

● **Net Promoter Score**
Tool measures satisfaction
and helps attract
client loyalty

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● **Poços de Caldas**
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plant achieves
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● **Voices of the World**
Climate research achieves
almost total participation
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Gente em ação



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ALCOA LATIN AMERICA AND THE CARIBBEAN MONTHLY NEWSLETTER- NUMBER 101 – OCTOBER 2010

● Retrieved Space

Alcoans at the front of industrial operations

More and more, women from Itapissuma and Juruti do work that was previously only done by men and show that courage and determination are increasingly prominent characteristics among female Alcoans



● **Historical achievement**

Juruti concludes 12 months of operations in line with sustainability

Having overcome the challenges, the Juruti Mine successfully concludes one year of operations

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OUR PEOPLE

● Editorial

The strength of People



FRANKLIN L. FEDER
CEO - Alcoa Latin America and the Caribbean

In a business environment, promoting diversity in the employee headcount - in the sense of enhancing employees and giving equal opportunities to people of different cultures, ethnic backgrounds, genders, with different needs, religions and philosophies - is not only an ethical attitude but is also important as regards the combination of different points of view, skills and competencies in a given function. Alcoa has always encouraged this attitude and has always focused on diversity. The inclusion and enhancement of women at our plants is one of the examples in this respect. However, even though the number of women employees has grown in our Company in the last few years, our goal is to increase this number even more.

In this issue of Gente em Ação, we draw attention to two Units where the inclusion of women has been an example for Alcoa: Itapissuma and Juruti. Itapissuma is outstanding for having recently hired a woman to operate mobile equipment, while Juruti is outstanding because women comprise 19% of the total number of employees working at the Unit.

But what is the secret of these women's success? What makes the difference today is the attitude and

the inner motivation of our female collaborators, who are aligned with the tasks to be executed. And they are high achievers. They strive for professional success, financial independence, the recognition of their skills and personal fulfillment. The combination of doing a job with the head and with the heart, as required by the scenarios, has helped women achieve success and excellence in their job endeavors.

Speaking of People, the active participation of Alcoans in the Voices of the World survey was admirable. Respondent participation in the survey came to 99.9%, which attests to exceptional engagement. The Global Voices survey is the basis on which we will be able to understand what we are doing well and what needs to be improved in our work environment.

To close this issue, we must celebrate another outstanding achievement. Juruti has recently concluded one year in operation. At the Unit, located in the western region of the State of Pará, it is already possible to attest to the fact that the path to growth is being followed in responsible and committed manner. Everything is being done according to concepts of Sustainability, Responsibility, Health and Safety and, above all, as a result of team effort. The Juruti team, along with all the other Units' teams, represent Alcoa's most valuable asset.

Enjoy your reading!

"What makes the difference today is the attitude and the inner motivation of our female collaborators, who are aligned with the tasks to be executed"



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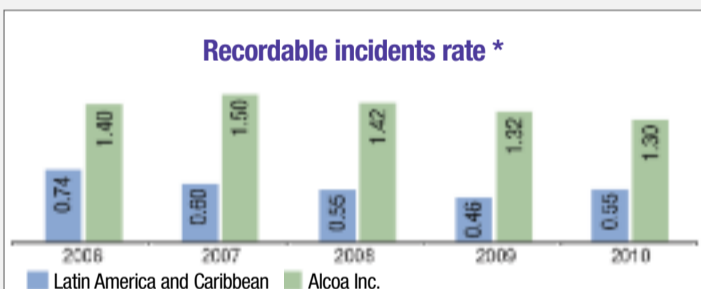
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Safety Performance

Incident frequency rate until September



* Number of recordable incidents at every 200 thousand hours of work (approximately 100 employees working during one year)



* Number of incidents resulting in 1 or more days of absence from work at every 200 thousand hours of work (approximately 100 employees working during one year)

Testimonial

Jovani Modolon
Job Position: Production
coordinator at the Anodization
Sector
Unit: Tubaão
Time with Alcoa: 10 years



"I have been working at Alcoa for ten and a half years, and I really like to work here. I'm proud of being part of this Company, especially because the Company appreciates and enhances a company's biggest asset: the People. In addition, professional growth opportunities for employees are the main factor of motivation. An example of this happened in 2001, when I was invited to take on a leadership position - something I had never imagined would happen to me. It was different than anything I had ever felt before. I accepted the challenge and nowadays I love what I do."

People that make History

Tribute to coworkers that contribute to Alcoa's development.



DANIEL MATOS DE ARAUJO CHAVES
ALUMAR



Talk to Us



Your opinion is very important for us. Should you have any question, suggestion or comment, please write to genteacao@alcoa.com.br

● DIVERSITY

● Women employees in Juruti and Itapissuma

Women who drive Alcoa forward

Women, who are true entrepreneurs, have become increasingly more prominent in the industrial world. Alcoa believes that promoting diversity helps create a pleasant work environment, which motivates the appropriate execution of tasks and leads to better results for the business. Based on this reasoning, the Juruti Unit currently employs 94 women. At Itapissuma, this number corresponds to 190. These women include apprentices, trainees and employees whose job positions encompass operating areas, administrative areas, and leadership positions.

The outstanding women, however, are the ones who carry out functions that have always been predominantly done by men. In addition to their skills and commitment, these professionals show willingness and courage when they undertake any kind of specific tasks, such as operating mobile equipment.

Micilene Gomes is a good example. She is the first woman at Itapissuma to work in this sector and has expressed her happiness with the opportunity given to her. "It was tough in the beginning, because the men working in this area didn't think I would make it. After some time, they started to praise me. Everyone was surprised. I really enjoy what I do and I intend to improve more and more so that I can aggregate value to my career at Alcoa," she says.

