



Ascent

Advancing Innovation

2022
Sustainable
Development Report



Evolution of our Sustainable Development Report

ESG vision

2022 Sustainability highlights

Message from the President and CEO

The environment and climate change

Our human capital

Our social capital

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Evolution of our Sustainable Development Report



In 2022, Aluminerie Alouette celebrated over three decades of sustainable growth. To keep this momentum going, we've set our sights on the future. Our quest is to become a global leader in the production of green, responsible, circular and carbon-neutral aluminium. **Over the coming years, we will invest hundreds of millions of dollars to modernize our smelter for enhanced circularity, carbon neutrality and interconnectedness.** In 2022, we began integrating environmental, social and governance (ESG) criteria into our planning, decision making and operations. Based on specific concrete targets, this approach will allow us to link our financial performance to our environmental and social impact.

We are proud of our ESG vision and pleased to introduce this new sustainable development report format to better reflect this new reality.



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ESG vision



SUSTAINABLE DEVELOPMENT IS AT THE CORE OF OUR MISSION Aluminerie Alouette, as an independent operating company, shall optimize its operations by applying world-class business principles conducive to continuous improvement of its processes and assets. As a company committed to sustainability, Alouette will maintain high safety and environmental standards, in order to be recognized as a responsible employer and corporate citizen.

Our success is tied to the environmental and social impact of our actions. One of our aims in adopting this new vision is to help decarbonize our industry. As part of that process, we are working with our partners to address environmental and social considerations.

By prioritizing environmental, social, and governance (ESG) concerns, we can seize new opportunities and tackle challenges in a more responsible and ethical manner. That's because success is not just measured by financial results. It's also about contributing to a brighter future for everyone.

We strive to continuously improve our understanding, performance and innovation on ESG issues and strengthen our position as a responsible and sustainable company.

Alouette works closely with stakeholders to understand their expectations and achieve common goals, and is recognized as an employer of choice and a responsible corporate citizen.

Our planning and strategic actions are designed around ESG criteria and comply with current legislation and industry best practices.

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Stakeholder engagement

Over the past year, we worked to improve our performance on ESG issues and strengthen our position as a responsible and sustainable company.

We began by deepening our understanding of ESG with an in-depth analysis of publications issued by our shareholders and sustainable development frameworks including the Sustainability Accounting Standards Board (SASB) and Global Reporting Initiative (GRI) standards, and the Sustainable Development Goals (SDGs). This produced a preliminary list of Aluminerie Alouette's fundamental ESG issues.

We also sought an initial assessment from our local stakeholders, which confirmed the issues we had previously identified. In the coming year, we will continue this dialogue with our employees, communities, shareholders, suppliers and the various levels of government and work with them to achieve our shared objectives.



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Examples of how we communicate with stakeholders



Current and future **employees**

Participative and collaborative management, consultative committee and health, safety and environment committee with representatives from various sectors, semi-annual discussion forums, employer branding survey and focus groups, employee portal, team meetings, active social club, 30th anniversary celebrations, plant tour



Shareholders

AMAG Austria Metall AG, Hydro Aluminium, Investissement Québec, Marubeni Metals & Minerals, Rio Tinto

Annual meeting with community representatives, monthly reports, meetings with owners' committee and dedicated sub-committees (technical, finance, alumina, shipping), opportunities for sharing best practices, plant tour



Federal and provincial **governments**

Plant tour, continuous engagement with the different levels of government, government forums



Communities

of Sept-Îles and Port-Cartier, Innu community of Uashat mak Mani-utenam, economic organizations and community organizations

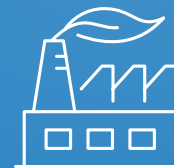
Active presence in communities, regular dialogue, surveys, on-the-ground engagement, regular meetings, presentations to the Chamber of Commerce, various events



Business partners

Subcontractors and suppliers

Quarterly meetings, partners gala



Industry associations

Canadian Aluminium Association, International Aluminium Institute and others

Events and conferences, memberships, working groups



Educational institutions and R&D

Schools, universities, research centres

Events and conferences, surveys, timely dialogue and specific mandates, student and intern recruiting, plant tour, development of specific programmes, research projects

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Issues

We are committed to creating value for our stakeholders by aligning our priorities and performance with society's evolving expectations. To achieve that, we will conduct yearly materiality assessments to identify the sustainable development issues that most matter to—and have the greatest impact on—our stakeholders and our company.

