

ALUMINERIE

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IMAGES LANDSCAPES MESSAGES





More than 30 years have passed since the conference with local socioeconomic partners aiming to attract investors wishing to start up a new aluminum smelter in Quebec. Three decades later, Aluminerie Alouette is a point of pride for a whole community; people of Sept-Îles and Port-Cartier as well as Innu people work together every day to produce the best aluminum in the world, as responsibly as possible. We all have memories in our minds, whether they are images, landscapes or messages. We would like to share a selection that pays homage to this great achievement and to those who contributed to it, for the benefit of those who ensure and will keep ensuring it will grow and last. Today, with exceptional human richness and a story full of challenges and achievements, Aluminerie Alouette is laying out the future of the organization.

Happy reading!





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Source : COPIC Sept-Îles

OUR STORY  
BEGINS ON  
A POINT OF  
LAND THAT IS A  
POINT OF PRIDE  
FOR A WHOLE  
COMMUNITY  
TODAY!





MESSAGE FROM THE PRESIDENT AND CEO

Aluminerie Alouette is first and foremost a story of visionaries who wanted to attract business to Sept-Îles that would diversify the city's economy. In particular, these people and organizations contributed to the construction of the Relance Dock, inaugurated in 1986, while Aluminerie Alouette would be announced until 1989. This same dock is still used by our company to receive raw materials and to ship finished metal.

Alouette is also a story of builders: the workers who built the two phases of the smelter, the pioneers who put the plant into operation, the many people who worked on the various projects over the years, and those who designed and implemented our management model. Aluminerie Alouette's journey is also inextricably linked to the people who have invested in its growth. Today, thanks to their work, the plant is equipped with cutting-edge technology, ships metal on the Blue Highway, uses natural gas to bake anodes, and a university pavilion welcomes hundreds of students in Sept-Îles. These are just a few impressive examples of a company in constant growth.

More than 30 years of operation make for some impressive numbers. A total of 14 million tons of aluminum have been produced. Thousands of people - construction workers, employees, partners and community members - have contributed to the development of the organization. Today, these people continue to contribute to the production of a metal of the future and to innovate to ensure sustainability in a responsible manner.

Aluminerie Alouette's story is unique and often cited as an example in the industrial world. Born from a common desire, the company is still driven by the passion and commitment of an entire population. It is certainly the largest aluminum smelter in the Americas, but its most defining characteristic is its corporate culture. It is still very much alive and is being passed on, like a torch, to new generations of employees and partners. Let's be proud of the progress we've made together!

CLAUDE GOSSELIN



In 1977, the National Harbours Board acquired 400 hectares of terrain in Pointe-Noire. With its natural deep-water port, isn't Sept-Îles the gateway to the Americas... and the world!

## THE EFFORTS ARE STARTING...







Things kicked off in 1983 with the official announcement of work on a new dock. Hundreds of jobs were created over three years. Comforting news in difficult economic times.

On August 21<sup>st</sup>, 1986, the Relance Dock was officially inaugurated by the Prime Minister of Canada and member of Parliament in Manicouagan, the Right Honourable Brian Mulroney.

## THE SKY'S THE LIMIT

On September 1<sup>st</sup>, 1989, the agreement for building Aluminerie Alouette was signed.



“We are proud to have been the driver for this big critical project for our region and wish Alouette the very best for their success.”

**MR. GILLES COSSETTE,  
PRESIDENT, CORPORATION DE PROMOTION INDUS-  
TRIELLE ET COMMERCIALE DE SEPT-ÎLES I COPIC**

“The kind lark we saw flying over Sept-Îles for more than two years will soon, to everyone’s great delight, perch on solid rock in Pointe-Noire.”

**MR. JEAN-MARC DION,  
MAYOR, CITY OF SEPT-ÎLES**

# AN ENORMOUS CHALLENGE

“Alouette’s story began in December 1986, as the Corporation de promotion industrielle et commerciale de Sept-Îles (COPIC) learned that a European company was interested in building an aluminum smelter on the site of Pointe Marconi in Sept-Îles. The conversation resulted in an economic mission from Sept-Îles in Europe, which led to meeting more than one interested company. Each entertained plans, but none could go it alone. This would lead to the creation of the Alouette consortium, with a view to implementing a modern aluminum smelter in Sept-Îles, at the cost of 1.4 billion.”

**MR. JEAN-GUY GOUGEON  
JOURNALIST**

SOURCE: “PARLONS AFFAIRES” SPECIAL EDITION - OCTOBER 1992

# MOVING MOUNTAINS



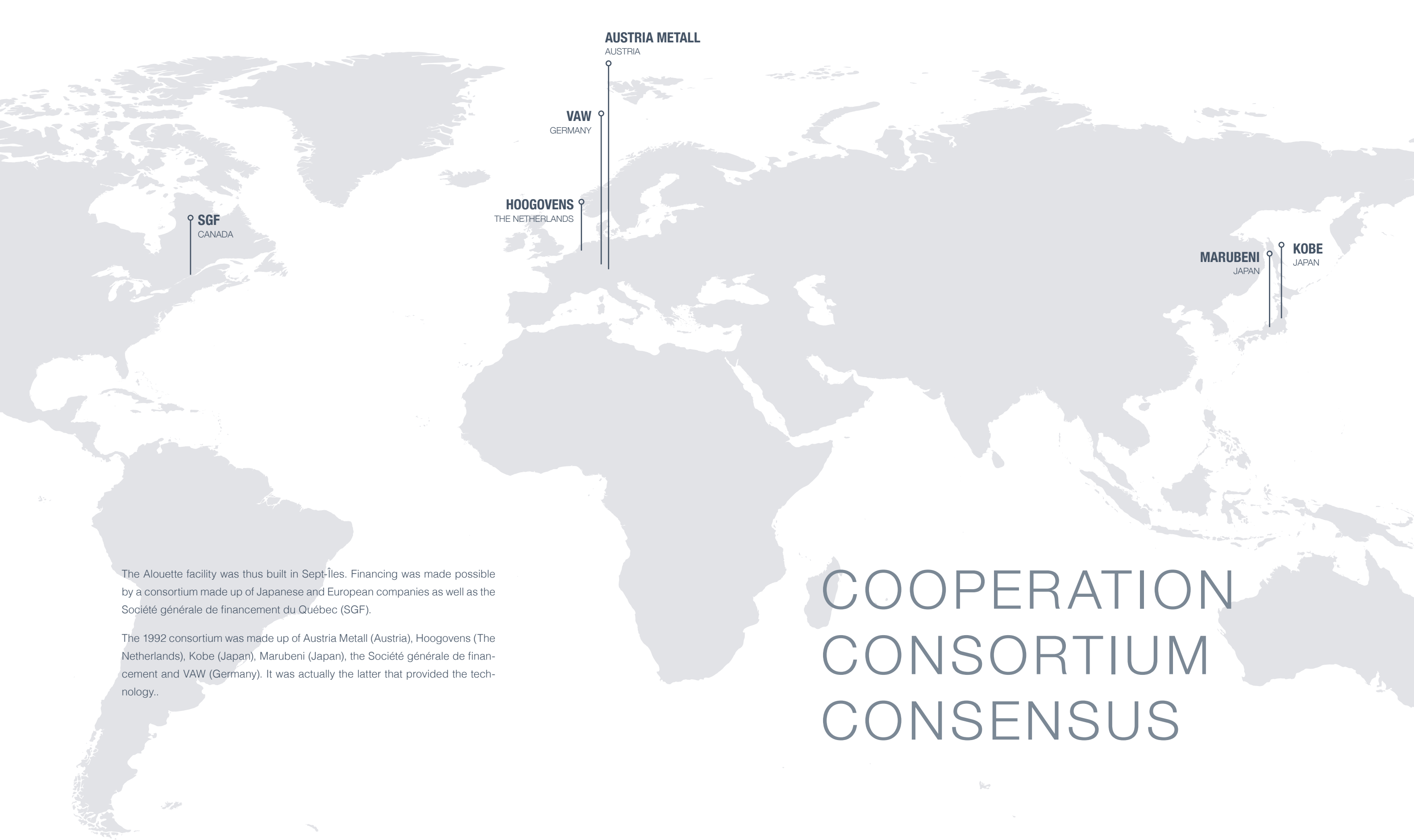
# DETERMINATION DYNAMITE DRIVE

## THE ACCESS ROAD

We first had to get there! Everyone from Sept-Îles remembers when the access road was opened and the site was flattened by blowing it up with dynamite.

5 million tonnes of stone and rock were displaced to make room for the facility's structure, measuring 1800 by 700 meters.





**AUSTRIA METALL**  
AUSTRIA

**VAW**  
GERMANY

**HOOGOSENS**  
THE NETHERLANDS

**SGF**  
CANADA

**MARUBENI**  
JAPAN

**KOBE**  
JAPAN

The Alouette facility was thus built in Sept-Îles. Financing was made possible by a consortium made up of Japanese and European companies as well as the Société générale de financement du Québec (SGF).

The 1992 consortium was made up of Austria Metall (Austria), Hoogovens (The Netherlands), Kobe (Japan), Marubeni (Japan), the Société générale de financement and VAW (Germany). It was actually the latter that provided the technology..

# COOPERATION CONSORTIUM CONSENSUS





# ALOUETTE'S COLOURS



Michael Stuart, a Secondary 3 pupil at the Institut d'Enseignement de Sept-Îles, wins a contest for the colours that would be used for the buildings, more specifically.

