1</sup> \$M	Adj. EBITDA <sup>1,2</sup> \$M	Adj. EBITDA Margin %
Bauxite	\$71	\$1,231	\$455	37.0%
Alumina	\$3,343	\$5,030	\$910	18.1%
Energy	\$426	\$723	\$275	38.0%
Aluminum	\$14	\$5,106	\$244	4.8%
Cast Products	\$6,186	\$6,232	\$201	3.2%
Rolled Products	\$993	\$1,011	\$101	10.0%
Corporate	\$166	(\$8,134)	(\$448)	-
<i>Transformation</i>	<i>\$166</i>	<i>\$166</i>	<i>(\$92)</i>	-
<i>Corp. Pension / OPEB</i>	-	-	<i>(\$96)</i>	-
<i>Impact of LIFO and metal price lag</i>	-	-	<i>(\$77)</i>	-
<i>Other</i>	-	<i>(\$8,300)</i> <sup>3</sup>	<i>(\$183)</i>	-
<b>Alcoa Corporation Total</b>	<b>\$11,199</b>	<b>\$11,199</b>	<b>\$1,738</b>	<b>15.5%</b>

1. Before intersegment eliminations.

2. See appendix for adjusted EBITDA reconciliations.

3. Represents the elimination of revenue generated from product sales from one Alcoa Corporation segment to another (e.g. sales from the Aluminum segment to the Cast Products segment).

# Pension and OPEB information



## Pro forma pension and OPEB liabilities and expenses<sup>1,2</sup>

(\$M)	Direct Plans
<b>Funded status as of December 31, 2015</b>	
<b>Pension</b>	
Benefit obligation	(\$2,246)
Plan assets	1,891
Funded status	(355)
Less: Amounts attributed to JV partners	(30)
<b>Pension net funded status</b>	<b>(325)</b>
<b>OPEB benefit obligation</b>	<b>(82)</b>
<b>Total funded status</b>	<b>(\$407)</b>
<b>Pro forma adjustment (as of June 30, 2016)</b>	
<b>Pro forma</b>	<b>(\$2,932)</b>

(\$M)	EBITDA impact	2015	1H 2016
<b>Pension and OPEB expenses</b>			
Pension and OPEB multi-employer plans <sup>3</sup>	Corporate	\$96	\$28
Pension and OPEB multi-employer plans <sup>3</sup>	Segments	\$95	\$34
Pension direct plans	Segments	\$106	\$24
OPEB direct plans	Segments	(\$12)	\$2
<b>Total Pension and OPEB Expenses</b>		<b>\$285</b>	<b>\$88</b>
<b>Pro forma adjustment</b>		<b>(98)</b>	<b>(15)</b>
<b>Pro forma</b>		<b>\$187</b>	<b>\$73</b>

1. For additional information, see Alcoa Upstream Corporation Form 10 as filed with the Securities and Exchange Commission on October 11, 2016.

2. OPEB: Other Postretirement Employee Benefits

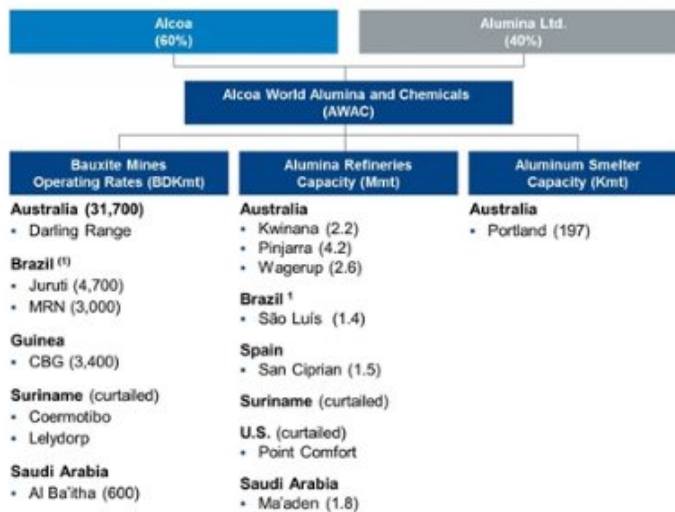
3. Post separation, these plans will be included in the respective direct plans.

# AWAC: world's largest bauxite miner, alumina refiner



## AWAC Facts

- Alcoa is the operator of the joint venture
- A Strategic Council consisting of representatives from Alcoa Inc. and Alumina Limited oversees the venture
- Alcoa internally consumes ~30% of the JV's alumina and is responsible for marketing 100% of the products produced

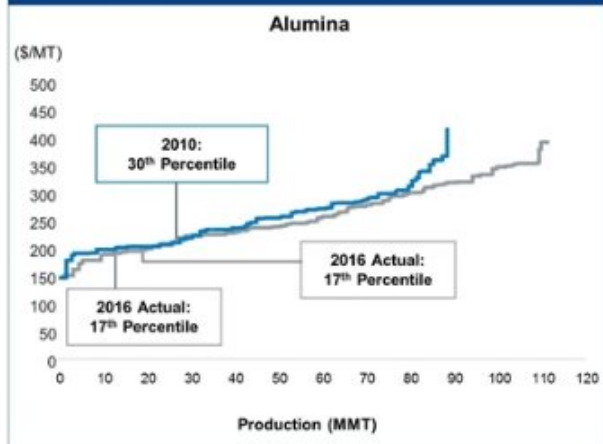


1. Alcoa controls ~0.9 Mmt refining capacity through wholly-owned Brazilian Subsidiaries outside of the JV (Poços de Caldas (0.4 Mmt) and São Luis (0.5 Mmt)), and mining capacity with an operating rate of 0.3 BDKmt at Poços de Caldas.