Like Micilene, Ivani Silva, a forklift operator, is also on the list of determined women. She

does the loading in the furnace area, places ornamental fences for sawing, weighs sawed and bundled bales and unloads ingots and external scrap. "The market in general has many skilled women, who do not have job opportunities; at Alcoa, they have the opportunity of showing their potential and their qualities," she says.

At the Juruti Unit, 19% of the employees are women. "These indicators place the mine at an outstanding level in terms of the inclusion of women in industrial operations," emphasizes Neuza Silva, Human Resources manager. "Ever since the project was in the planning stages, the company had made a point of offering ergonomic job positions that could be executed by any individual and would respect his or her differences. This is why the women employees were able to take on industrial activities without any problems," she adds.

Forklift operator Maria Melo is one of the outstanding employees at Juruti. "It is very rewarding to do this kind of work. The operating processes are a challenge that I try to overcome every day and, because I'm a woman, I'm very proud of my achievement," she says.

Like Maria, forklift operator Lauriana Guimarães wants to learn and grow professionally. "This willingness helps me overcome obstacles; in addition to achieving my professional growth, I also want to be part of the Company's growth," she emphasizes.



● Maria Melo (above) is a forklift operator at Juruti and Micilene Gomes (left) is the first woman employee at Itapissuma to work in the reflow oven facility, where she operates mobile equipment. Both women are examples of work done by women at Alcoa

● GBS and Plant

Poços de Caldas Unit organizes Diversity Week

Several events aimed at employees, trainees and outsourced third parties of the Plant and of the GBS, as well as at the community, were

organized at the Poços de Caldas Unit. The objective was to discuss the topic "The inclusion of women and disabled people in the labor market." To this end, a number of activities were organized, including a round table discussion with Marcelo Lomelino, Manager of Labor Relations, Diversity, and Organizational Climate; Tell Your Story, with Marília Tose, the first woman to hold a management position at Alcoa global; a workshop with students from APAE; demonstration of accessibility solutions for cars; workshops focused on women's health and personal care issues; artistic performances and games for women; a fashion show with visually impaired people and their guide dogs, attended by the Instituto Íris. All these activities were part of the events scheduled for Diversity Week, organized by AWN-Alcoa Women's Network and the "Ser Diferente é MAIS!" Project for the Inclusion of People with Disabilities (PCDs).

"This year, we opened the doors to the community, by inviting entities, colleges, companies and local government authorities from Poços de Caldas and from neighboring towns to participate in the event. Our guests helped make our Week even more sustainable, informative, and practical," says Affonso Bizon Jr., manager of Alcoa's Operations in Poços de Caldas. "By inviting guest from out of the company, we can contribute to the growth of Alcoa and of the surrounding communities," he adds.



● Instituto Íris attended the fashion show with visually impaired people and their guide dogs



● Itapissuma

People With Disabilities Week was attended by Alcoa

Representatives from the Itapissuma Unit went to Recife to participate in a number of activities organized by CERVAC-Centro de Reabilitação e Valorização da Criança, a children's rehabilitation center, during People with Disabilities Week. The week-long event is organized by the State Government of Pernambuco, with the objective of discussing issues related to social inclusion. The workshops and recreational activities organized by CERVAC were attended by 120 people, including Alcoans and their families, as well as by children and adolescents from CERVAC.



● Community members discuss social inclusion during People With Disabilities Week in Recife

● PRODUCTION

● Aluminum Powder

Plant celebrates one year of stable operations

The Aluminum Powder Plant, the only plant in Latin America able to classify and supply superfine powders, achieved one year of stable operations, thanks to the commitment, engagement and team spirit of the plant employees and the support of coworkers from other areas and Alcoa Units. This team effort allowed them to discover the causes of problems and eliminate them. "This is a very significant date for us. We have been able to overcome an enormous challenge. We renewed our confidence and the credibility of our clients and began exporting to Japan, one of the most demanding countries in the world," says Kleber Marinho, manager of the Aluminum Powder Plant.

TESTIMONIALS

"The fact that we achieved one year of operating stability at Alcoa is the result of great team work. Everybody participated actively in the implementations to overcome the problems."
João Aparecido de Souza, operator, Group 1, 33 years working at Alcoa.

"This result provides us with the appropriate work environment to work and meet our clients' needs accordingly. In addition, when we go back home after a day's work, we know that we have done a really good job," Inácio Junqueira Muniz, Production coordinator, 32 years working for Alcoa.

"This date represents the end of our uncertainty and the retrieval of our confidence in the continuity of the operations, in our future and in the future of the Plant," Jônatas Garcia Batista, operator, Group 3, 9 years working at Alcoa.



● Employees of the Aluminum Powder Plant: commitment and team spirit

● HSE

● Utinga

Maintenance team of unit celebrates five years without any recordable incident

Every day, the Utinga Unit promotes a zero tolerance policy in regard to hazardous conditions and behaviors, by helping employees perceive risks and reinforcing active care and other available Safety tools. The contribution of all the employees and the maintenance work have allowed Utinga's Maintenance Department to celebrate five years without any recordable incident and one year without any incident with injuries.

"Safety at Alcoa is taken very seriously. If I don't feel safe about the work I'm going to do, I stop and activate the help network so that we can find a safer way to do the work. Zero incidents score is something possible to achieve; we have to believe in this and strive to achieve this goal constantly," says electrician Antônio Carlos Pereira Júnior, who works at the Maintenance Department of Utinga.



● EMaintenance Team at Utinga: five years without recordable incidents and one year without injuries

● Itapissuma

Extrusion concludes three years of activities without incidents with leave of absence

Extrusion in Itapissuma has not reported any incidents with leave of absence since 2007. The employees' commitment and preventive actions are the main reasons for this outstanding achievement. The main tool to achieve success is called ATP-Análise Preventivista da Tarefa (Task-related Prevention Analysis), which is part of Alcoa's incident pre-

vention plan. "We use the APT tool to map high-risk areas and prioritize the critical sites," explains Gustavo Câmara e Silva, HSE superintendent. "We establish guidelines and training programs for the leaders, with the objective of maintaining our no incidents with leave of absence level and reduce the number of less serious incidents," he adds.