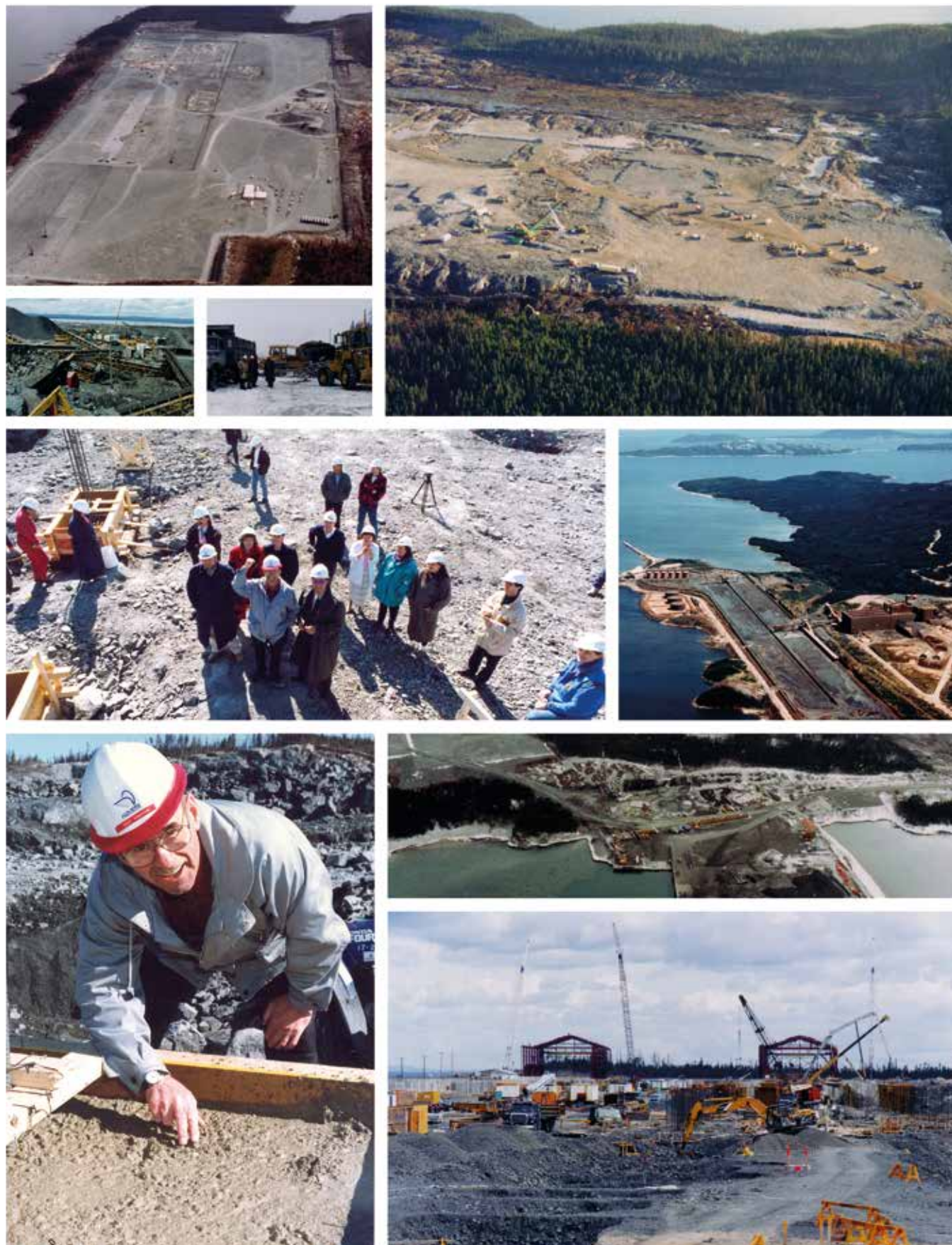




# BUILDING ALOUETTE







2600 WORKERS  
ON SITE / DAY



NEAR HALF ARE FROM THE  
CÔTE-NORD

7 million  
HOURS OF WORK

200 DIFFERENT  
EMPLOYERS

110 CONSTRUCTION  
CONTRACTS



1990

# DEVELOPMENT INTEGRATION COMMUNICATION

Sept-Îles was reborn, as many would say. As proof of that, Alouette would need to select its 600 employees from around 14,000 applications it received. Everything needed to be built; the hope was to make it one of the most modern facilities worldwide.

There was another thing to build as well: policies, procedures, management style, recruiting... Everything was starting out. For the few dozen people present in Montreal, Place Ville Marie, then in Sept-Îles, it was a shared challenge, an adventure of professional life.





# JOBS HIRING ENGAGEMENT

When Phase I was inaugurated, more than 500 employees were working for Aluminerie Alouette, 80% coming from the region.

At Aluminerie Alouette, the hiring policy is strict and innovative, looking for candidates fulfilling certain criteria first and foremost:

**PROGRESSIVE ATTITUDE**

**COMMUNICATION**

**VERSATILITY**

**PROFESSIONALISM**

**TEAMWORK**







Before even producing its very first tonne of aluminum, Alouette was making a lasting commitment to operate in full respect of health, safety, and the environment. It would become a model in this area.





# POT MARIA CASTING

**MAY 31<sup>ST</sup>, 1992**

Birth of MARIA, first dry-started pot, number A008. It was a Sunday, and the Arnaud team was in service.

By the end of that day of arduous work, the first smelting pot in the history of Alouette was started up. It was affectionately called "Maria", the mother of all pots. Maria was also the first name of the then wife of the director of electrolysis... We were wondering anxiously whether the next 263 pots would be that difficult to start up too.

# SURPASSING INTENSITY HISTORY

The official sequential start-up began with 6 electrolysis pots, and by the end of 1992, 264 pots were operational.







Prime Ministers Brian Mulroney and Robert Bourassa attended the opening of the new facility, whose production began on June 1<sup>st</sup>. The project initially planned to produce 215,000 tonnes of aluminum per year.

# PHASE I INAUGURATION

SEPTEMBER 24<sup>TH</sup>, 1992

“On behalf of the Government of Quebec, I am very happy to mark the inauguration of Aluminerie Alouette. Today, our fellow residents of Sept-Îles are proudly witnessing the successful completion of a major project. Born from significant effort and a tight collaboration between the various stakeholders, this new facility is also the result of major investment whose benefits will contribute to job creation and economic strength in the region. As Quebec joins the ranks of the biggest aluminum producers in the world, our province proves it is in a great position to welcome foreign capital and companies. In that sense, such an event is a prime example of our strong willingness to overcome the challenges inherent to building a successful modern society. I would like to give warm congratulations to all of those who crafted this remarkable success, for their core contribution to developing the Côte-Nord, a vivid testimony to their confidence in the future.”

**MR. ROBERT BOURASSA**  
PRIME MINISTER OF QUEBEC



## INVESTMENT ACHIEVEMENT PRIDE





# WHERE DOES OUR ALUMINUM GO?

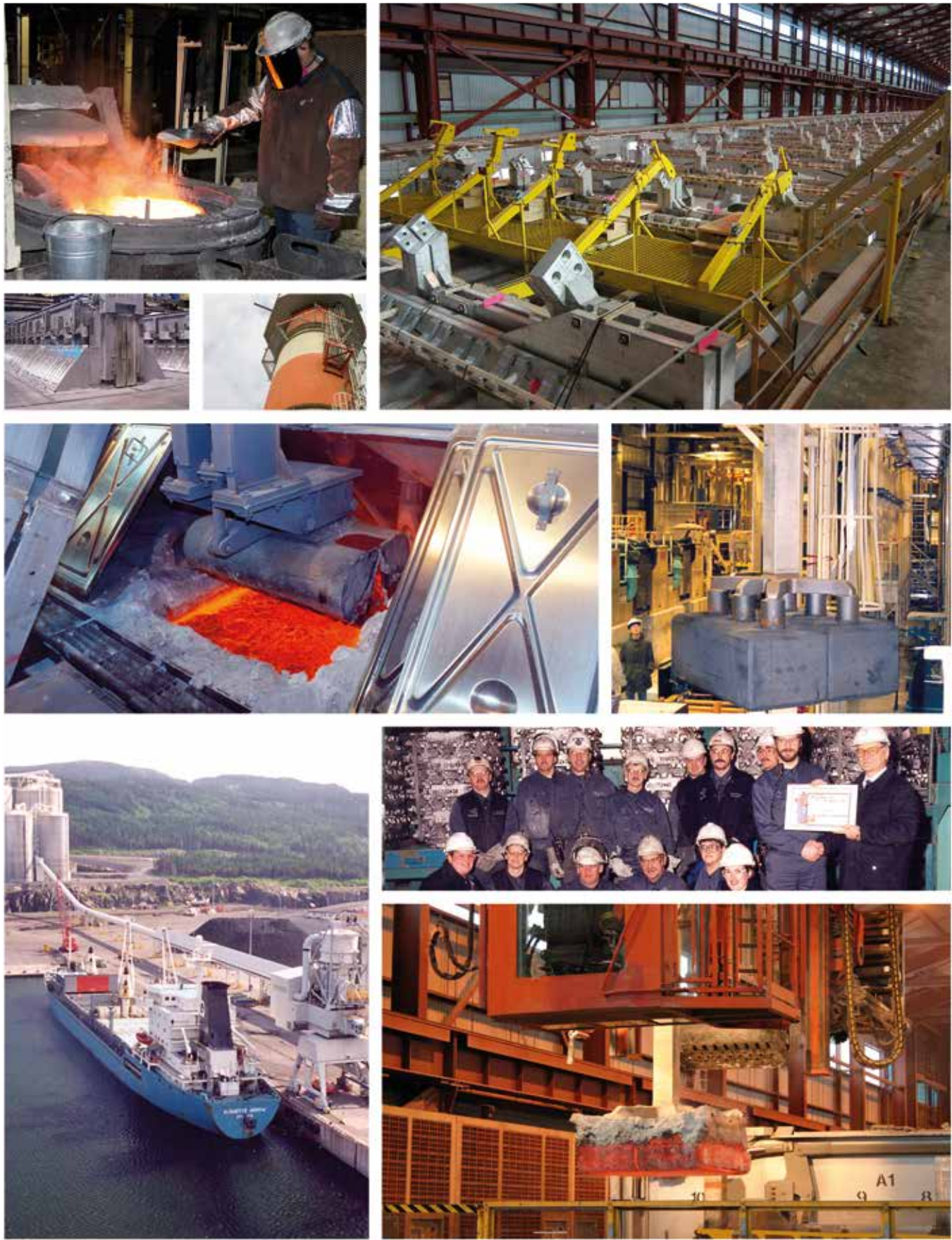
Aluminerie Alouette is a production center that casts 99.7%+ pure aluminum in the form of 22.7 kg (50.4 lb) ingots. After all shareholders get their share of the aluminum based on their proportion of ownership, they use it for their needs or bring it to market themselves. This aluminum, grouped together in packs of seven