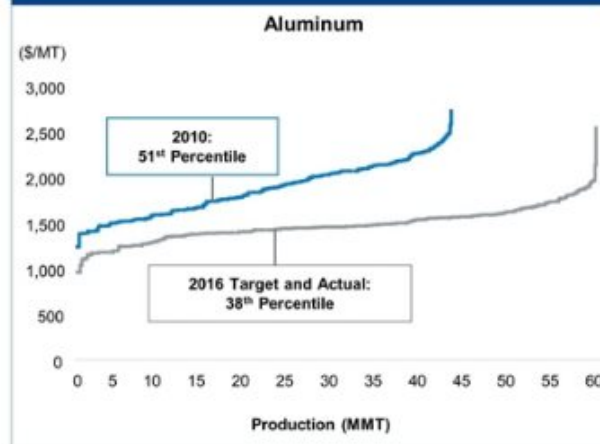
# Alumina and aluminum global cost curves



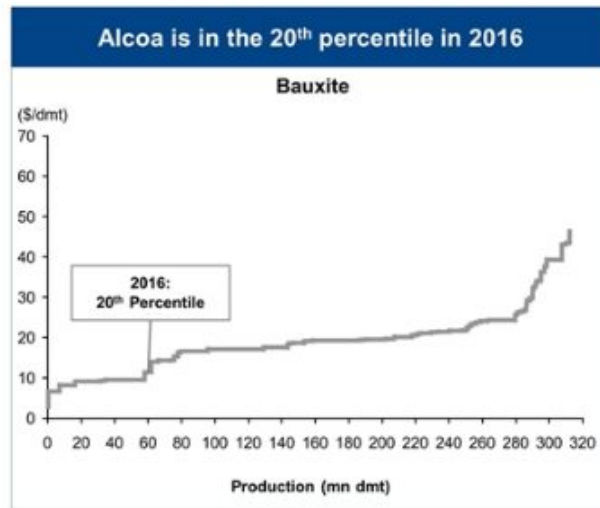
### Alcoa moves to 17<sup>th</sup> percentile in 2016



### Alcoa moves to the 38<sup>th</sup> percentile in 2016



Source: CRU and Alcoa analysis



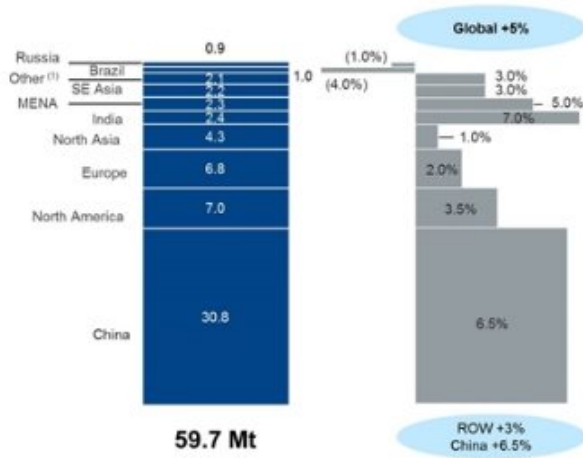
Source: CRU and Alcoa analysis

# 2016 demand grows at 5%; supply grows at 3%

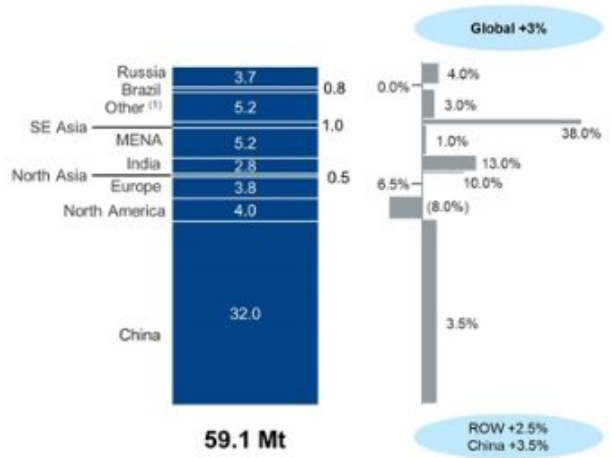


## Primary aluminum demand and supply by region

2016 Primary aluminum demand & Y-o-Y growth (Mt)



2016 Primary aluminum supply & Y-o-Y growth (Mt)



Source: Alcoa analysis, CRU, Wood Mackenzie, IAI, CNIA, NBS, Aladdin; figures rounded;  
 1. Other includes Africa, E. Europe, Latin America ex Brazil, Oceania, Other Asia

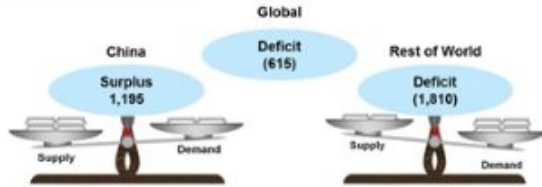
# Aluminum market remains in deficit at 615 kmt



## Aluminum fundamentals overview

### Continue to see global deficit in 2016

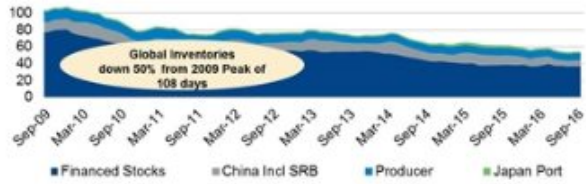
2016E Aluminum balance (kmt)



China		Rest of World	
30,235	Prod. at Beginning Run Rate	26,665	
2,045	Additions/Creep	1,090	
(345)	Restarts/Curtailments <sup>(1)</sup>	(565)	
40	Imports/(Exports)	(40)	
31,975	Total Supply	27,150	
(30,780)	Demand	(28,960)	
1,195	Net Balance	(1,810)	

Source: Alcoa analysis, CRU, Wood Mackenzie, IAI, CNIA, NBS, Aladdiny, Bloomberg  
1. Includes excursions

### Global inventories at 54 days, -7.5 days Y-o-Y



### Total price stabilizing (\$/t)



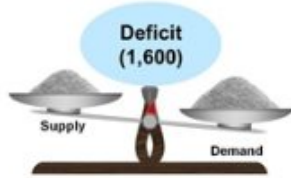
# Alumina market remains in deficit at 1.6 Mmt