● HSE Article

● Elaine Aparecida Galafassi
• Coordinator of Occupational Health

BALANCE

This word is used often nowadays and reminds us of practical, everyday actions. The dictionary defines balance as "a state of equilibrium or equipoise; maintenance of the body in normal position or posture, without oscillations. Total or approximate equality between opposing forces. Good proportion, harmony. Mental and emotional stability. Self-control, moderation, prudence, calm judgment."

The Principle of Equilibrium states that, no matter where the various parts form a whole (a system), we must pay attention and dedicate ourselves to each part, under penalty that the disregarded parts and the whole will suffer or have problems.

When we think about our commitments, such as work, professional development, leisure, health and family, an image that often flashes into our minds is that of a juggler.

But how do we change this paradigm? Is there a formula to help us do so?

There is no specific formula, because each individual has his or her own particularities and objectives; but how do we follow the Principle of Equilibrium?

The main thing is to identify aspects of your life, to see which are balanced and which are not, and define objectives and actions. Various objectives and actions means that we have to prioritize: first things first.

These moments lead us to reflect on our skills or drawbacks. The teams from the Guidance Center, Occupational Medicine Care and Viva Vida are comprised of professionals who increasingly focus on providing the tools to overcome these challenges, by means of activities, actions and programs that allow us to make changes in our lifestyle and our routines.



At the Poços de Caldas Unit, we develop actions aimed at:

- Awakening interest in recreational and sports activities;
- Encouraging cultural events and activities, such as visits to museums, parties, theater, etc;
- Implement improvements in the work environment, together with the other teams (Organizational Climate Committee and Organizational Climate Team);
- Activities with the participation of the community;
- Health-related actions and health programs such as: check-up of spouses, teenagers and children; Weight Watchers and Step-by-Step Programs; Program to Quit Smoking, among others.

Alcoa and all its leaders want to contribute to improve your quality of life at every moment and in all aspects. Count on us and send us your suggestions.

● CLIENTS

● Loyalty

Net Promoter Score measures client satisfaction

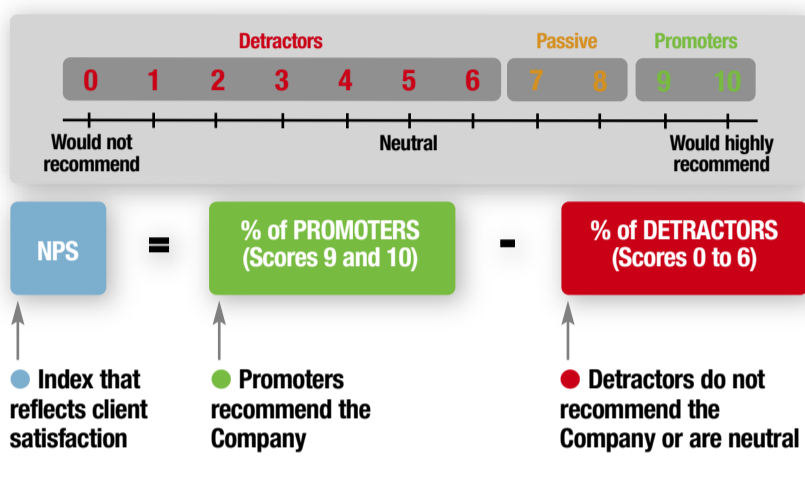
Achieving client loyalty is the objective of every company, including Alcoa. However, measuring satisfaction and scoring improvements is not an easy task. According to an article published in the *Harvard Business Review*, most of the tools used for this purpose are complex and produce ambiguous answers.

However, a new resource - the Net Promoter Score - promises to change this scenario in a simple and practical manner. "The objective of implementing this tool is to improve customer services, correct inadequacies and get organized so that the problems do not repeat themselves. In addition, the purpose is to promote a client-focused culture, by improving processes based on client expectations and experiences and then encourage the business unit to grow," says Patricia Hirata, Business Strategy and Growth coordinator.

The methodology was created by business strategy consultant Fred Reichheld in partnership with the Bain & Company and Satmetrix companies, which have been working on the development of this tool since 2001 and have obtained astonishing results.

At Alcoa, the survey was translated into

Functioning of the Net Promoter Score tool



more than 20 languages. More than 17 thousand questionnaires were sent around the whole world. In Latin America and the Caribbean, more than two thousand clients were contacted, ranging from Primary Products clients (Primary Metal, Chemicals and Powder) to Laminated and Extruded Products clients. The consolidated result for the region for the three busi-

ness units was the NPS index (number of promoters minus number of detractors) which corresponded to 57.47%. Of the 261 respondents who answered the survey, 20 were identified as Detractors (7.66%) and 170 as Promoters (65.13%). Promoters are the respondents who recommend Alcoa and Detractors are the ones who do not recommend the company.

● Alcoa and Zeppelin

Partnership will provide solutions for the railway sector

Alcoa and Zeppelin, a German multinational industrial solutions company whose core business is industrial solutions for aluminum welds and alloys, have recently announced a partnership for the supply of welded aluminum cars for manufacturers in the railway industry. Alcoa will produce high complexity multi-tubular aluminum profiles and will assemble these structures. Zeppelin will provide assembly and automated welding services and technology for large aluminum panels, as well as the physical infrastructure necessary for the development of projects for the transportation industry. "We identified this sector as being strategic for the growth of the company in Brazil. We need to prepare the Brazilian industry for the manufacturing of passenger transportation vehicles. Many of the urban infrastructure works required by the PAC-Programa de Aceleração do Crescimento, (the federal government's accelerated growth program), by the World Cup and by the Olympics will depend on this technology," says Otávio Carvalheira, Alcoa's Director of Growth and Market Strategy. "The combination of Alcoa's resources with those of Zeppelin will be perfect for the supplying of aluminum car structures for transportation," he adds.