- Environment
- Social
- Governance

Climate change <ul style="list-style-type: none">- Decarbonization	Environment <ul style="list-style-type: none">- Fluoride emissions- Energy efficiency- Residual materials management- Atmospheric emissions- Biodiversity- Water management	Health and safety <ul style="list-style-type: none">- Workplace safety- Mental health- Well-being- Overall health
Human capital <ul style="list-style-type: none">- New employee integration and training- New skills development- Internal promotions- Diversity and inclusion- Equity	Social capital <ul style="list-style-type: none">- Engagement and investment in communities- Relations with First Nations- Local sourcing	Governance <ul style="list-style-type: none">- Corporate responsibility- Management system certification- Cybersecurity- Risk management- Quality assurance- Value creation for stakeholders
Innovation <ul style="list-style-type: none">- Research and development- Continuous improvement- Digital transformation and automation	Operational excellence <ul style="list-style-type: none">- Asset management optimization- Strategic operating plan	Financial excellence <ul style="list-style-type: none">- Financial health- Financial risk management- Economic spinoffs for the region and Quebec- Tax contribution

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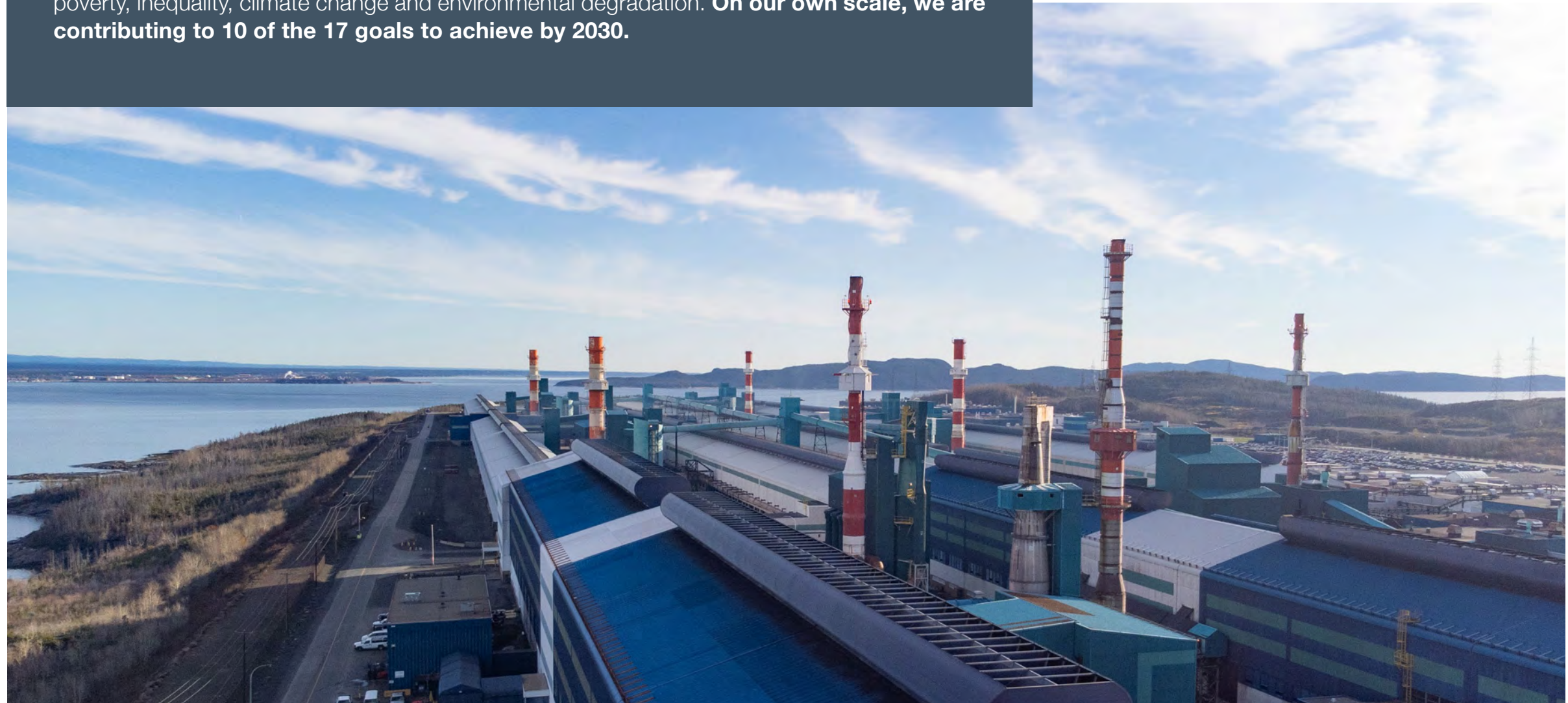
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The evolution of our ESG integration strategy