ingots, is then shipped to the shareholders' markets, by truck or by boat. The majority of boat transport was used to receive the materials needed by the facility, and some of the production was sent out at sea.





# ALOUETTE, 1992-2001







1994 | INTERNATIONAL YEAR OF THE FAMILY

DEVELOPING  
TODAY TO BUILD  
TOMORROW

ALOUETTE,  
A FAMILY  
MATTER



1996

# CONVERTING THE POTS

The smelting pot conversion program was split into two very distinct parts: replacing the current cathodes with graphitized cathodes, and increasing the current into the pots to 315 kiloamperes (kA).



# IMPROVEMENT IMPLEMENTATION INNOVATION

## INSTALLING A BACKUP RECTIFIER

This 5.2 million dollar project took place in 1995 and 1996. A joint team from the engineering, reduction area and purchasing departments was in charge. The big challenge was to successfully implement it on time and within budget, and especially without disturbing the pots' normal operation. The key to success for this project was the close cooperation between the project, substation and potrooms teams. And aren't we, at Alouette, used to tackling challenges since our company began?



1997

# ODYSSEY

A name evocative of a long journey full of adventures, twists and turns.

This project, aiming to implement an enterprise resource planning system (SAP), would indeed bring its share of challenges.



ALL IN THE SAME DIRECTION

# MISSION CULTURE GOALS

The company is a set of small inter-linked, interdependent production units that must all help each other in a climate where interconnectedness is maximized for greater efficiency.



# TEAM MUTUAL AID INTERDEPENDENCE

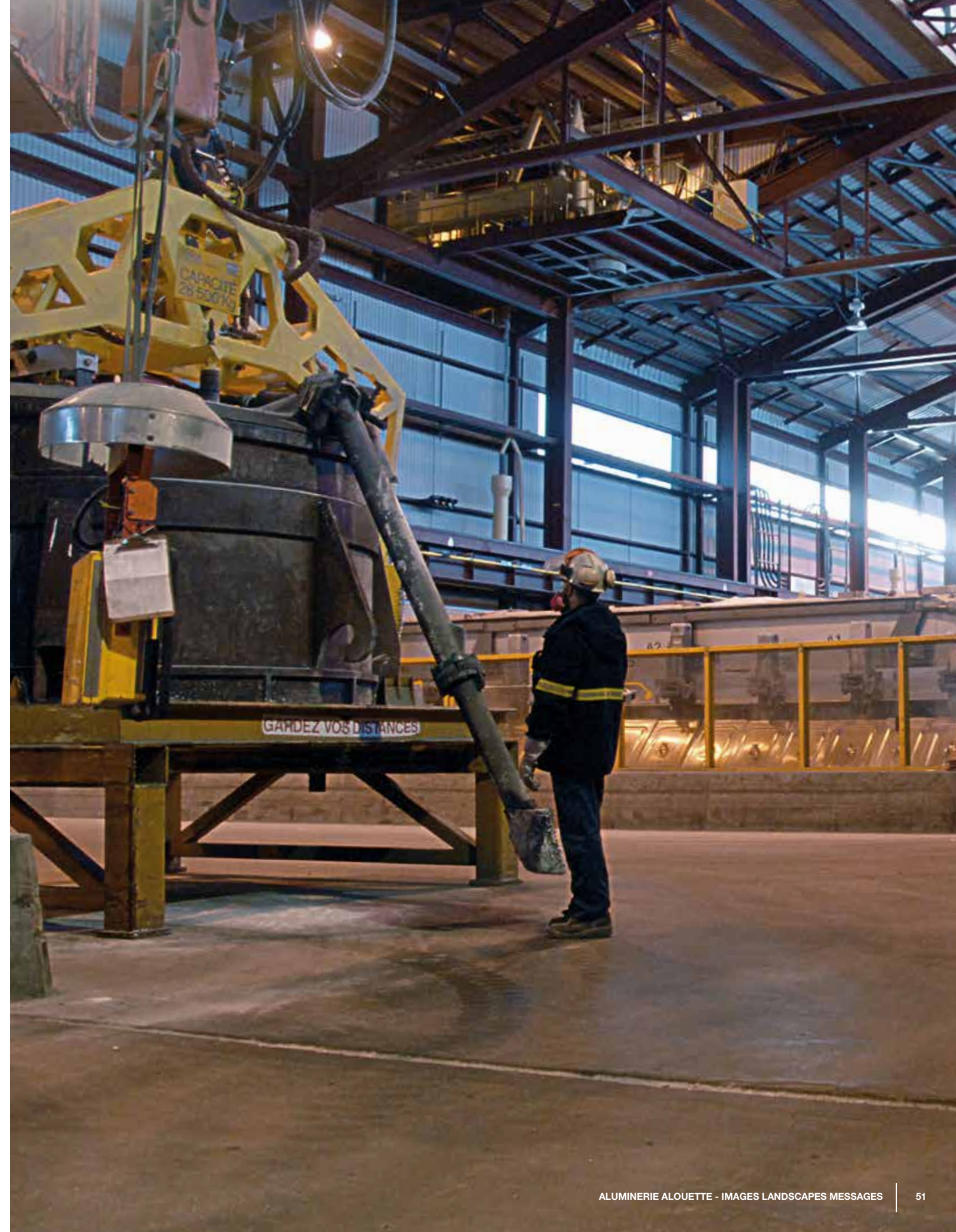


1999

# A FIRST IN SEPT-ÎLES VAW SYMPOSIUM

Around fifty participants from different countries and cultures stayed in Sept-Îles as part of the 16th VAW Symposium. VAW invites all representatives of its facilities all over the world to these meetings it hosts. Until 1998, all of them had been held in Germany. For the first time, the symposium was held in another country; in 1999, the honour went to the facilities VAW had ownership in. Many technical and social activities marked the event.

Pushing our boundaries...  
together with the community!







# FAMILY FESTIVITIES ON NEW YEAR'S EVE 2000

At Aluminerie Alouette, the work to get through the year 2000 in complete safety had already been underway for many months. In order to ensure a presence at the facility at the turn of the millennium, the people involved celebrated New Year's Eve at the facility... with their families. Unforgettable memories!





2000

Sows production takes place at the casting centre. To that end, the contents of the hearth are poured slowly into the molds of the carousel. This always generates dross on the surface of the sows.

This dross must be removed to obtain a quality product. And the maintenance team's solution? Adding some retractable claws to better fit the shape of the sows mold. Operators and automation specialists also had to be involved, to re-program operation sequences and simplify the small skimming shovel's control panel, going from three screens to one. It goes without saying that this couldn't be implemented within a day...

# MAINTENANCE IMPROVEMENT ACHIEVEMENT

# ALUSTAR

Tradition, or just a desire to do it again? All artists! A show full of humour, with sound and light! The history of "aluminum...", thanks to about fifty screenwriters, artists, comedians, musicians, singers, technicians, production designers, props handlers, and the director, who all persevered for three months to make this super show possible, all without neglecting their daily tasks. An extraordinary feat!

A production based on the five values we look for in Aluminerie Alouette's employees— communication, teamwork, versatility, progressive attitude and professionalism—with awards throughout the evening.







# ALOUETTE, 2002-2011







In February 2002, Alouette obtained a 500 MW energy block in exchange for a commitment to implementing Phase II, creating 340 direct jobs and, within the next 10 years, 1010 jobs in aluminum transformation.





## MAY 3<sup>RD</sup>, 2002

Aluminerie Alouette signed the first and most important contract to implement the 1.4 billion expansion project with a joint venture comprised of SNC-Lavalin and Hatch, which would be in charge of engineering, purchasing and construction management.