In the opinion of Ricardo Borges dos Santos, director of Zeppelin, there are many business and specific project opportunities for the railway sector. "The manufacturing and assembly of these kinds of railway cars demand highly complex operations. Now we can manufacture passenger transportation cars in Brazil with the same quality of the railway cars that manufacturers use at their units abroad."

● SUSTAINABILITY

● Poços de Caldas

Ideia Sustentável Campaign rewards the Best proposals



The Poços de Caldas Unit launched the Ideia Sustentável (Sustainable Idea) Campaign. Until December 2010, employees, trainees, and third parties may give suggestions that help improve quality of life and guarantee a more sustainable future for the Company and the communities.

Every month, the ELSU-Equipe Líder de Sustentabilidade, the sustainability leadership team, will evaluate the ideas and the three best ideas will be presented by team members to ELAP-Equipe Líder Alcoa Poços de Caldas, the Alcoa Poços de Caldas Leadership Team. The first suggestion from each participant which achieved at least five points, will get a prize. Those who suggest the best idea of the month will be rewarded with a dinner voucher for two.

● APS

Members of the Board of Directors of Associação Poços Sustentável take office



Twelve members of the Board of Directors of APS-Associação Poços Sustentável took office at a ceremony held at the Espaço Cultural da Urca cultural center in Poços de Caldas. APS is an organization whose objective is to help implement a legal sustainable development agenda.

Guests at the event included Mayor Paulo César Silva and city councilman Álvaro Cagnani, vice-chairman of the City Council; João Batista Menezes, associate director of Safety and Sustainability of Alcoa Latin America and the Caribbean; Affonso Bizon Jr., Operations manager of the Alcoa Unit in Poços de Caldas; and Thaís Magalhães, Alcoa's Sustainability consultant. "I am sure that the work of this association will be very important for our city, our country and our planet," said Paulo César Silva, Mayor of Poços de Caldas.

● Education

Jamalco offers stipends and financial aid for students

Participants in the Mentor Program, sponsored by Alcoa, and high school students were granted stipends by Jamalco. The college students were granted financial aid to pay for their college tuition and 210 students from communities where Jamalco conducts its business activities will be granted stipends funded by the Back-to-School aid program. "Jamalco has invested significantly in providing financial aid to students living in the communities where we conduct our business activities, to help them acquire the skills to become trained and employable citizens of the world," says Jerome Maxwell, director of Jamalco.



● Youngster from community where Jamalco has business activities is granted a stipend

BEST PRACTICES

Quality

Itapissuma holds training for capacity building and standardization



● Part of the team was comprised of operators and maintenance professionals, who participated in the Book of Defects training program.

Approximately 50 people from the Itapissuma Unit, including operators and maintenance teams, participated in the Book of Defects training program. The objective was to train the employees to identify and remedy quality defects occurring during the aluminum

remelting process.

“The training program was a success, as it helped all participants gain the same level of knowledge on defects that can occur during the process and prepared them to remedy those flaws,” says Cristiane Agra Pimentel, process engineer at Remelting.

Kaizen

Utinga is working to reduce the risk of incidents

A *kaizen* was conducted at the Utinga Unit to minimize the interaction between man and machine, to improve resources, and reduce the risk potential of incidents with forklifts. The implemented improvements include the acquisition of electric pallets for the transportation of billets and boxes, manufacturing of pallets, changes in the layout of the yard, manufacturing of plates for the swift identifica-

tion of alloys, and the transfer of 60% of the activities conducted by the manually operate hydraulic cars to the smaller electric pallet and smaller electric forklift, providing better visibility and easier handling. This *kaizen* has made it possible to restrict the mechanical forklift’s activities inside the billet yard and increase the safety in situations in which the mechanical forklift has to leave the premises.



● Electric pallet: better visibility and easier handling

Tubarão

Expediting Department conducts *kaizen* with focus on continuous improvement

The Tubarão Unit conducted a *kaizen* with the primary objective of increasing the Expediting Department’s capacity. The Equipment, Standardization, and Flow teams participated in this endeavor. The secondary objective was to help the Unit implement a strategy to increase the services, billings and loading of palletized cargo in a covered area, and to maintain the constant quest for zero incident rate.

The improvements implemented during

the *kaizen* were as follows: installation of an automated awning that allows loading to take place without the constraints of weather conditions; the development of a board to organize and control the lay-out of cargo in the course of the billing process; the delimitation of a specific area for the palletization of the material; new demarcation of and changes in the pedestrian lanes, to help organize the flow of people, among other improvements.



● Groups from Equipment, Standardization, and Flow at Tubarão participated in *Kaizen* Week

Itapissuma

Kaizen blitz improves customer services

The objectives of the *kaizen* blitz conducted at the Extruded Products Unit in Itapissuma was to make cargo management more efficient and thus improve customer services provided to the end client. The *kaizen* was held in partnership with T-INK, a company whose core business is electrostatic painting for aluminum profiles. During the *kaizen*, 85% of the planned actions were executed within a five-day period. These actions included the definition of a new layout, the manufactu-

ring of a cart to transport the profiles between the tables, and the installation of lamps in the route between the two companies.

“The partnership between Alcoa and T-INK gave me a better understanding of the connection process between the plants,” says Danielle Carvalho, head of Industrial Safety at T-INK. “Identifying opportunities and being able to deal with them in a short period of IME, with so much synergy, is fantastic,” adds Adriano Farias, coordinator of ABS.