## Alumina fundamentals overview

### Continue to see large deficit for 2016

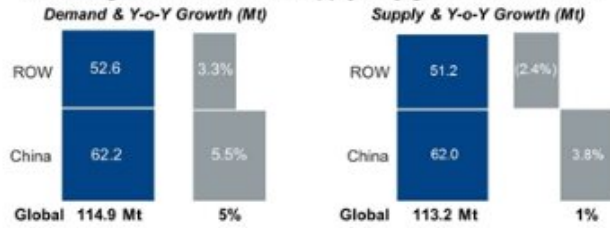
2016E Alumina balance (kmt)



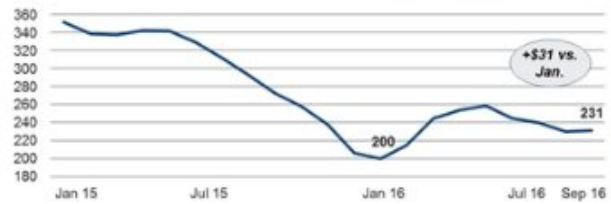
	China	Rest of World
Prod. at Beg. Run Rate (Dec 2015)	55,685	55,250
Additions / Creep	5,295	980
Restarts / (Curtailments <sup>(1)</sup> )	(1,935)	(2,030)
Imports / (Exports)	3,000	(3,000)
Total Supply	62,045	51,200
Demand	(62,215)	(52,630)
<b>Net Balance</b>	<b>(170)</b>	<b>(1,430)</b>

Source: Alcoa analysis, CRU, Wood Mackenzie, IAI, CNIA, NBS, Aladdiny, Bloomberg  
 1. Includes excursions  
 2. Alumina price = Alumina Price Index (API)

### Demand growth at 5% while supply only grows at 1% in 2016



### Price<sup>(2)</sup> remains above January lows (\$/t)



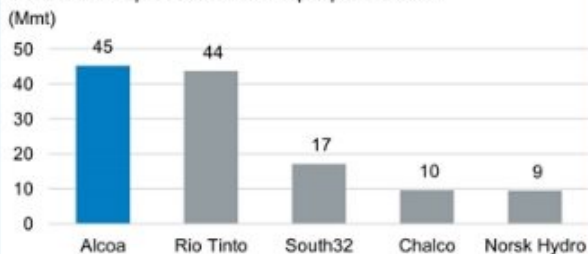
## Geographically dispersed mines with a premier low-cost first quartile cost position



1. CRU analysis  
 2. Includes both equity interests as well as AWAC wholly-owned subsidiaries.  
 3. Competitor production information sourced from Wood Mackenzie

## Alcoa is the largest bauxite miner in the world

2015 Bauxite production from top 5 producers<sup>2,3</sup>



**Building out 3<sup>rd</sup> party bauxite business**; secured multiple bauxite supply contracts

- **\$53M of new contracts in 3Q 2016**; total 3<sup>rd</sup> party contracts valued at \$468M in expected sales (2016 – 17)

## Highly competitive first quartile cost curve position



• Alumina Refinery

- **Largest alumina producer**, 15.7 Mmt production in 2015
- **First quartile cost curve position<sup>1</sup>** driven by technology, operating expertise
- **Geographically diverse portfolio**; nine refineries on five continents
- **Proven ability to improve, divest, or curtail assets**

1. CRU and Alcoa analysis.

2. Includes both equity interests as well as AWAC wholly-owned subsidiaries

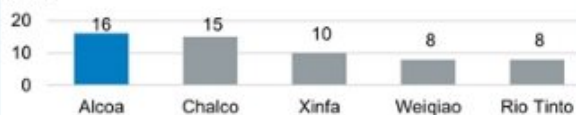
3. Competitor production information sourced from company filings and Wood Mackenzie.

4. API: Alumina Price Index

## Largest global alumina producer

2015 Alumina production from top 5 producers<sup>2,3</sup>

(Mmt)



### Energy

- **Gas supply agreement** secures supply for Western Australia refineries through 2032
- San Ciprian **natural gas solution** driving cost improvement

### Sales and marketing

- **Access to growth markets** in Asia, Middle East, and Latin America
- **Third party shipments of 10.8 Mmt in 2015** (~70% of production)
- **~85% of third party smelter-grade shipments on API<sup>4</sup>/spot in 2016**; up from 5% in 2010

## Proven ability to consistently deliver productivity gains in aluminum production...



## ...complemented by success factors ensuring long-term competitiveness

### Sustainable energy

- **~70% of smelter power is hydroelectric**
- **~75% of smelter power secured through 2022**
- **14% of worldwide smelter power was self-generated** in 2015; remainder purchased through **long-term agreements**
- Recent **energy agreements** have **increased competitiveness** of Massena West and Intalco

### Active portfolio management

- **Aggressive actions** taken in 2015 and 2016 to divest, close or curtail assets:
  - São Luis smelter curtailment (74,000 mtpy)
  - Poços de Caldas smelter closure (96,000 mtpy)
  - Wenatchee smelter curtailment (143,000 mtpy)
  - Warrick smelter closure (269,000 mtpy)

1. Other includes Lake Charles (carbon products), Gum Springs (spent pot lining treatment facility), and Strathcona (carbon products)

## Unique global network of casthouses...



1. Includes 3 curtailed operations, Ma'aden casthouse and Warrick.  
2. Based on Alcoa analysis.

## ...continuously shifting to high value-added products serving a broad customer base

### Serving growing markets

- ~50% of total revenue from value-added products; 96% of sales made in **North American (NA)** and **European Union (EU)**
- **+13% Aluminum penetration** in NA and EU automotive sector by 2020; **benefits our billet, foundry and slab sales**

### Well-positioned in markets to offer key value-added products

- **#1 primary producer of billet in NA; #2 position in EU**
- **#2 position in NA foundry market; #2 position in EU**
- **#2 position in NA slab market; #2 position in EU**