## SEPTEMBER 27<sup>TH</sup>, 2002

A historic moment: signing the documents that gave the final green light to expanding Aluminerie Alouette.



## SEPTEMBER 30<sup>TH</sup>, 2002

A crawler tractor was levelling the terrain on which the construction site trailer would be built. Many local businesses had secured contracts and were already at work. Construction would truly take off as the ground thawed in the spring of 2003.

The first bit of metal was poured in February 2005, and the facility was completed by November 2005.

As the work came to a close, the new Alouette became the biggest aluminum smelter in the Americas. And we can be proud of it!





## FIRST SYMPOSIUM ON ALUMINUM TRANSFORMATION

APRIL 16<sup>TH</sup>, 2004

The challenge of organizing the event was issued by mayor Ghislain Lévesque. More than 100 participants registered and shared with excellent speakers the often difficult steps that led bold businesspeople to become leaders in their fields. It was clear that aluminum had a bright future. We were only in our infancy in this enormous market that offers as much potential as this noble metal we were discovering more and more.



2004

The training department faces a new challenge. Phase I must continue and Phase II training activities must be implemented.

Current employees would have to be trained on new technologies, and new employees would have to learn to operate or maintain equipment for the new Alouette as it was being commissioned. A group of employees from the sectors joined the training group to review the training materials and disseminate them to new colleagues. Were it not for the contribution of this group of driven and motivated employees, commissioning would have been significantly compromised.

# TRANSITION ADAPTATION COLLABORATION





# FINALLY!!

The first smelting pot was commissioned, the first of 312 within Series II. After such a long wait and so much preparation, we were ready to start up the new Phase II pots.

This momentous first occurred on December 2<sup>nd</sup>, as the historic Phase II energy supply contract began. It was at that moment that electricity began to flow within pot A137 and preheat its cathode, bringing its temperature over 800 degrees C.

## DECEMBER 4<sup>TH</sup>, 2004

In the morning, 15 tonnes of liquid cryolite were poured into the pot and electricity began to flow into the bath. Thanks to the magic of electrolysis, the first grams of aluminum of Phase II were produced!



## DECEMBER 7<sup>TH</sup>, 2004

Around a hundred guests, Alouette and SNC-Lavalin–Hatch employees, shareholders and people from the community attended a historic event: the production of the first metal leaving one of the 18 Phase II test pots.



# OPENING GALA PHASE II CIRQUE ÉLOIZE



2005

## GIANT PERFORMANCE BENEFITS

"Alouette's Phase II adds 340 direct jobs in this facility that now totals 900 employees. The payroll will reach 80 million, with local purchases nearing 70 million. This aluminum smelter is akin to a gold mine for the region, as annual economic benefits will be 288 million, with 2369 direct and indirect jobs.

From 2006, the benefits to Quebec's economy will reach 400 million annually. The progressive commissioning of pots, started in January, will be spread out over six to eight months."

SOURCE: LE DEVOIR

The new Alouette, with the addition of this second phase, would produce 550,000 tonnes of aluminum, representing 20% of Quebec's total production. Joe Lombard, president and CEO for Alouette, pointed out that the project was completed before the deadline and below budget, as Phase I's production operations were carrying on normally.



The success of Phase I and commissioning of Phase II confirm, once again, that we are living up to this part of the country, where the river turns into sea, fish into whales and people are giants!

“In 1991, Aluminerie Alouette expected to produce 215,000 tonnes of aluminum annually. Through our engagement, participation, and idea sharing, we increased that figure to 245,000 tonnes annually, without any additional energy. Today, the new smelter will produce 550,000 tonnes of aluminum. And we trust that we will pour even more, because we trust in our in our organization.”

**MR. SYLVAIN LABRIE**  
**PRESIDENT, EMPLOYEE ADVISORY COMMITTEE**



SEPTEMBER 20<sup>TH</sup>, 2005

# INAUGURATING PHASE II

A 15-person team was formed to prepare the inauguration of Phase II. A week of activities, including the official ceremony, the President’s gala, a golf tournament, an internationally acclaimed circus, unveiling a project for the children of Sept-Îles and an open house day for the population were on the agenda. During the entire summer of 2005, many employees joined the inauguration committee in order to complete the preparations for this event that would long be remembered.





# PERFORMING ON THE INTERNATIONAL STAGE





2005

The smelter's first employee retired after 15 years of loyal service. On January 1<sup>st</sup>, 1990, Gilles Blouin arrived in Montreal with a very specific vision in mind: building an aluminum smelter with a team of high-performance employees engaged in its development.



# THE BLUE HIGHWAY

The St. Lawrence River is our “blue highway” that allows us to receive the materials required to produce our aluminum which, when transformed, floats towards its various destinations and clients. Thanks in particular to the Alouette Spirit, a barge with special walls, inaugurated in 2005.





# 15 YEARS OF MELTING

More than 4 million tonnes of liquid metal have been poured at the Casting Centre since Aluminerie Alouette's operations began. Carousel 101's first pouring, in June 1992, transformed liquid metal into high profile sows. Four operators were required to ensure the operation of the carousel at a pace of about fifteen 9-tonne hearths per 12-hour work shift in the better years (equivalent to 11.25 tonnes/hour).

DECEMBER 7<sup>TH</sup>, 2007

3<sup>RD</sup> ANNIVERSARY OF PHASE II'S FIRST POURING



## FORUM TEAM BUILDING EVOLUTION

Twice a year, the president and vice-presidents meet with all employees. The goals are communication and team building, as various topics are discussed.

The themes of the first Forum of 2007, held in April, were the prospective dashboard and visual stations. Because "a picture is worth a thousand words", employees were encouraged to go through to an adjacent room to witness the tool that was the visual station. A rewarding experience. To be repeated in the future!

In June 2007, visual stations were starting to dot the facility. Through discussions between colleagues, this tool would help improve operations and reach the company's strategic performance goals.







2008

### NEW VERY HIGH PURITY METAL CLASSIFICATION

Alouette's level of operation allowed it to produce very high quality metal without affecting production costs. P0404A-grade aluminum is mostly used in aeronautics and the automobile industry. This grade of metal purity is the 6<sup>th</sup> most pure class of aluminum, among a list of 40 classes.





**AN ELECTRIC VEHICLE... MADE OF ALUMINUM!**

In the spring of 2007, the need to replace Alouette’s electric vehicle transportation fleet was getting more and more pressing. The majority of the steel vehicles in the fleet needed to be renewed or replaced, given the degree of corrosion they had sustained during their years of service in an industrial environment. The idea was planted to acquire electric vehicles made of aluminum. In January 2008, the first prototype showed up in the facility to be tested in a magnetic environment particular to aluminum smelters. We also got the opportunity to show off its look during the Festival de l’environnement de Sept-Îles, held at the Cégep that same year.



**2009**

**INTENSIVE POT RE-LINING FOR SERIES II**

A significant challenge—a team challenge—affecting all sectors. The plan for 2010 is to replace 215 pots, an 80 million dollar investment. Unforeseen events are to be eliminated, because their impact is major on the whole organization. Communication and planning therefore play a key role.

**MARKET UPHEAVAL**

The aluminum market was hit by a major crisis. The entire metalworking industry was affected. In the spring of 2009, the situation remained critical worldwide. We were fostering engagement and tapping the skills of Alouette employees to tackle the crisis and stay within the top 10% in terms of cost slope in the world. We were counting on our qualified, engaged talent to be there for the recovery.

**HEALTH AND WELLNESS COMMITTEE**

A health and wellness committee was formed, aiming to improve employees’ global health through awareness and accountability.





## 2010

Some new agreements of prime importance were signed with the Port of Sept-Îles in 2010. A new 25,000-tonne coke silo with a mixing system would be built by the end of 2011.





2011

### A RECORD YEAR

The year 2011 was exceptional for Alouette. Whether in terms of health and safety, the environment or production, many results have exceeded targets and even reached record levels.

From a corporate governance perspective, Alouette equipped itself with a code of ethics and business conduct.

# RECORD GOVERNANCE ETHICS





## A HISTORIC MOMENT

October 31<sup>st</sup>, 2011 will remain a very special day in the history of Alouette and in the memory of all employees. Indeed, on that day, the Prime Minister of Quebec, Mr. Jean Charest, and the president and CEO of Alouette, Mr. André Martel, were signing an agreement that would open the door to technology growth and development at the smelter. That was great news for Alouette, and the access to an energy block was indicative of our performance as a company and the interest towards our assets, from a growth perspective and in line with our development strategy. We were happy to celebrate this huge step with all of Aluminerie Alouette's employees, to whom we have owed our success for over 20 years, as well as the communities that have been supporting us since the very beginning.