● Participants in the *kaizen* blitz conducted together with T-INK

● COMMUNITY RELATIONS

● Instituto Alcoa and Alcoa Foundation

Partnering entities are certified in Juruti



● Alcoans with the heads of the institutions in Juruti whose projects have been approved by Instituto Alcoa and by the Alcoa Foundation, through auditing held at the sites

The objective of the auditing conducted by Instituto Alcoa and by the Alcoa Foundation at the locations whose projects had been approved for the period from 2006 to 2009 was to verify the proper use of the funds granted to institutions located in the communities in the vicinity of Juruti.

On the first day, Anne Dias, Community Relations analyst at Alcoa, personally visited each institution, applied results questionnaires, and took photographs of the facilities.

However, other Alcoa personnel also visited the institutions to verify on site the results of all the actions conducted by the projects funded by Alcoa. Monica Espadaro, Community Projects analyst; Nemércio Nogueira, director of Corporate Affairs of Alcoa Latin America and the Caribbean; and Joana Burgos, member of the Community Relations Leadership Team also visited Juruti.

The recognition of the institutions supported by projects funded by Instituto Alcoa

Below is the list of the audited Entities and projects

ENTITY	PROJECT
Comitê para Democratização da Informática	CDI Jiquitaia community
Escola Municipal Raimundo Coelho	Renovation of the sports court
Associação das Mulheres Trabalhadoras de Juruti	Renovation of the head office
Secretaria de Ação Social da Prefeitura Municipal de Juruti	Digital Inclusion
Colônia de Pescadores	Aquisition of a computer, of an aluminum boat and material to improve the facilities of the fishermen's cooperative
Escola Maria da Saúde Pinheiro Cunha	Aquisition of musical instruments for the marching band and materials for the students and for the infra structure of the school secretary's office
Escola Batista	Construction of two classrooms
Secretaria de Meio Ambiente	Aquisition of supervising materials (GPS, motor boat, boat engine and computer)
Associação Pró-Tartaruga - Clubinho da tartaruga	Aquisition of a boat

and the Alcoa Foundation took place on the second day of the visit. The event was attended by Franklin L. Feder, president of Instituto Alcoa and CEO of Alcoa Latin America and the Caribbean. A ceremony was held after the visits, during which the institutions presented the projects they had developed and the people responsible for the projects. This event was also attended by: Nemércio Nogueira, director of Corporate Affairs; Cristian Rezende, municipal government secreta-

ry, representing Manoel Henrique Gomes Costa, the mayor of Juruti; and Francisco Oliveira, president of the Conselho Juruti Sustentável association. "This recognition event in Juruti was the first event of its kind held here after four years of working with the community. Our intention is to prepare a complete Community Panel (in line with the practice at Alcoa's other units in Brazil) in 2011," says Suzana Sheffield, vice-president of Instituto Alcoa.

● RECOGNITION

● Social Inclusion and Sustainable Management

BAESA is awarded "Prêmio Ser Humano" Award and certificate for environmental excellence

The good results of the social inclusion and environmental excellence actions entitled Energética Barra Grande S.A to two recognitions: the "Prêmio Ser Humano 2010" award and the recognition certificate for Sustainable Management excellence. The award, granted by the Brazilian Association of Human Resources/ABRH nominated the "Programa Incluir" program as the best case under the Sustainable Development and Social Responsibility category. To qualify for

the nomination, BAESA described the activities it had conducted to promote the social inclusion of the families that had been reallocated due to the construction of the Barra Grande Hydroelectric Power Plant.

The second recognition was related to the participation of the hydroelectric power plant in the 6th Survey on Corporate Social Responsibility in the Southern Region, promoted by Editora Expressão publishing company, together with Civitas Responsabilidade

Social, a consulting firm that advises organizations from all over the country on how to adopt socially responsible actions. BAESA's excellent performance in the survey is the result of the company's social/environmental work related to actions aimed at environmental conservation and of the programs focused on income generation by rural families and on improvement of the quality of life of the population, especially in the fields of health and education.



● Edson Schiavotelo (1st from left to right) represented BAESA at the award-granting events

● Sustainability

Alcoa is included in the Dow Jones Sustainability Index for the ninth consecutive time

Once again, Alcoa is on the list of the Dow Jones Sustainability Index, a leading guide which investors resort to when they evaluate companies' non-financial performance. "We have never stepped away from our commitment to environmental excellence and social responsibility, even when faced with the challenges posed by the global economy," emphasizes Klaus Kleinfeld, President and Chief Executive Officer of Alcoa. "Our continuous presence on one of the main global Sustainability indexes is an outstanding acknowledgement of our efforts," he added.

In August this year, Alcoa appointed Kevin Anton as executive director of Sustainability. His task will be to develop a strategy to integrate the sustainable practices engaged in by the Company to an even greater extent.

HIGHLIGHTS

New York

LaGuardia Airport gets Alcoa aluminum panels

The air traffic control tower of New York's LaGuardia Airport was clad in Alcoa's light Reynobond aluminum panels. The structure, which is 71 meters high, equips one of the busiest airports in the United States. "We chose aluminum for the tower because it's lighter, more resistant, and more versatile; in addition, it's virtually maintenance-free," says Stephen Wakerman, project director of Jacobs. "Esthetically, the Reynobond material ties the tower to other metal-clad structures within the airport complex," he adds.

The cab was covered in a bluish panel that fades into the sky. Shades of grey and silver were used on the soffits and the control panels, which had to be clad in a 2.5 centimeter piece of composite welded along the perimeter of their structure, as they are conical-shaped and need finished corners.

"Alcoa's versatile architectural products are appropriate for designs on building facades and interiors. Specialists say that they are able to get better finishing appearances when they use our products," points out Sid Peterson, Vice-President, Sales and Marketing, for Alcoa Architectural Products.