### Focus on customers

- **High quality products** from casthouses in **close proximity to customers**
- **Unparalleled technical support and customer service**
- Developing **innovative new product offerings**

## Cast Products key markets, uses and value-added products

### Slab



#### End Markets

- Transportation, Industrial, B&C, Packaging

#### Main Uses

- Sheet and plate, can stock

#### Supplying Locations

Canada: Baie Comeau, Becancour  
Europe: LaCoruna, Mosjoen, San Ciprian

### Billet



#### End Markets

- Transportation, B&C, Industrial

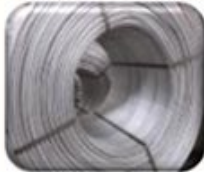
#### Main Uses

- Extrusions, wheels

#### Supplying Locations

Canada: Becancour  
U.S.: Intalco, Massena  
Brazil: Pocos de Caldas  
Europe: Aviles, LaCoruna, Lista, San Ciprian

### Rod



#### End Markets

- Industrial, Electrical

#### Main Uses

- Overhead wire, mechanical and welding wire

#### Supplying Locations

U.S.: Massena  
Europe: Fjardaal

### Foundry



#### End Markets

- Automotive, industrial

#### Main Uses

- Wheels, steel casters, cast parts

#### Supplying Locations

Canada: Deschambault  
U.S.: Intalco  
Europe: Lista, San Ciprian

Transportation = auto and commercial transportation; global market share based on global volume ex China

## Two mill system covering North America packaging markets



• Rolling Mill

**World-class operations serving can sheet market**

- **Warrick Operations:** Food stock, beverage end & tab stock, lithographic sheet, body stock, and bottle stock
- **Ma'aden Rolling Company<sup>1</sup>:** Wide body stock, beverage end & tab

## Strong North America market and technology position

### North America: #1 or #2 Position<sup>2</sup>

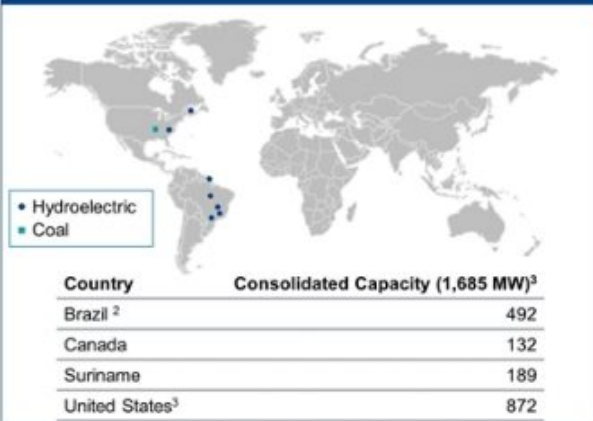
- **#1 Position** (> 90% Share) in **North America** aluminium **food can** segment
- **#2 Position** in **North America** **beverage can sheet** segment
- **Only aluminium lithographic** sheet maker in **North America**
- Will transition Tennessee wide body stock to MRC over three-year period

### Ma'aden Rolling Company:

- **State of-the-art rolling mill**, coating line, and recycling facility for can sheet
- Began operations in 2014

1. JV- Alcoa 25.1% stake in MRC (Ma'aden Rolling Company).  
2. Based on AGP (Alcoa Global Packaging) North American 2016 forecast.

## Energy assets<sup>1</sup> in North and South America...



1. Alcoa has an equity interest in the majority of facilities.

2. The Consolidated Capacity of the Brazilian energy facilities is the assured energy that is approximately 55% of hydropower plant nominal capacity

3. Includes the Yadkin Hydroelectric Project (215MW of capacity); sale expected to close in 4Q 2016. Including the Yadkin facility, Alcoa Corporation's current total generation capacity is 1,685MW, of which approximately 61% is hydroelectric power

## ...managed to create maximum profitability under a variety of situations

### Strategic power management

- Brazil assets **provide optionality** between **market sales** and **metal production** with a diversified revenue stream
- Approximately **55% of generated power was sold externally** in 2015, capturing significant earnings
- **Securing energy needs** for operations with third parties

### Asset portfolio

- **Sale of Yadkin Hydroelectric Project** in North Carolina expected to close in Q4 2016
- Excluding Yadkin, **~55% of portfolio is hydroelectric**

# Bauxite mines detailed information



Country	Project	Owners' Mining Rights (% Entitlement)	Expiration Date of Mining Rights	Probable Reserves (million BDMT)	Proven Reserves (million BDMT)	Available Alumina Content (%) $AvAl_2O_3$	Reactive Silica Content (%) $RxSiO_2$	2015 Annual Production (million BDMT)
Australia	Darling Range Mines ML1SA	Alcoa of Australia Limited (AofA) <sup>(1)</sup> (100%)	2024	28.5	150	33 Range: 31.0 – 34.0	0.9 Max: 1.4	31.7
Brazil	Poços de Caldas	Alcoa Alumínio S.A. (Alumínio) <sup>(2)</sup> (100%)	2020 <sup>(3)</sup>	0.9	1.3	39.6 Range: 39.5 – 41.5	4.4 Range: 3.5 – 4.5	0.3
	Juruí <sup>(3)</sup> RN101, RN102, RN103, RN104, #34	Alcoa World Alumina Brasil Ltda. (AWA Brasil) <sup>(1)</sup> (100%)	2100 <sup>(3)</sup>	8.7	26.5	47.7 Range: 46.5 – 48.5	4.1 Range: 3.3 – 4.3	4.7
Suriname	Coermtobito and Onverdacht	Suriname Aluminum Company, L.L.C. (55%) (Suralco) <sup>(1)</sup> (55%) N.V. Alcoa Minerals of Suriname (AMS) <sup>(1)</sup> (45%)	2033 <sup>(8)</sup>	0.0	0.0	N/A	N/A	1.6
<b>Equity interests:</b>								
Brazil	Trombetas	Mineração Rio do Norte S.A. (MRN) <sup>(8)</sup> (18.2%)	2046 <sup>(3)</sup>	3.7	10.4	49.5 Range: 49.0 – 50.5	4.5 Range: 4.0 – 4.8	3.0
Guinea	Boké	Compagnie des Bauxites de Guinée (CBG) <sup>(7)</sup> (22.95%)	2038 <sup>(9)</sup>	59.5	23.2	$TA_2O_3$ <sup>(6)</sup> 48.5 Range: 48.5 – 52.4	$TSO_2$ <sup>(6)</sup> 1.7 Range: 1.2 – 2.1	3.4
Kingdom of Saudi Arabia	Al Ba'itha	Ma'aden Bauxite & Alumina Company (25.1%) <sup>(10)</sup>	2037	33.8	19.3	TAA <sup>(11)</sup> 49.4	$TSiO_2$ <sup>(11)</sup> 8.6	0.6