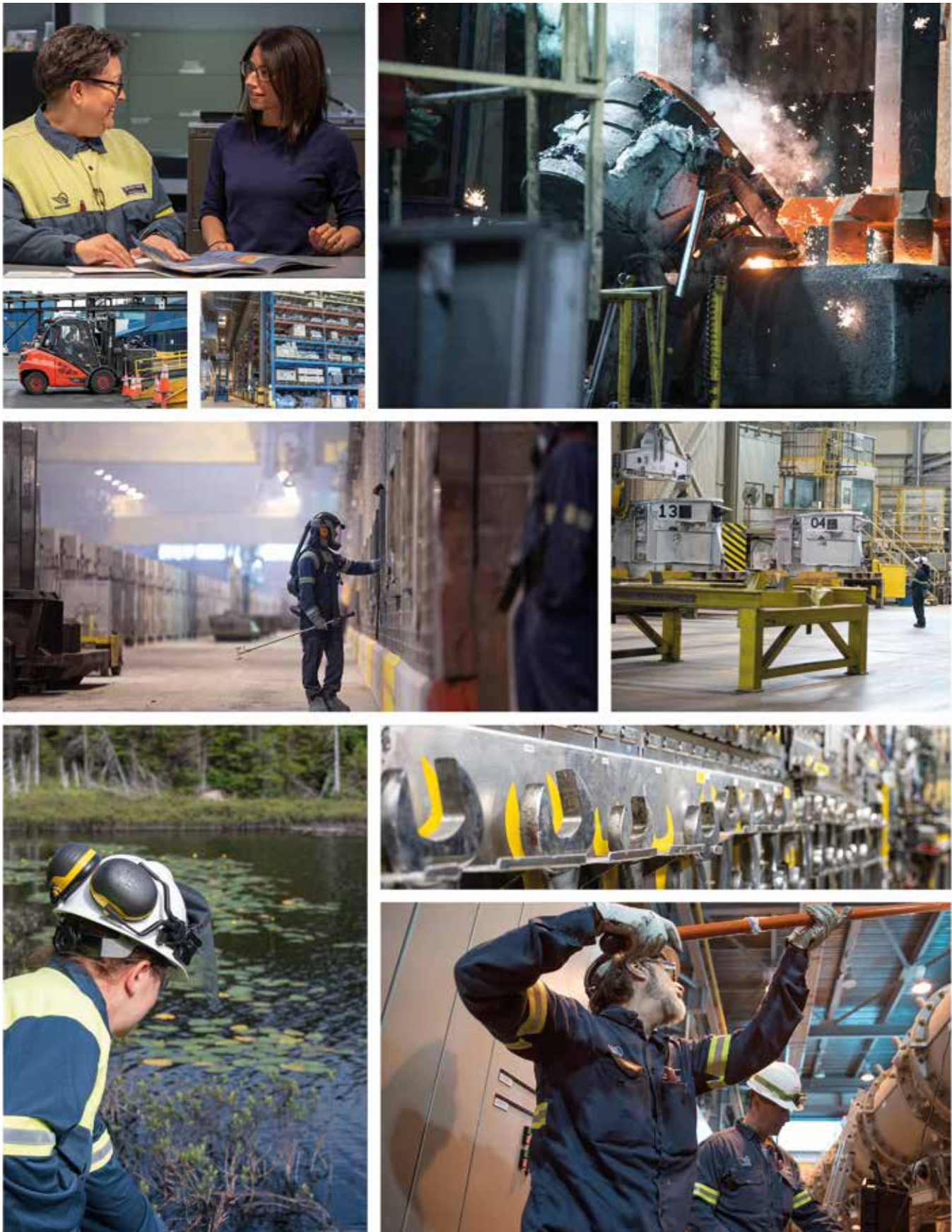
# 500 MW ENERGY BLOCK ANNOUNCEMENT





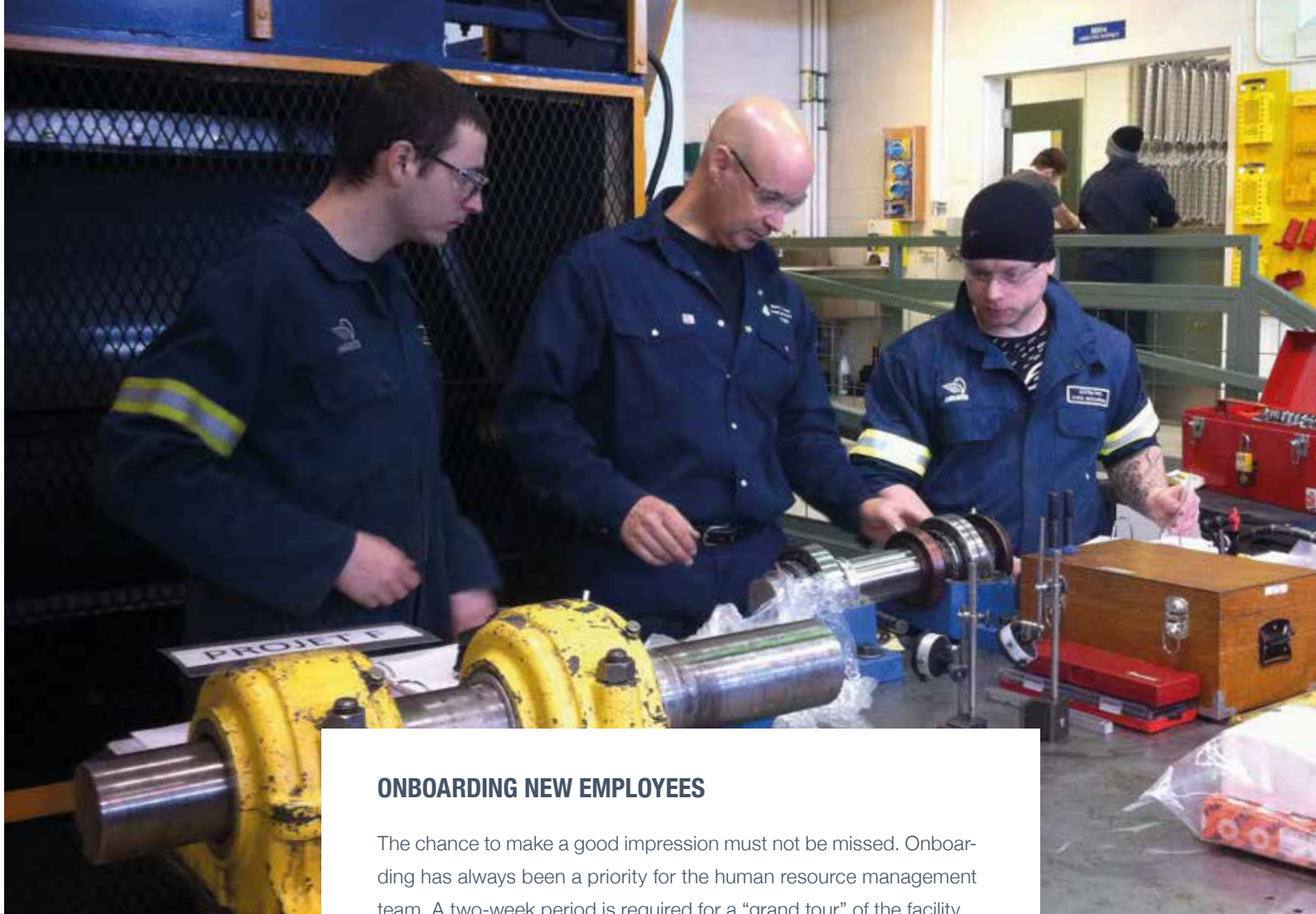


# ALOUETTE, 2012-2021





# COMPETITIVENESS SUSTAINABILITY PRIORITY



## ONBOARDING NEW EMPLOYEES

The chance to make a good impression must not be missed. Onboarding has always been a priority for the human resource management team. A two-week period is required for a “grand tour” of the facility.

After 20 years, and over 1000 employees trained, this essential practice remains integral to our process, and a top priority.