LaGuardia Airport's air traffic control tower is clad in Reynobond



Taxes

Event discusses aspects of Alcoa's Accounting and Tax SPED

The objective of the workshop held at CENU, in partnership with ABMC Consultoria e Desenvolvimento consulting firm, was to discuss the aspects of the SPED-Sistema Público de Escrituração Digital (the Public Digital Bookkeeping System) until 2013 and how Alcoa is getting organized to meet the Government's requirements. Lectures were held during the event to clarify the issues that the Federal Government has been contemplating in the relationship between federal tax authorities and taxpayers.

The event was attended by Flávio Tsai and Rui Neves, from the accounting team; by Paulo Gonzalez, Clayton Passos, Fábio Oliveira, Fabiana Bianucci, Sandra Carvalho and Sidney Pereira, from the Tax team; by Arnie Azenha, Celso Baccini, Eduardo Passos and Fabiana Santos, from the Corporate Controlling team; by Juliana Costa, from Tax Planning, and by Edwige Pires, from Alumar Controlling.

The SPED Project is a solution implemented by the Federal Government. The government's objective is to substitute accounting and tax ledgers in paper format with electronic documents validated throughout the national territory by means of digital certifications. Alcoa has already adhered to the NFe-Nota Fiscal Eletrônica (Electronic Invoice), to ECD-Escrituração Contábil Digital (Digital Bookkeeping), to Fcont-Controle Fiscal Contábil de Transição (Transition Tax and Accounting Control) and is already prepared to deliver production/inventory ledgers, the electronic payroll and issues related to the electronic invoice, such as rectification and cancellation. Next year, Alcoa will adhere to e-Lalur (the electronic version of the Lira de Apuração do Lucro Real/Taxable Income Verification Ledger).



Alumínio & Cia.

Chain expands its actions and provides services to the industrial market

Alumínio & Cia., exclusive distributor of Alcoa extruded profiles in Brazil, has decided to expand its business activities. The chain will no longer work exclusively with the civil construction sector and will provide services to the industrial market as well. Part of the business plan is to expand the supply of products and services to increase the profitability of the stores and provide new points of distribution for industries. "This new logistics model will help small and medium-sized businesses have new distribution and speedy delivery alternatives," says Reginaldo Otsu, manager of Industrial Mar-

ket Products of Alcoa. "All our clients will be serviced with the same quality standards as those of the Company," he adds.

Among the conveniences provided by the chain's distributors to the industrial sector, to be highlighted are the commercial flexibility, speedy and multi-segmented customer services, and closer contact with the clients. "The fact that the stores will provide materials to the industries in the regions where they conduct business activities will drive the local retail industry and regional development," explains José C. Cattell, Marketing Manager of Alcoa.



SEFAC

President Lula inaugurates Serra do Falcão Hydroelectric Power Plant



Lula and Franklin L. Feder cut the ribbon that symbolizes the inauguration of the power plant

On October 19, President Luis Inácio Lula da Silva went to Goiás to inaugurate the Serra do Falcão Hydroelectric Power Plant. The power plant, which can meet the electric power needs of a city with 1.2 million inhabitants, was executed by an SPE-Sociedade de Propósito Específico (Special Purpose Company) whose shareholders are Eletrobrás Furnas (49.47%), Alcoa Alumínio

S.A. (34.97%), Camargo Corrêa Energia S.A. (10.09%) and DME Energética (5.47%).

SEFAC-Serra do Falcão Energia S.A. is the company responsible for the implementation and operation of the Serra do Falcão hydroelectric power plant complex, comprised of the Serra do Falcão Hydroelectric Power Plant and the 138kV transmission line that draws electric power from the power plant.

● PEOPLE

● Voices of the World, A Company

Nearly 100% of the Alcoans responded the survey questionnaire

Alcoa employees from all over the world participated in the Organizational Climate Survey "Voices of the World, One Company," also referred to as Global Voices. This year was the first time that the survey was answered electronically by 100% of the employees. For employees with e-mails, the invitation to participate in the survey was sent by e-mail.

In addition, employees had the option of accessing the survey in Portal RH.com.Você and by means of computers that were made available exclusively for this purpose at all Alcoa Units.

"The number of respondents increased in comparison to 2009, when 89.9% of the



employees participated. In 2010, this percentage figure rose to 99.9%," says Marcelo Lomelino, manager of Labor Relations,

Diversity and Organizational Climate.

"This survey is very important, because when we hear employees' opinions, which are confidential and anonymous, we are able to understand what we are doing well and what we need to improve to achieve an excellent work environment," explains Marcelo Lomelino.

The survey was conducted by Kennexa, an international consulting firm specialized in surveys on work environments for big companies. The summary of the results will be available as of November.



● Employees from the Tubarão Unit answer the Organizational Climate "Voices of the World, One Company" survey

● People's engagement

Leaders participate in Training Program on Management of the Work Environment

The objective of the Training Program on the Management of Excellence in the Work Environment and Organizational Climate, organized by the Poços de Caldas Unit, was to train leaders to motivate people's engagement. According to Marcelo Lomelino, manager of Labor Relations, Diversity and Organizational Climate, and instructor of the training program, the members of the Leadership Team participated actively in the training by asking questions, expressing their opinions and clarifying their doubts. "The new trend in the management of work environment excellence is to verify more than the satisfaction index; the objective is also to measure the degree of engagement, which can be measured by means of the performance, of the willingness to remain at the job and, further, by referral to other people," says Marcelo Lomelino.



● Leaders during training session organized by the Poços de Caldas Unit

● Utinga

Plant organizes first capacity building of the civil construction team

The Utinga Unit held the first meeting of the technical team of Alcoa's civil construction market in Brazil. The meeting was organized by Paulo Gentile, coordinator of the Alcoa Technical Center, and by Carlos Godoi, technical manager of the Department for the Accreditation of Window and Door Frame Manufacturers. The meeting was open for all Alcoa technicians who work in Brazil's civil construction sector.