Source: Alcoa Corporation Form 10

1. This entity is part of the AWAC group of companies and is owned 60% by Alcoa Corporation and 40% by Alumina Limited

2. Alumínio is owned 100% by Alcoa Corporation

3. Brazilian mineral legislation does not establish the duration of mining concessions. The concession remains in force until the exhaustion of the deposit. The company estimates that (i) the concessions at Poços de Caldas will last at least until 2020, (ii) the concessions at Trombetas will last until 2046 and (iii) the concessions at Juruí will last until 2100. Depending, however, on actual and future needs, the rate at which the deposits are exploited and government approval is obtained, the concessions may be extended to (or expire at) a later (or an earlier) date

4. Alcoa World Alumina LLC ("AWA LLC") owns 100% of N.V. Alcoa Minerals of Suriname ("AMS"). Suralco and AMS are parts of the AWAC group of companies which are owned 60% by Alcoa Corporation and 40% by Alumina Limited

5. At the end of 2015, AWAC's bauxite mineral and mining rights remained valid until 2033. The AWAC mines in Suriname were curtailed in the fourth quarter of 2015. There are no plans for AWAC to restart these mines and there are no reserves to declare

6. Alumina holds an 8.56% total interest, AWA Brasil holds a 4.62% total interest and AWA LLC holds a 5% total interest in MRN. MRN is jointly owned with affiliates of Rio Tinto Alcan Inc., Companhia Brasileira de Alumínio, Companhia Vale do Rio Doce, BHP Billiton Plc ("BHP Billiton") and Norsk Hydro. Alumina, AWA Brasil, and AWA LLC purchase bauxite from MRN under long-term supply contracts

7. AWA LLC owns a 45% interest in Halcó (Mining), Inc. ("Halcó"). Halcó owns 100% of Boké Investment Company, a Delaware company, which owns 51% of CBG. The Guinean Government owns 49% of CBG, which has the exclusive right through 2038 to develop and mine bauxite in certain areas within an approximately 2939 square-kilometer concession in northwestern Guinea

8. AWA LLC and Alumina Española, S.A. have bauxite purchase contracts with CBG that expire in 2033. Before that expiration date, AWA LLC and Alumina Española, S.A. expect to negotiate extensions of their contracts as CBG will have concession rights until 2038. The CBG concession can be renewed beyond 2038 by agreement of the Government of Guinea and CBG should more time be required to commercialize the remaining economic bauxite within the concession

9. Guinea-Boké: CBG prices bauxite and plans the mine based on the bauxite qualities of total alumina (TAO2) and total silica (TSO2)

10. Ma'aden Bauxite & Alumina Company is a joint venture owned by Saudi Arabian Mining Company ("Ma'aden") (74.9%) and AWA Saudi Limited (25.1%). AWA Saudi Limited is part of the AWAC group of companies and is owned 60% by Alcoa Corporation and 40% by Alumina Limited

11. Kingdom of Saudi Arabia- Al Ba'itha: Bauxite reserves and mine plans are based on the bauxite qualities of total available alumina (TAA) and total silica (TSiO2)

# Geographically distributed refining assets



Country	Facility	Owners (% of Ownership)	Nameplate Capacity <sup>(1)</sup> (000 MTPY)	Alcoa Corporation Consolidated Capacity <sup>(2)</sup> (000 MTPY)	Status
Australia	Kwinana	AofA <sup>(3)</sup> (100%)	2,190	2,190	
	Pinjarra	AofA (100%)	4,234	4,234	
	Wagerup	AofA (100%)	2,555	2,555	
Brazil	Poços de Caldas	Alumínio <sup>(4)</sup> (100%), AWA Brasil <sup>(3)</sup> (39%), Rio Tinto Alcan Inc. <sup>(6)</sup> (10%), Alumínio (15%)	390 <sup>(5)</sup>	390	
	São Luís (Alumar)	BHP Billiton <sup>(6)</sup> (36%)	3,500	1,890	
Spain	San Ciprián	Alúmina Española, S.A. <sup>(3)</sup> (100%)	1,500 <sup>(7)</sup>	1,500	
Suriname	Suralco	Suralco3 (55%) AMS <sup>(8)</sup> (45%)	2,207 <sup>(9)</sup>	2,207	Curtailed
United States	Point Comfort, TX	AWA LLC <sup>(3)</sup> (100%)	2,305 <sup>(10)</sup>	2,305	Curtailed
<b>Total</b>			<b>18,881</b>	<b>17,271</b>	
<b>Equity interests:</b>					
Kingdom of Saudi Arabia	Ras Al Khair	Ma'aden Bauxite & Alumina Company (100%) <sup>(11)</sup>	1,800		

Source: Alcoa Corporation Form 10

1. Nameplate Capacity is an estimate based on design capacity and normal operating efficiencies and does not necessarily represent maximum possible production

2. The figures in this column reflect Alcoa Corporation's share of production from these facilities. For facilities wholly-owned by AWAC entities, Alcoa Corporation takes 100% of the production