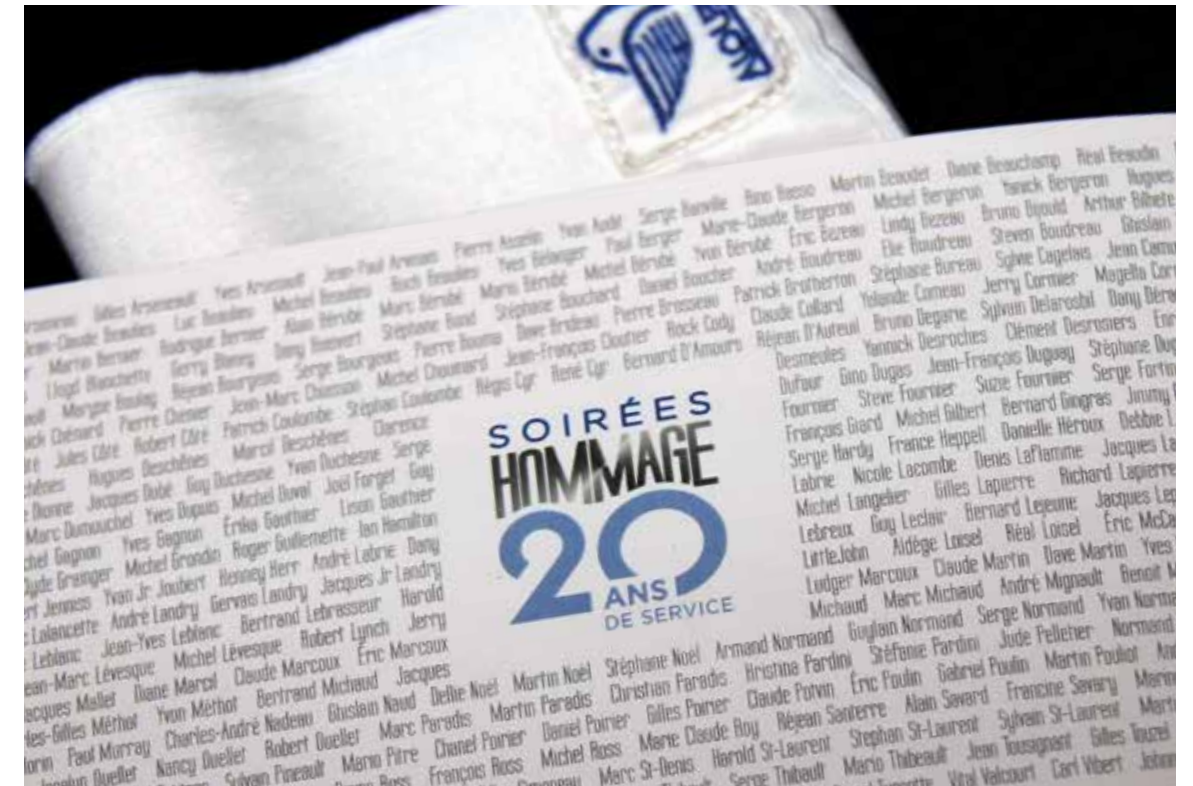
2012

## WE REMEMBER

“On May 31<sup>st</sup>, 1992, Aluminerie Alouette was starting up its first electrolysis pot. Two decades later, the company, which blew its 20 candles with employees and retirees, can boast about being the biggest employer in Sept-Îles and producing no less than 7,000,000 tonnes of aluminum.”

“When the Alouette project was announced in 1989, the dream of a whole region, combined with a vision and support from various stakeholders, came true,” recalled the first president of the Canadian smelter, Louis Riopel, who was in Sept-Îles for the occasion. “Today, Aluminerie Alouette has become not only a jewel of Quebec, but also an internationally recognized company.”

SOURCE : LE NORD-CÔTIER



SEPTEMBER 20<sup>TH</sup>, 2012

## FIRST TRIBUTE EVENING, THE START OF A TRADITION

“Reaching 20 years of service within the same organization is an exceptional milestone that must be celebrated... You’ve given all this time, energy, creativity and talent to make Alouette a unique place, known all over the world for its performance. Your contribution towards putting Sept-Îles and the region on the map all over the world has been extraordinary! You are part of a select club of trailblazers, part of history, and part of the future.”







# OPÉRATION ENFANT SOLEIL DEDICATION

Helping children, and sometimes our miracle children, touches the hearts of many. 2012 marked the 20<sup>th</sup> anniversary of Alouette's operations.

It also marked the 10th anniversary of Alouette giving to Children's Miracle Network, better known in Quebec as Opération Enfant Soleil. The first internal fundraising round was held in 2003 with the goal of helping sick children, because illness is not selective.

During the first 9 years of the campaign, Alouette's employees and the company have together raised a total of \$650,000. Some members participated in the national telethon, "an outpouring of love and friendship".



2013

Carbon research is a key element of our anode production process knowledge building strategy. The UQAC-Alouette Research Chair shines through its visibility in the scientific world, with many articles at the TMS (The Minerals, Metals & Materials Society) Annual Meeting & Exhibition.



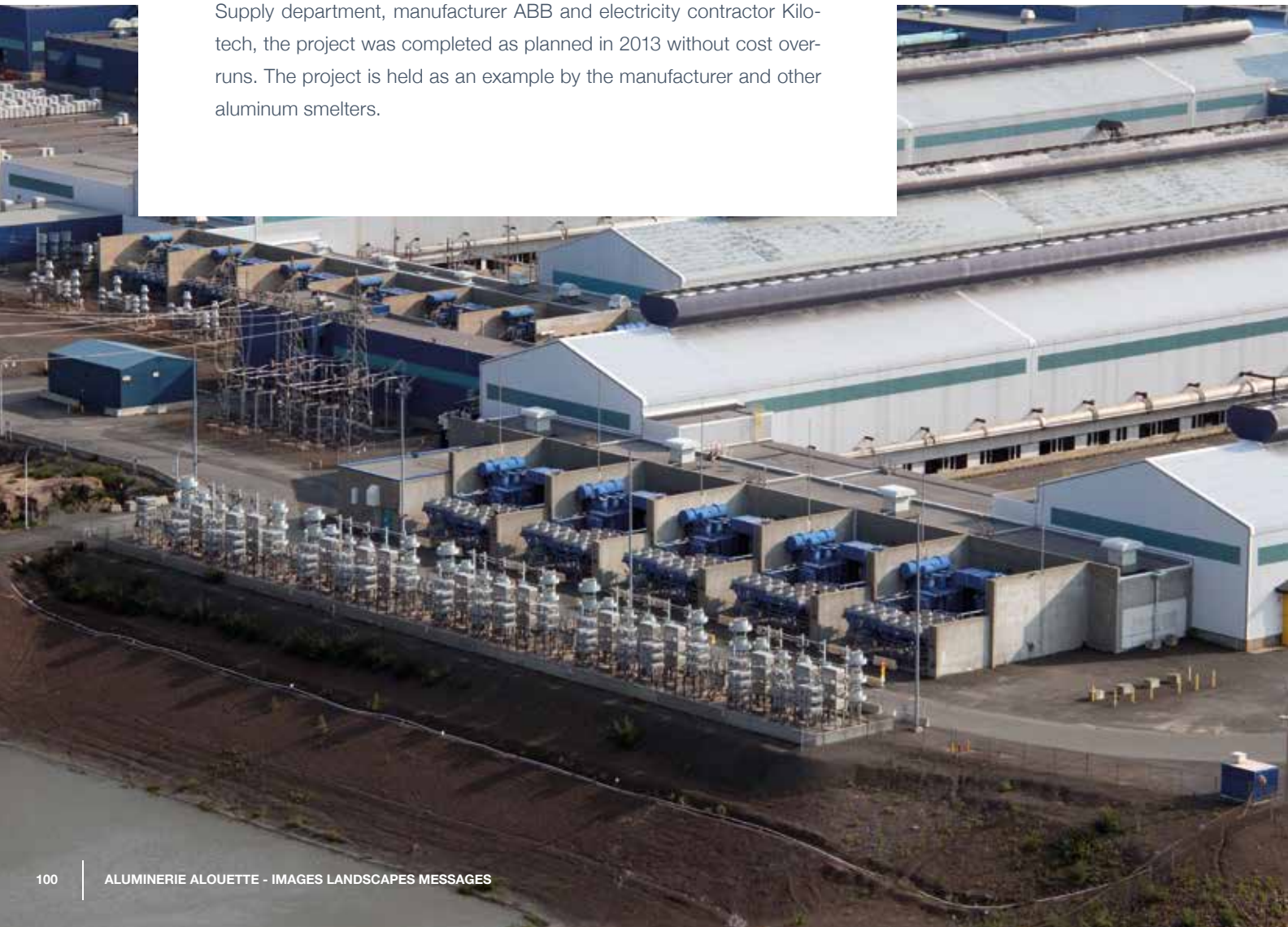


2013

MODERNIZING CONTROLS

SERIES I RECTIFIERS

Rectifiers are used to transform Hydro-Québec's electricity into the direct current required to produce aluminum through the process of electrolysis. The solution chosen to modernize the Series I rectifiers involved resources from the High Voltage sector to replace and modify controls while preserving existing panels and cabling. With the help of Alouette's Supply department, manufacturer ABB and electricity contractor Kilo-tech, the project was completed as planned in 2013 without cost overruns. The project is held as an example by the manufacturer and other aluminum smelters.



PROJECT  
TEAM  
SUCCESS

Aluminerie Alouette's Silver Dragons rowing in unison to lead the dragon boat to its destination during a friendly competition on the Lac des Rapides.



# ALOUETTE UNIVERSITY PAVILION

AUGUST 20<sup>TH</sup>, 2013

It's official: Sept-Îles is set to have a building entirely dedicated to university services, the Alouette Pavilion.

Built into the higher education complex at the Cégep de Sept-Îles, the Alouette Pavilion stands out thanks to its modern architecture that combines visible elements of wood and aluminum.

This \$10M investment, wholly borne by Alouette, is the result of the 2011 agreement with the Government of Quebec to obtain a 500 MW energy block required to complete Phase III. The inauguration is planned for the fall of 2014.

JANUARY 23<sup>RD</sup>, 2014

17 of Aluminerie Alouette's mechanical technicians obtained an attestation of collegial studies (ACS) in Industrial Reliability from the Cégep de Sept-Îles. This program was developed between 2010 and 2012 jointly by Aluminerie Alouette and the Cégep de Sept-Îles in order to offer top-level maintenance training. This training allowed employees to extend their maintenance expertise, with a focus on reliability concepts and practices. Excellent work has been done upstream with the training department and maintenance employees, who contributed to developing the program and specialized courses, and this is worth mentioning.

Let us also mention the accomplishment of the employees who successfully completed the program, as well as the effort made during the 240 course hours and the internship at the end of the program.

## DEVELOPMENT RELIABILITY SUCCESS







NOVEMBER 18<sup>TH</sup>, 2014

The Alouette Pavilion was inaugurated and opened. A second event would follow later: the vernissage to unveil the main work of art adorning the main lobby.