The meeting was divided into two stages: knowledge and recycling of topics such as the Accreditation of Door and Window Frame Manufacturers, Procedures for Request and Sale of Prototypes, Standardization and Training Needs of Alcoa Systems, among others.

This meeting will be held every month,



● Technical team of the civil construction market participates in capacity building event

with the objective of maintaining Alcoa's technical team aligned with the strategy of Rede Alumínio & Cia.

● Competition

"Meu Estágio Vai Virar Filme" competition awards winners

The video competition "Meu Estágio Vai Virar Filme" (My Internship Will be Made Into a Film), organized by the Human Resources and Corporate Internal Communication Area awarded the trainees who were chosen as having presented the best and most creative stories about their experiences as Alcoa trainees. The five finalists were awarded prizes and their stories were included in the campaign on the 2011 Internship Program.

The winner was Emmanuelle Braz do Nascimento, a trainee at the Itapissuma Unit. She was awarded a Samsung Netbook and her film was shown on Alcoa's web site. The runner-up was Amanda Menezes, from the Utinga Unit; the other three winners were Flávio Pires, from Alumar, who placed third; Elias Pires, from Sorocaba, who placed fourth; and Gabriela Tieppo, also from Utinga, who placed fifth.



● Emmanuelle, a trainee at Itapissuma, was awarded a Netbook

● Incentive for students

Students celebrate the GSAT and visit the Jamalco Port and Refinery

Wayne Rodney, winner of the Spelling Bee 2010, was the guest speaker at the annual celebration of the GSAT Day (6 Grade School Aptitude Test) at Jamalco. The 29 children of Jamalco employees who concluded elementary school were granted incentives to maintain their determination and encourage them to conclude middle school as successfully as they concluded elementary school. "Don't let anybody establish your limits. If you can dream, you can achieve your dream," said Leo Lambert, manager of Corporate Services & Government Affairs of Jamalco.

The students were also given souvenirs; in addition, they visited the Port, the Refinery, and Halse Hall Great House, and had



lunch with their parents and members of the Leadership Team of Jamalco.

● VISITS AND EVENTS

4 Alcoa sponsors event to celebrate the 40th anniversary of ABAL



Approximately 450 guests went to the Espaço Rosa Rosarum facility, in São Paulo, to celebrate the 40th anniversary of ABAL—the Brazilian Aluminum Association. Alcoa, sponsor of the event, was represented by Franklin L. Feder, CEO of Alcoa Latin America and the Caribbean, and by directors and employees of Alcoa Brazil.

4 Prêmio Alcoa award proves its success by increasing the number of participants by 15%

Exactly 414 people signed up to participate in the 9th Alcoa Aluminum Innovation Award competition. This impressive number attests to the success of the competition year after year. In 2010, 92 institutions/courses signed up for the traditional competition. Of the 414 people who had signed up, 242 were under the Student category and 172 were under the Professional category. The submitted projects



encompassed 38 professional fields. The projects have increasingly shown the need for the conscientious use of the metal. “The objective of the competition is to stimulate the development of the Brazilian aluminum market and expand Alcoa’s relationship with all of this industry’s players,” explains Franklin L. Feder, CEO of Alcoa Latin America and the Caribbean. The competition has the support of the industry’s leading associations and institutions, among which are the São Paulo Chapter of the SIAB-Brazilian Institute of Architects-SP and the Institute of Engineering.



4 Project from Poços de Caldas is highlighted at Nurses’ Meeting



The project “A consulta de enfermagem como instrumento para promoção da Saúde dos trabalhadores”, developed by registered nurses Elaine Galafassi, Luciana Sales, Mileid Andrade and Maria Alcina, from the Poços de Caldas Unit, was one of the outstanding projects presented at the 14th National Meeting of Occupational Nursing. The event, organized by Anent—National Association of Occupational Nursing, was held in São Paulo. The theme of the event was “Occupational Nursing and the Management of Environmental Risks”.

6 Instituto Alcoa sponsors Guga Kuerten Week in Florianópolis



Instituto Alcoa sponsored Guga Kuerten Week, which was held from August 22 to 29 in the city of Florianópolis. The objective of the event was to present the social and sports development projects. As part of the event’s activities, the champion tennis player from the State of Santa Catarina hosted a dinner party for event guests. The guests included Edson Schiavotelo, director of Sustainability of BAESA (photo on the right), and Marcelo Rodrigues, manager of the Tubarão Unit (photo on the left) and their wives.

8 Communication and Education for Sustainability is the theme for the second 2010 Sustainable Cycle meeting



Alcoa participated in the second meeting organized by the CEBDS—Conselho Empresarial Brasileiro para o Desenvolvimento Sustentável, (the Brazilian Business Council for Sustainable Development) held in the city of Porto Alegre, to discuss the importance of education in Sustainability at schools and, above all, at universities. A member of the CEBDS, Alcoa will participate in the third meeting, scheduled to be held in the city of Salvador in November. The theme of the third meeting will be “Inclusive Business Activities.”

1 Alumar supports Movimento Nossa São Luís

The Movimento Nossa São Luís campaign, which has the support of Alumar, was launched by Observatório Social de São Luís, a Program run by the ICE-Instituto de Cidadania Empresarial do Maranhão citizenship awareness institute. The objective of the campaign is to define and monitor the Sustainability indicators of the capital city of the State of Maranhão, promoting the participation of the entire community in the city’s current and future life. Nilson Ferraz, director of Alumar and current president of the ICE, and Joana Burgos, coordinator of Institutional Relations, took part in the launching of the campaign at the head office of the State of Maranhão Bar Association/OAB-MA.