3. This entity is part of the AWAC group of companies and is owned 60% by Alcoa Corporation and 40% by Alumina Limited

4. This entity is owned 100% by Alcoa Corporation

5. As a result of the decision to fully curtail the Poços de Caldas smelter, management initiated a reduction in alumina production at this refinery. The capacity that is operating at this refinery is producing at an approximately 45% output level

6. The named company or an affiliate holds this interest

7. The capacity that is operating at this refinery is producing at an approximately 95% output level

8. AWA LLC owns 100% of N.V. Alcoa Minerals of Suriname ("AMS"). AWA LLC is part of the AWAC group of companies and is owned 60% by Alcoa Corporation and 40% by Alumina Limited

9. The Suralco alumina refinery has been fully curtailed (see below)

10. The Point Comfort alumina refinery will be fully curtailed (see below)

11. Ma'aden Bauxite & Alumina Company is a joint venture owned by Saudi Arabian Mining Company ("Ma'aden") (74.9%) and AWA Saudi Limited (25.1%). AWA Saudi Limited is part of the AWAC group of companies and is owned 60% by Alcoa Corporation and 40% by Alumina Limited

# Global smelting network



Country	Facility	Owners (% Of Ownership)	Nameplate Capacity <sup>(1)</sup> (000 MTPY)	Alcoa Corporation Consolidated Capacity <sup>(2)</sup> (000 MTPY)
Australia	Portland	AofA (55%), CITIC <sup>(3)</sup> (22.5%), Marubeni <sup>(4)</sup> (22.5%)	358	197 <sup>(5)(6)</sup>
Brazil	São Luis (Alumar)	Aluminio (80%), BHP Billiton <sup>(7)</sup> (40%)	447	268 <sup>(8)</sup>
Canada	Basé Comeau, Québec	Alcoa Corporation (100%)	280	280
	Bécancour, Québec	Alcoa Corporation (74.95%), Rio Tinto Alcan Inc. <sup>(9)</sup> (25.05%)	413	310
	Deschambault, Québec	Alcoa Corporation (100%)	280	260
Iceland	Fjarðal	Alcoa Corporation (100%)	344	344
Norway	Lista	Alcoa Corporation (100%)	94	94
	Mosjøen	Alcoa Corporation (100%)	188	188
Spain	Avilés	Alcoa Corporation (100%)	93 <sup>(10)</sup>	93
	La Coruña	Alcoa Corporation (100%)	87 <sup>(10)</sup>	87
	San Ciprián	Alcoa Corporation (100%)	228	228
United States	Evansville, IN (Warrick)	Alcoa Corporation (100%)	269 <sup>(11)</sup>	269
	Massena West, NY	Alcoa Corporation (100%)	130	130
	Rockdale, TX	Alcoa Corporation (100%)	191 <sup>(12)</sup>	191
	Ferdale, WA (Intalco)	Alcoa Corporation (100%)	279 <sup>(11)</sup>	270
	Wenatchee, WA	Alcoa Corporation (100%)	184 <sup>(12)</sup>	184
<b>Total</b>			<b>3,845</b>	<b>3,461</b>
<b>Equity Interests:</b>				
Kingdom of Saudi Arabia	Ras Al Khair	Alcoa Corporation (25.1%)	740	-

Source: Alcoa Corporation Form 10

- Nameplate Capacity is an estimate based on design capacity and normal operating efficiencies and does not necessarily represent maximum possible production
- The figures in this column reflect Alcoa Corporation's share of production from these facilities
- The named company or an affiliate holds this interest
- This figure includes the minority interest of Alumina Limited in the Portland facility, which is owned by AofA. From this facility, Alcoa Corporation takes 100% of the production allocated to AofA
- The Portland smelter has approximately 30,000 mtpy of curtailed capacity
- The Alumar smelter has been fully curtailed since April 2015 (see below)
- Owned through Rio Tinto Alcan Inc.'s interest in Pechiney Reynolds Québec, Inc., which is owned by Rio Tinto Alcan Inc. and Alcoa Corporation
- The Avilés and La Coruña smelters have approximately 56,000 mtpy of curtailed capacity combined
- On March 24, 2016, ParentCo permanently stopped production at the Warrick smelter
- The Rockdale smelter has been fully curtailed since the end of 2008
- The Intalco smelter has had approximately 49,000 mtpy of curtailed capacity. In November 2015, ParentCo announced that it would curtail the remaining 230,000 mtpy capacity by the end of the first quarter of 2016. In January 2016, ParentCo announced that it will delay this further curtailment of the smelter until the end of the second quarter of 2016. On May 2, 2016, ParentCo announced that it would not curtail the Intalco smelter at the end of the second quarter as previously announced, as a result of an agreement with the Bonneville Power Administration
- The Wenatchee smelter has had approximately 41,000 mtpy of curtailed capacity. Alcoa Corporation curtailed the remaining 143,000 mtpy of capacity by the end of December 2015

# Global network of casthouses



Country	Facility	Owners (% of Ownership)
Australia	Portland	AsA (55%), CITIC <sup>(1)</sup> (22.5%), Marubeni <sup>(1)</sup> (22.5%)
Brazil	Poços de Caldas São Luís (Alumar) <sup>(2)</sup>	Alcoa Alumínio S.A. (Alumínio) <sup>(3)</sup> (100%), Alumínio (60%) BHP Billiton <sup>(1)</sup> (40%)
Canada	Baie Comeau, Québec Bécancour, Québec Deschambault, Québec	Alcoa Corporation (100%), Alcoa Corporation (74.95%) Rio Tinto Alcan Inc. <sup>(3)</sup> (25.05%) Alcoa Corporation (100%)
Iceland	Fjarðaráll	Alcoa Corporation (100%)
Norway	Lista Mosjøen	Alcoa Corporation (100%) Alcoa Corporation (100%)
Spain	Avilés La Coruña San Ciprián	Alcoa Corporation (100%) Alcoa Corporation (100%) Alcoa Corporation (100%)
United States	Massena, NY Ferndale, WA (Intalco) Warrick, IN Rockdale, TX <sup>(4)</sup> Wenatchee, WA <sup>(5)</sup>	Alcoa Corporation (100%) Alcoa Corporation (100%) Alcoa Corporation (100%) Alcoa Corporation (100%) Alcoa Corporation (100%)
<i>Equity Interests:</i>		
Kingdom of Saudi Arabia	Ras Al Khair	Alcoa Corporation (25.1%)