# FESTIVITIES STUDENTS CULTURE



Chantal Harvey



## SEPTEMBER 10<sup>TH</sup>, 2015

Aluminerie Alouette and the Government of Quebec announced the signing of an electricity rate agreement in principle for the smelter's existing phases.

As the world aluminum market became increasingly competitive and the metal fluctuated particularly little in price, this agreement was a crucial element for our community.

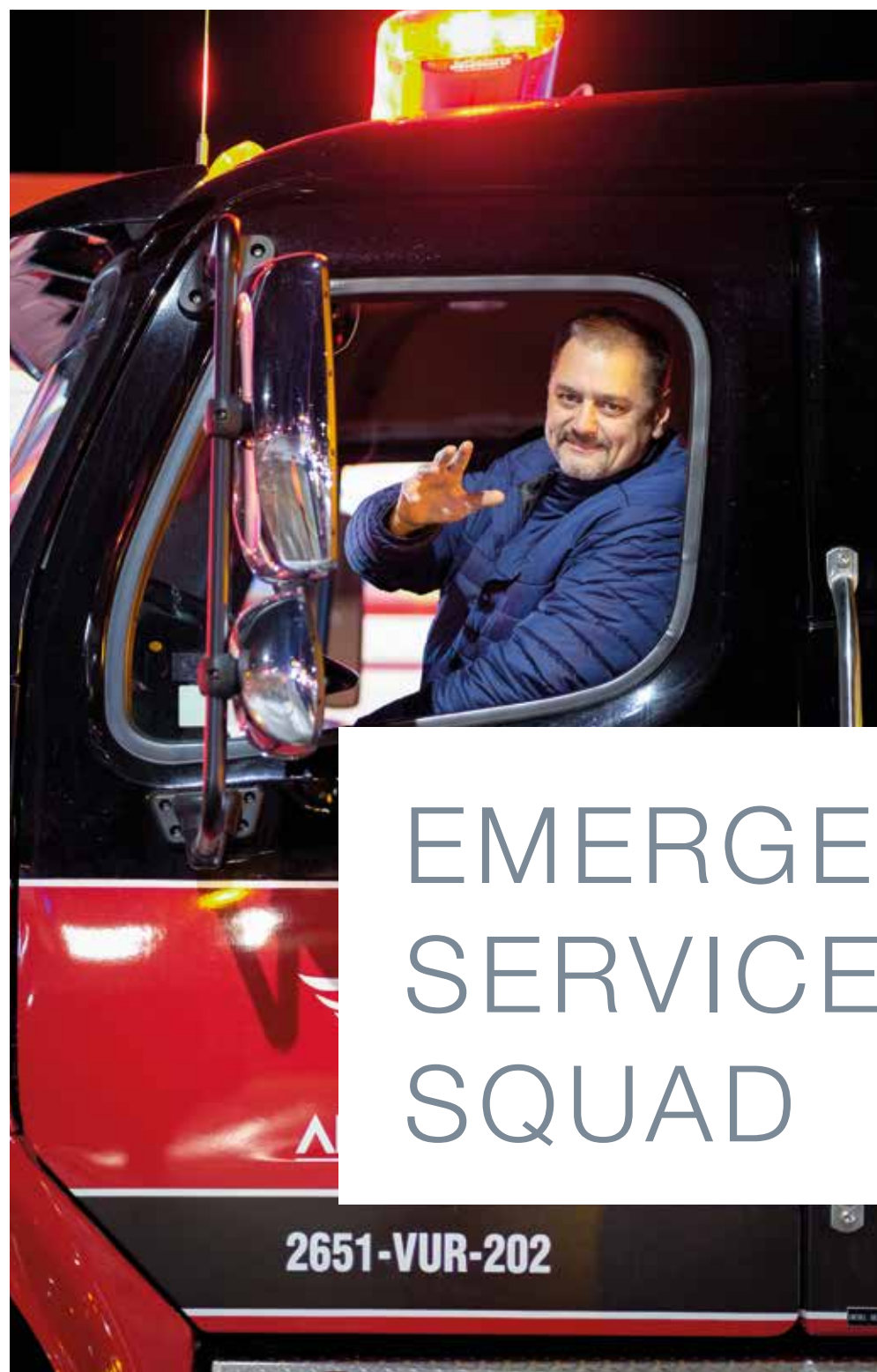


2015

# REACHING OUR FULL POTENTIAL

As part of our "Reaching our Full Potential" approach, many new improvement projects saw the light of day in all sectors of the facility.





# EMERGENCY SERVICE SQUAD

## A SQUAD READY AT ALL TIMES

The emergency squad is comprised of a team of about fifty Aluminerie Alouette employees, dedicated to protecting their colleagues and the company's facilities. Its members come from every sector of the facility and are present alternately on all shifts, day and night, including weekends.

Their training program is very comprehensive: 375 hours for the level 1 fire-fighter training, 60 hours for the first responder training, and many trainings specific to Aluminerie Alouette.

To our guardian angels, thank you.





MAI 2018

# AP40 IMPLEMENTATION GREENLIT

The project had four key elements: pot shell design modifications, a new type of pot-lining, a ventilation network, and improving pots' alumina supply.

As the elements of the technology got implemented, an increase in amperage would lead to an increase in production volume.

Ultimately, the project will have required the involvement of hundreds of employees.





2019

It's well known that the future of the aluminum industry, and by the same token Aluminerie Alouette's, is through implementing innovations and integrating new technologies. Two new state-of-the-art stand-alone units have been commissioned within the company's operations, notably at the Casting Centre to remove surface dross.

# INNOVATION ROBOTIZATION OPERATIONS







# A CHILLING STORY...

2020

## COVID-19

Friday, March 13<sup>th</sup>, 2020. In a small room of the administrative building, the Corossol, the core of employees comprising Aluminerie Alouette's crisis centre was closely monitoring the authorities' press conference. It was 11:30 AM. The wind was picking up outside and some snowflakes were falling from the sky, a harbinger of a weather storm that coincided with the turning point of the viral storm we were unwittingly getting into. 24 hours later, for the first time in history, Quebec was declaring a state of public health emergency. Sept-Îles was recovering from 56 cm of snowfall and emergency measures

that meant people could no longer travel on the streets at night. We had no idea we were getting into a lasting pandemic state... And we had to... familiarize ourselves with good hygiene and distancing practices; adapt, rethink recognition activities; reinvent ourselves, including for onboarding and training; rethink Christmas gift giving. Most of all, we stayed present for our host community, and our support to various organizations was exceptionally increased in response to the call for solidarity and mutual help within the region.



2020

# DREAM REALITY PIONEER

It was in this very special context that the much-awaited natural gas project was announced in the fall. Due to the pandemic, there was no on-site announcement at Aluminerie Alouette with great fanfare; rather, there was a virtual press conference, to which industry partners and the media were invited. There, a global investment of over \$23M was outlined, with the goal of converting the anode baking furnaces.

Ultimately, the project would make it possible to stop burning the fuel oil that had been needed for baking since commissioning in 1992. We would instead use natural gas, received at the Sept-Îles facility in liquefied form (LNG). Using LNG would enable a 30% reduction in greenhouse gas emissions related to anode baking fuel. We had been dreaming of it for years in the region, and until then, it was not available.

Aluminerie Alouette obtained an Elite-level certification from RECYC-QUÉBEC's new "ICI, on recycle +" program. That is the program's highest distinction. It means that our organization is very advanced when it comes to residual material management and that we have implemented innovative performance measures.

# CERTIFICATION POSITIONING PERFORMANCE



2021

A new generation comes in through the front door at Aluminerie Alouette. Numerous trailblazers from the early days take a well-deserved retirement; some of their children, sometimes even their grandchildren, pick up the torch within the great family. In 2021, close to 100 new employees joined the team: operators, mechanical technicians, electrical technicians, professionals and managers were hired, always according to the organization's founding values. Recruiting, which

would be sustained during the years to come, is also one of the greatest challenges of our time. The Human Resources team, energetic and motivated, increased the number of initiatives aiming to seek, attract and retain top talent, benefitting them and the company.

# ATTRACTION RECRUITING RETENTION



This begs the question: why do so many people want to work with us, and when they're here, what do they appreciate the most?

"... I heard the work climate was pleasant. The variety of tasks means you're never doing the same thing; you even drive trucks. Everyone helps each other. When you need it, so many people come to help out, and when someone asks, we're all there."

"I was looking for job security. The benefits were also very interesting, but now, it's more than just that: I'm part of the crew."

"... there's potential for advancement. The size of the company also caught my interest because it enables diversification and career reorientation. I feel well supported, because everyone takes care of each other."

"I was looking for a career challenge, a good work climate, professionalism and consistent management. I wanted change, and I don't regret it. I like feeling like I make a difference. It's a great family, everyone's there for everyone."





# A RECORD BEFORE THE PARTY

Inaugurated in 1992, the Sept-Îles aluminum smelter produced 73,800 tonnes that year. In 2021, it broke a new record with 627,628 tonnes of aluminum made in Sept-Îles.

At the same time, the company's health and safety performance was the best it had ever been. "Actually, that record is the most important one for me and my shareholders", emphasized president Claude Gosselin. The biggest aluminum smelter in the

Americas, and 22<sup>nd</sup> biggest in the world, produces 25% of all aluminum in Quebec. Alouette generates 1300 jobs on the Pointe-Noire | Sept-Îles site, including subcontracting employees.