● VISITS AND EVENTS

7

Federal government attorneys visit Barra Grande Hydroelectric Power Plant



Federal government attorneys from the State of Santa Catarina and their advisors visited the facilities of the Barra Grande Hydroelectric Power Plant to become acquainted with the social, environmental, and cultural actions organized by BAESA. "BAESA's work in this respect is a great example of how companies should engage in social responsibility and enhance Sustainability," said Nazareno Jorgealém Wolff, federal government attorney in the city of Lages-Santa Catarina.

1

Alumar supports seminar on development and education in Maranhão



The seminar "Oportunidades de Desenvolvimento e Desafios Educacionais no Maranhão" (Development Opportunities and Educational Challenges in Maranhão), supported by Alumar and organized by ICE-Instituto de Cidadania Empresarial business citizenship institute and by the Brazilian Association of Human Resources – Maranhão chapter – focused on the importance of training local manpower, in view of the current investments in the State of Maranhão's industrial sector. The event was attended by Nilson Ferraz, director of Alumar and president of ICE Maranhão; João Bayma, director of ABS Latin America and the Caribbean; and Luiz Burgardt, manager of Human Resources of Alumar.

4

Labor Relationship Professionals meet at CENU

Labor relationship leaders of trade associations, of Alcoa and of other companies met with Emerson Casali, manager of Labor Relations of the CNI-Confederação Nacional da Indústria (National Confederation of Industry). The meeting was held at CENU, in São Paulo. The objective was to establish an informal network of trade association representatives to take part in the project of the CNI and establish a corporate strategy for labor issues. During the meeting, Alcoa suggested that decisions related to labor issues should go through a three-party evaluation – that is, with the participation of representatives from the federal government, from labor and from the business community – so that such issues could be dealt with collectively, in order to result in benefits for all the stakeholders.



5

CIPA 2010 visits Embraco and WEG

Sixteen members of CIPA (Committee for the Prevention of Occupational Accidents) of Tubarão went on a technical visit to Embraco, a company located in the city of Joinville, State of Santa Catarina, and to WEG, a company located in the city of Jaraguá do Sul, State of Santa Catarina, to become acquainted with these companies' Health, Safety and Environmental practices and to look for opportunities to improve CIPA's actions at Tubarão. The high quality of the prevention tools used by both companies, as well as the quality and the scope of Alcoa's HSE program, became evident to the CIPA members.



3

Syngenta's Human Resources team visits GBS



The Human Resources team from Syngenta, a company whose core business is agribusiness, visited the GBS RH, in order to become acquainted with the Human Resources model and the tools available for managers and employees. Syngenta will soon go through a transformation process related to the HR function, similar to the one undergone by Alcoa in 2006.

2

Poços de Caldas shows inclusion project during the XI Congresso da Rede Mineira das APAEs event

Raphaela Rodrigues, coordinator of the project "Ser Diferente é MAIS!", was invited to participate in the round table discussion during the XI Congresso da Rede Mineira das APAEs-I Fórum Mineiro de Autogestão, Autodefesa e Família, an event organized by the Minas Gerais network of APAEs (the Association of Parents and Friends of Mentally Impaired People). The event was held in the city of Uberlândia, State of Minas Gerais. Raphaella presented the inclusion project "Pessoas com Deficiência"/PCD (People with Disabilities) implemented at the Poços de Caldas Unit. Raphaella's presentation focused on divulging the importance of working together with the local APAEs, to organize capacity building and development programs for employees with mental disabilities, in line with Alcoa's Enhancement of Diversity corporate program.



● HISTORY

● Anniversary of success

Juruti celebrates one year in operation

After 12 months in operation, the professionals working at the Mina de Juruti mine celebrate the results of this successful endeavor. And deservedly so. The initial challenges were overcome and the results achieved

were very impressive.

Ever since the start-up in 2009, the mine has produced 1,952,622 tons of bauxite. "Everything was done in line with Sustainability, Responsibility, and the commitment to Environmental Conservation, Health, and Safety.

● "Everything is done in line with Sustainability, Social Responsibility, Health and Safety"

Our success was achieved thanks to our team of employees, who are truly the Company's most valuable asset," says José Carlos Vieira, who was general manager of Operations until October; he has been replaced by José Carlos Danza, who is also mining director of Alcoa.

Although 360 days are a short period of time to start taking the first steps, it is already possible to follow in the direction of sound growth. In the opinion of Joiro Magno de Souza Lima, an Alcoa mechanic who works in Juruti, the Company has already moved forward

significantly. "I've already worked for other companies, but I always wanted to work for Alcoa and help the start-up of the project. I want to do my best to grow together with the Company," says Joiro.

Like Joiro, chemical technician Raimundo Júnior is also among the people who work every day to overcome challenges. He says that a lot has already been done and the biggest challenges have been overcome. "I helped assemble the lab equipment, the equipment for the alignment and approval of the scientific methodologies; I took part in the procedures and training programs of the teams. Nowadays, we multiply the tools and indicators that exist in the Company," says the technician.

Celebrating the results, but also looking towards the future, José Carlos Vieira knows that there are other challenges ahead; however, they will be dealt with on the basis of one year of a job well done. "The objective now is to place all the processes under control and make it operational as soon as possible. This will provide us with a strong basis to expand capacity and reduce costs, to achieve operating excellence," he says. "This will allow us to ask for more resources for future expansions," he emphasizes.



1ST YEAR IN OPERATION

June/2009

Production begins

September 30, 2009

First shipload of bauxite from Juruti to Alumar

October 5, 2009

Norsul Camocim ship begins first trip from Alcoa's Port in Juruti to Alumar, carrying 43 thousand tons of bauxite

October 8, 2009

Norsul Camocim ship docks at Alumar's Port with the first cargo of bauxite from Juruti

Total production volume of bauxite during the Juruti Mine's first year of operations: Production of 2,049,754 metric tons of bauxite by the Juruti Mine since start-up in September/09, up to October /10