Source: Alcoa Corporation Form 10

1. The named company or an affiliate holds this interest
2. The Alumar casthouse has been fully curtailed since April 2015
3. Owned through Rio Tinto Alcan Inc.'s interest in Pechiney Reynolds Québec, Inc., which is owned by Rio Tinto Alcan Inc. and Alcoa Corporation
4. The Rockdale casthouse has been fully curtailed since the end of 2008
5. The Wenatchee casthouse has been fully curtailed since the end of December 2015

## Rolling assets are US, Saudi-based



Country	Facility	Owners (% Of Ownership)	Capacity (000 MTPY)
United States of America	Warrick	Alcoa Corporation (100%)	360
Saudi Arabia	Ma'aden	Alcoa Corporation (25.1%) Ma'aden Rolling Company (74.9%)	380

Country	Facility	Alcoa Corporation consolidated capacity (MW) <sup>1</sup>	2015 Generation (MWh)
<b>Brazil</b>	Barra Grande	156	1,562,663
	Estreito	157	1,088,018
	Machadinho	119	1,780,924
	Serra do Facão	60	171,294
<b>Canada</b>	Manicouagan	132	1,161,994
<b>Suriname</b>	Afobaka	189	673,950
<b>United States</b>	Warrick	657	4,538,257
	Yadkin	215	661,214
<b>Total</b>		<b>1,685</b>	<b>11,638,314</b>

Source: Alcoa Corporation Form 10

1. The Consolidated Capacity of the Brazilian energy facilities is the assured energy that is approximately 55% of hydropower plant nominal capacity

# Alcoa upstream capacity closed, sold and curtailed



## Smelting capacity

### Closed / Sold Since December 2007

Facility	Year	kmt
Baie Comeau	2008	53
Eastalco	2010	195
Badin	2010	60
Tennessee	2011	215
Rockdale	2011	76
Baie Comeau	2013	105
Fusina	2013	44
Massena East	2013	41
Massena East	2014	84
Point Henry	2014	190
Portovesme	2014	150
Mt. Holly (sale)	2014	115
Poços de Caldas	2015	96
Warrick	2016	269
<b>Total</b>		<b>1,693</b>

### Curtailed

Facility	Year	kmt
Portland	2008	30
Rockdale	2008	191
Avilés	2012	32
La Coruña	2012	24
São Luís	2013	97
São Luís	2014	97
São Luís	2015	74
Wenatchee	2015	184
<b>Total</b>		<b>729</b>

## Refining capacity

### Closed / Sold Since December 2007

Facility	Year	kmt
Jamaco (sale)	2014	779
<b>Total</b>		<b>779</b>

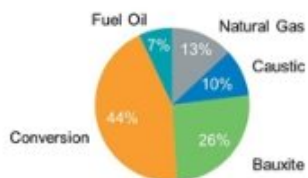
### Curtailed

Facility	Year	kmt
Point Comfort	2008	295
Suriname	2009	877
Suriname	2015	1,330
Point Comfort	2015	375
Point Comfort	2016	1,635
<b>Total</b>		<b>4,512</b>

# Composition of upstream production costs

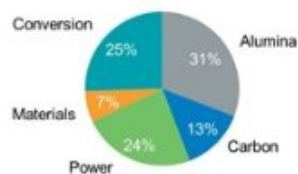


## Alumina refining cost structure



Input Cost	Inventory Flow	Pricing Convention	Estimated Annual EBITDA Sensitivity
Fuel Oil	1 - 2 Months	Prior Month	\$3M per \$1/bbl
Natural Gas <sup>(1)</sup>	N/A	N/A	N/A
Caustic Soda	3 - 6 Months	Spot & Semi-annual	\$9M per \$10/DMT

## Aluminum smelting cost structure



Input Cost	Inventory Flow	Pricing Convention	Estimated Annual EBITDA Sensitivity
Coke	1 - 2 Months	Spot, Quarterly & Semi-annual	\$7M per \$10/MT
Alumina	~2 Months	30-day lag to API <sup>2</sup>	\$43M per \$10/MT
Pitch	1 - 2 Months	Spot, Quarterly & Semi-annual	\$1.5M per \$10/MT

1. Natural gas information related to Point Comfort will no longer apply as we have curtailed the plant. Australia is priced on a rolling 16 quarter average  
 2. API: Alumina Price Index

## Estimated annual EBITDA sensitivities

(\$M)	LME + \$100/mt	API + \$10/mt	Midwest + \$100/mt	Europe + \$100/mt	Japan + \$100/mt	AUD + 0.01 USD/AUD	BRL + 0.10 BRL/USD	CAD + 0.01 CAD/USD	EUR + 0.01 USD/EUR	ISK + 10 ISK/USD	NOK + 0.10 NOK/USD
Bauxite						(4)	3				
Alumina	27	97				(17)	6		(1)		
Aluminum	205	(34)	118	101	16	(2)		2	(4)	5	2
Cast Products					13			1	(1)	2	1
Rolled Products											
Energy							(4)				
Alcoa Corp.	233	63	118	101	29	(23)	5	3	(6)	7	3

## Price information

Segment	Pricing Impacts
Bauxite	Negotiated prices
Alumina	API pricing follows 30-day lag; LME pricing follows 60-day lag
Aluminum	15-day lag to LME + Regional Premium – Molten Discount

Segment	Pricing Impacts
Cast Products	30-day lag to LME + Regional Premium + Product Premium
Rolled Products	30-day lag to LME + Regional premium + Product Premium
Energy	Market pricing