NOVEMBER 24<sup>TH</sup>, 2021

Representatives of the shareholders paid a visit, after 18 months of public health measures. They were able to meet back up with members of the Aluminerie Alouette team, as well as some community stakeholders.







# ALOUETTE, FOR MORE THAN 30 YEARS





# PROUDLY LOOKING TO THE FUTURE

## 2022

The whole Aluminerie Alouette team is already engaged to turn upcoming challenges into winning opportunities. Despite the volatility of the aluminum market, the price is interesting enough to invest in strategic asset modernization, automate various processes and equipment and maximize the use of artificial intelligence.

“There will be more than 300 job vacancies in the coming years, and this new generation arrives with new knowledge and skills we can use to build our future”, argues Mr. Gosselin, referring to Industry 4.0-adjacent concepts. Already in 2022, investments of more than \$90M are expected.

# 25%

OF ALL ALUMINUM  
PRODUCED IN QUEBEC

THE LARGEST ALUMINUM SMELTER  
IN THE AMERICAS AND THE  
**22<sup>ND</sup> WORLDWIDE**

HEADQUARTERS AND EXECUTIVE COMMITTEE STILL  
BASED IN THE SEPT-RIVIÈRES RCM

# 1300 JOBS

ON-SITE, INCLUDING MANY  
FIRST NATIONS PEOPLE

# \$650M

GOODS AND SERVICES ACQUIRED  
ANNUALLY IN QUEBEC  
OF WHICH \$110M IN THE RCM

**700+ SUPPLIERS IN QUEBEC**  
OF WHICH 300 ON THE CÔTE-NORD







# ENVIRONMENT SOCIAL GOVERNANCE

## 2022

In 2022, our company celebrated more than three decades of sustainable growth. In this perspective of continuity, the company is continuing on its quest to remain a world leader in responsible aluminum production and to make it even more circular and carbon-neutral. In the years to come, our company will invest hundreds of millions of dollars in modernizing our facility to make it more circular, carbon-neutral and ultra-connected. To that end, we have launched an initiative to integrate Environment, Social and Governance (ESG) criteria into our planning and decision processes and within our operations. This approach, based on specific targets, will enable us to tie our financial performance to our environmental and social impact.

# RESPONSIBILITY VALUE TRACEABILITY

Aluminerie Alouette is committed to reaching carbon neutrality by 2050 and making every required effort to do so. As a member of the Aluminium Stewardship Initiative (ASI) in the Production and Transformation category since 2019, Aluminerie Alouette obtained initial certification to the Performance Standard in 2020 and to the Chain of Custody Standard in 2022, a clear expression of our commitment to sustainability.







# RENOVATION MASONS BAKING

FEBRUARY 15<sup>TH</sup>, 2023

Aluminerie Alouette announced a \$170M investment with the goal of renovating two of its anode baking ovens. The project, which is in line with the company's sustainability vision, would turn into an impressive construction site involving no less than 300 workers as of March 2023.

The announcement of the realization of this project, the most significant for the smelter since its Phase II, is great news for the future of the smelter and the whole community. "By making the decision to continue producing anodes locally, we are securing hundreds of quality jobs", asserted Jules Côté, the vice-president earmarked for this major project, who also aims to improve performance following the upcoming modernization, thanks to a new design.



2023

# OUR BOUNDARIES PUSHED ONCE AGAIN

Our year ended on a hat trick as we saw our best performance yet, allocating over 632,000 tonnes of aluminum to our shareholders. 2023 was also the best year in terms of occupational health and safety, on top of being the best year for environmental performance!



# LIVING ALOUETTE

Recruiting our future colleagues is a massive challenge, as every company in Quebec faces a labour shortage. Aluminerie Alouette has been positioning itself as an employer of choice since its early days, over 30 years ago. Nevertheless, we must still approach attracting talent here and abroad with creativity. During the past year, a whole new employer brand has been developed and refreshed, but always true to ourselves.



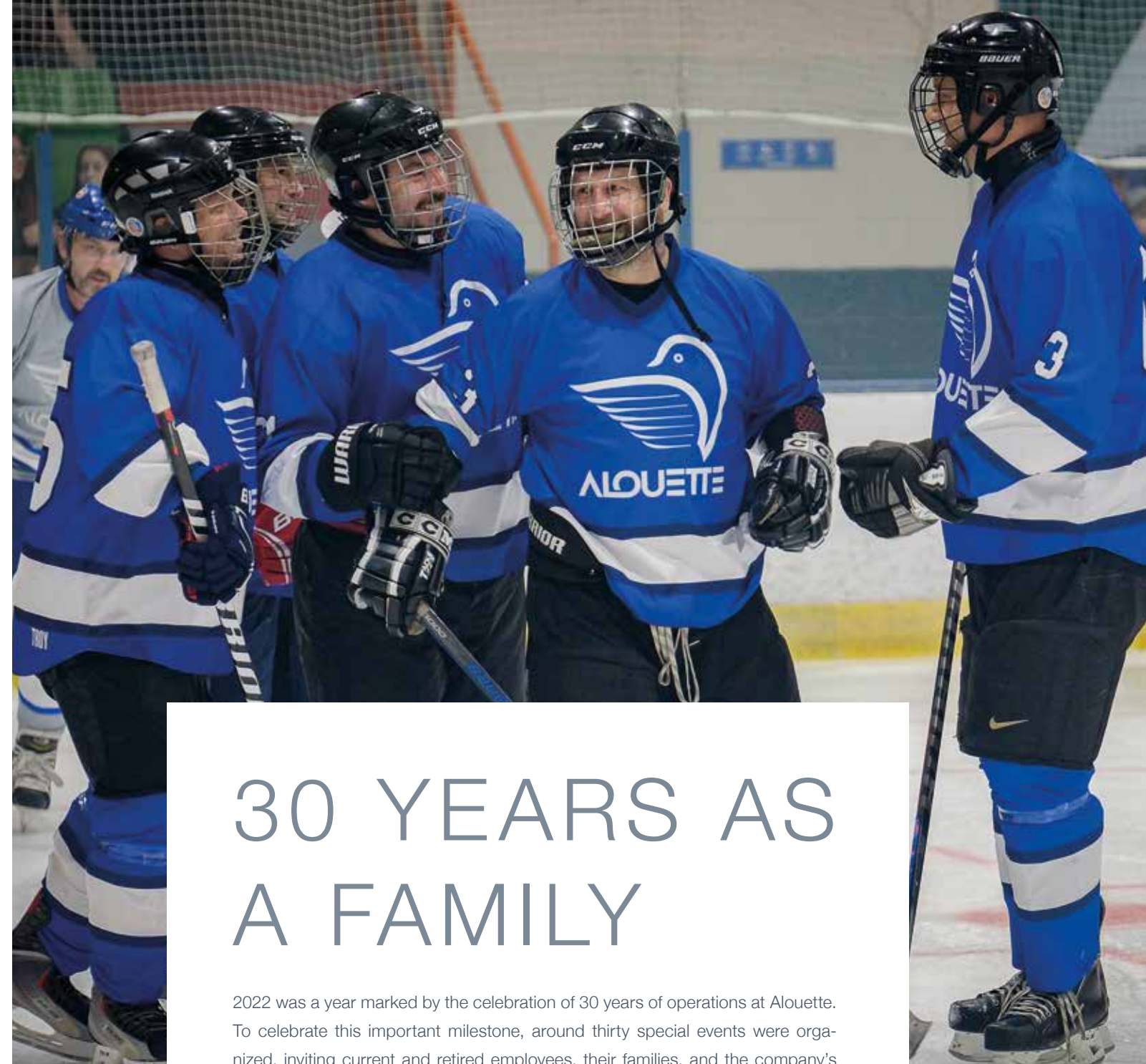




# ALOUETTE, A REAL FAMILY, FIRST AND FOREMOST







# 30 YEARS AS A FAMILY

2022 was a year marked by the celebration of 30 years of operations at Alouette. To celebrate this important milestone, around thirty special events were organized, inviting current and retired employees, their families, and the company's partners and shareholders to join the festivities.



[ COke, BRai, ALumine ] [ coke, pitch, alumina ]

# COBRAL MEMORIES GATHERINGS

To this day, the COBRAL social club, born in the very early days of Aluminerie Alouette, still brings together the members of the family, big and small. Festive dinners, sport tournaments and family activities remain cornerstones.







# ALOUETTE, PART OF THE SEPT-ÎLES AND UASHAT LANDSCAPE











**ALOUETTE,  
FOREVER  
WELCOMING!**











# ALOUETTE, EXCELLING TOGETHER











# ALOUETTE, A NEW GENERATION TAKES FLIGHT!







Three generations later, Aluminerie Alouette's great family remains, unique, tight-knit and determined. Every day, daughters and sons, united by shared values, proudly produce a metal of the future for the whole planet.



**Aluminerie Alouette inc.**  
400, chemin de la Pointe-Noire  
Case postale 1650  
Sept-Îles (Québec) G4R 5M9  
418-964-7000

**Idea:** Andrée Ruest  
**Graphic design:** Optik 360

**Valued photographers over the years:**  
Mrs. Christine Blaney, CASACOM, Mr. Michel Frigon, JB Film, Mr. Sébastien Miousse, Mr. Jean-Luc Leblanc, Optik 360, Photo Impression JC, Studio Sans Limite and the many employees and families of Aluminerie Alouette.