# Alcoa Corporation adjusted EBITDA reconciliation



(\$ in millions)	LTM						
	Q2 2016	1H 2016	2H 2015	1H 2015	2015	2014	2013
<b>Sales</b>							
Sales to unrelated parties	\$8,652	\$3,953	\$4,699	\$5,422	\$10,121	\$11,364	\$11,035
Sale to related parties	930	499	431	647	1,078	1,783	1,538
<b>Total sales</b>	<b>\$9,582</b>	<b>\$4,452</b>	<b>\$5,130</b>	<b>\$6,069</b>	<b>\$11,199</b>	<b>\$13,147</b>	<b>\$12,573</b>
<b>Adjusted EBITDA</b>							
<b>Net (Loss) income attributable to Alcoa Corporation</b>	<b>\$(1,197)</b>	<b>\$(265)</b>	<b>\$(932)</b>	<b>\$69</b>	<b>\$(863)</b>	<b>\$(256)</b>	<b>\$(2,909)</b>
<b>Add:</b>							
Net income (loss) attributable to non-controlling interest	35	38	(3)	127	124	(91)	39
Provision for income taxes	255	86	169	233	402	284	123
Other expenses (income), net	71	16	55	(13)	42	58	14
Interest expense	261	130	131	139	270	309	305
Restructuring and other charges	832	92	740	243	983	863	712
Impairment of goodwill	-	-	-	-	-	-	1,731
Provision for depreciation, depletion, and amortization	731	355	376	404	780	954	1,026
<b>Adjusted EBITDA</b>	<b>\$988</b>	<b>\$452</b>	<b>\$536</b>	<b>\$1,202</b>	<b>\$1,738</b>	<b>\$2,121</b>	<b>\$1,041</b>

Alcoa Corporation's definition of Adjusted EBITDA (Earnings before interest, taxes, depreciation, and amortization) is net margin plus an add-back for depreciation, depletion, and amortization. Net margin is equivalent to Sales minus the following items: Cost of goods sold; Selling, general administrative, and other expenses; Research and development expenses; and Provision for depreciation, depletion, and amortization. Adjusted EBITDA is a non-GAAP financial measure. Management believes that this measure is meaningful to investors because Adjusted EBITDA provides additional information with respect to Alcoa Corporation's operating performance and the Company's ability to meet its financial obligations. Management believes that pro forma Adjusted EBITDA is meaningful to investors because it provides additional information about the expected impact of the separation and distribution on Adjusted EBITDA. The Adjusted EBITDA presented may not be comparable to similarly titled measures of other companies.

# Segment adjusted EBITDA reconciliation



(\$ in millions)

Alcoa Corporation - Segments	For the year ended December 31, 2015					
	Bauxite	Alumina	Aluminum	Cast Products	Energy	Rolled Products
<b>After-tax operating income (ATOI)</b>	<b>\$258</b>	<b>\$476</b>	<b>\$1</b>	<b>\$110</b>	<b>\$145</b>	<b>\$20</b>
Add:						
Depreciation, depletion, and amortization	94	202	311	42	61	23
Equity (income) loss	-	41	12	-	-	32
Income taxes	103	191	(77)	49	69	26
Other	-	-	(3)	-	-	-
<b>Adjusted EBITDA</b>	<b>\$455</b>	<b>\$910</b>	<b>\$244</b>	<b>\$201</b>	<b>\$275</b>	<b>\$101</b>
Total sales	\$1,231	\$5,030	\$5,106	\$6,232	\$723	\$1,011
Adjusted EBITDA margin	37.0%	18.1%	4.8%	3.2%	38.0%	10.0%

Alcoa Corporation's definition of Adjusted EBITDA (Earnings before interest, taxes, depreciation, and amortization) is net margin plus an add-back for depreciation, depletion, and amortization. Net margin is equivalent to Sales minus the following items: Cost of goods sold; Selling, general administrative, and other expenses; Research and development expenses; and Provision for depreciation, depletion, and amortization. The Other line in the table above includes gains/losses on asset sales and other non-operating items. Adjusted EBITDA is a non-GAAP financial measure. Management believes that this measure is meaningful to investors because Adjusted EBITDA provides additional information with respect to Alcoa Corporation's operating performance and the Company's ability to meet its financial obligations. The Adjusted EBITDA presented may not be comparable to similarly titled measures of other companies.

# Segment adjusted EBITDA reconciliation



(\$ in millions)

For the six months ended June 30, 2016

Alcoa Corporation - Segments	For the six months ended June 30, 2016					
	Bauxite	Alumina	Aluminum	Cast Products	Energy	Rolled Products
<b>After-tax operating income (ATOI)</b>	\$101	\$5	(\$26)	\$89	\$36	(\$16)
Add:						
Depreciation, depletion, and amortization	36	95	150	21	28	12
Equity (income) loss	-	21	(7)	3	-	21
Income taxes	39	-	(34)	31	13	(2)
Other	-	(6)	-	-	-	-
<b>Adjusted EBITDA</b>	<b>\$176</b>	<b>\$115</b>	<b>\$83</b>	<b>\$144</b>	<b>\$77</b>	<b>\$15</b>
Total sales	\$488	\$1,710	\$1,904	\$2,676	\$218	\$446
Adjusted EBITDA margin	36.1%	6.7%	4.4%	5.4%	35.3%	3.4%

Alcoa Corporation's definition of Adjusted EBITDA (Earnings before interest, taxes, depreciation, and amortization) is net margin plus an add-back for depreciation, depletion, and amortization. Net margin is equivalent to Sales minus the following items: Cost of goods sold; Selling, general administrative, and other expenses; Research and development expenses; and Provision for depreciation, depletion, and amortization. The Other line in the table above includes gains/losses on asset sales and other non-operating items. Adjusted EBITDA is a non-GAAP financial measure. Management believes that this measure is meaningful to investors because Adjusted EBITDA provides additional information with respect to Alcoa Corporation's operating performance and the Company's ability to meet its financial obligations. The Adjusted EBITDA presented may not be comparable to similarly titled measures of other companies.