We prioritize sustainable development and recognize the importance of coordinating our actions with the global community. That's why we have aligned our sustainability goals with the United Nations Sustainable Development Goals (SDGs). Adopted by all United Nations Member States in 2015, SDGs aim to promote prosperity and address the global challenges we face, such as poverty, inequality, climate change and environmental degradation. **On our own scale, we are contributing to 10 of the 17 goals to achieve by 2030.**



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Leader in primary aluminium production.

ENVIRONMENT

Be part of the solution to fight climate change and minimize our environmental footprint

SOCIAL

Ensure the safety, well-being, and success of our staff, partners, and communities

GOVERNANCE

Ensure rigorous and sustainable management by mitigating risks and maximizing opportunities



Since our beginnings, we have fostered a family spirit centred on five core values that form Alouette’s DNA: a progressive attitude, teamwork, communication, professionalism, and versatility.

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How Aluminerie Alouette will integrate SDGs



By continuing to implement strong occupational health and safety initiatives for its employees and adopting environmentally friendly practices that minimize negative impacts on neighbouring communities.



By investing in educational programs for the local community and ongoing training for its employees to provide lifelong learning opportunities.



By ensuring there are no disparities in working conditions between the sexes and promoting the accessibility of quality employment for all genders.



By adopting energy efficient production methods and technologies to reduce its carbon footprint while ensuring that they support its profitability and thereby the long-term viability of its clean energy initiatives.



By adopting responsible and sustainable management methods that value offering adequate working conditions that contribute to employee well-being and that optimize financial performance to ensure stable economic growth for all stakeholders.



By working closely with shareholders and partners to strengthen its operational excellence by investing in the development and implementation of technical and operational innovations and modern sustainable industrial infrastructure.



By optimizing its operational processes for sustainable production methods that minimize residual materials, use resources efficiently and consider the entire life cycle of its products.



By implementing significant greenhouse gas emissions reduction initiatives, actively collaborating with stakeholders to develop innovative solutions and adopting company-wide environmental impact reduction strategies to safeguard our planet.



By adopting stringent accidental spill prevention practices and working with local initiatives to protect and better understand neighbouring aquatic ecosystems.



By minimizing operational impact on natural habitats and participating in local biodiversity conservation efforts.

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2022 Sustainability highlights



General facts and figures

Headquarters and executive committee Sept-Rivières RCM

20% of all aluminium produced in Canada

627,661 tonnes of aluminium

1,500 direct and indirect jobs

Over 750 Quebec-based suppliers with 300 on the Côte-Nord region

The largest aluminium smelter in the Americas and 22nd globally



\$84M invested in capital projects

32 continuous improvement activities launched

\$650M in goods and services purchased in Quebec, and \$110M in the RCM

Climate change

Infinitely recyclable “grey gold”: a solution to climate change thanks to its low weight, making vehicles lighter

The industry’s future is in decarbonization

Each tonne of aluminium produced in Quebec generates **6 times less GHG than the world average** and at Alouette it’s even lower!

Completed the \$23M project to convert our anode baking furnaces from fuel oil to natural gas: an anticipated GHG emissions annual reduction of 30% from the anode baking process

GHG (direct emissions) 1.83 t CO₂e/t Al



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Environment: Conscientious management

Sulfur dioxide emissions:

19.2 kg/t Al ▼

Particle emissions:

1.65 kg/t Al ▼

Potable water consumption:

0.17 m³/t Al ▼

Surrounding environment:

No impact on vegetation outside the industrial zone

PAH emissions:

0.0026 kg/t ▼

Runoff water:

Emissions below regulations ▲

Fluoride emissions from reduction process:

0.65 kg F/t Al ▲

Recycling and reclaiming:

Residual materials: 87% ▼
Spent potlining: 100% ▲

Scrubber availability:

99.74% ▲

Energy consumption for electrolysis:

13,472 kWh DC/t Al ▲

Human capital: The heart of our organization

Health and safety:

- Healthy Enterprise – Elite certification
- **Laboratory and warehouse:** 30 years with with no recordable injury
- **Frequency of recordable injury:** 0.91 incidents/200,000 hours worked (Canadian industry: 0.67)
- **Employee safety initiatives:** 900
- **Mental health and well-being:** Various initiatives
- **Injury frequency:** 8.2 incidents/200,000 hours worked

Diversity:

More than 110 female employees

38 First Nations employees and several dozen working for our partners

Talent:

918 employees



133 new employees



132 employees with 30 years of service and 52 with 20 years of service

37,680 training hours



Career development:

100% of active employees have had an assessment meeting

200 internal trainers



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Social capital: 30 years of making a difference in our community

\$1M
to help 125 organizations

\$210,000
invested in the Uashat mak Mani-utenam community

30 activities to celebrate 30 years

633 visitors
in summer

About one hundred employees got involved in our 30th anniversary festivities

Governance: A corporate responsibility

ASI Chain of Custody certification

\$16,677,796 for innovation

Cybersecurity:
900 employees trained

125 risk analyses completed

Certification maintenance:
ISO 9001 | Quality management
ISO 14001 | Environmental management
ISO 45001 | Occupational health and safety management systems
CAN/BNQ 9700-800 | Healthy Enterprise
ASI | Performance

0 denunciations received concerning breaches to the code of ethics and business conduct

Renewed our Analytical Laboratory Accreditation Program

Maintain of our ICI on recycle + certificate



Message from the President and CEO



Message from the President and CEO



Dear reader,

In recent years, we've witnessed major global geopolitical upheaval, and the aluminium industry has not escaped these changes. China has emerged as a major player, increasing its share of global aluminium production from 34% to 58% in just 15 years. This geopolitical shift has reshaped the landscape of the aluminium industry, resulting in significant impacts on international players, including our company. Accounting for these geopolitical factors in our strategic decision-making is the key to remaining competitive in the global market.

Aluminium plays a critical role in decarbonization and the transition to a sustainable economy. Its light weight and infinite recyclability offer key solutions to combat climate change. As an aluminium smelter, we have the responsibility to maximize our contribution to greening the economy by investing in sustainable practices and production innovations.

Our ambition is clear – to be a leader in the industry in green and responsible aluminium production.

Everyone at Aluminerie Alouette plays a key role in shaping our corporate culture. We are firmly committed to a work environment where every team member feels valued, heard, and respected.

In 2022, we maintained our high levels of operational rigour and standards of excellence. And once again, we have demonstrated our commitment to complying with all regulations and objectives. With these practices, we continue to protect the environment and meet sustainability targets.

At Alouette, innovation is more than a buzzword. It's our cornerstone and underpins our continued growth. It's integral to the local expertise, passion, and determination of each of our employees and partners. Together, let's continue pushing the boundaries of innovation to position Alouette as an undisputed global leader in primary aluminium production.

In the coming years, we will need to fill hundreds of jobs. And this new generation of workers will bring with it new forward-looking knowledge and skills. With its sights set on the future, the Aluminerie Alouette team is working diligently to transform upcoming challenges into winning opportunities.



Claude Gosselin,
President and Chief Executive Officer

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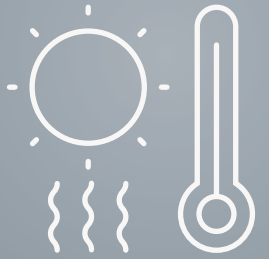
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The environment and climate change



Aluminium production is a cornerstone of a greener economy. Alouette is committed to combating climate change by proactively reducing our carbon footprint at the source and offsetting residual emissions. We are dedicated to environmental stewardship both locally and globally and are ramping up our contributions to the decarbonization effort.



The environment and climate change



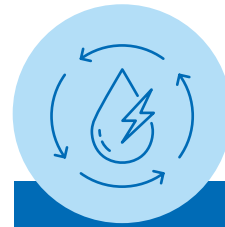
Footprint reduction

We are making great strides towards decarbonization. Through targeted research and development investments, **Aluminerie Alouette** is at the forefront of the groundbreaking new technologies and methods that pave the way to a low-carbon future.



Atmospheric emissions

Gaseous and particulate fluorides in the atmosphere are a significant concern for the aluminium industry. Alouette takes this issue very seriously. We are implementing best practices and control systems to monitor and minimize these emissions.



Energy efficiency

We are making intensive efforts to use energy responsibly. In addition, we are actively improving our energy efficiency by investing in cutting-edge technologies and process optimization.



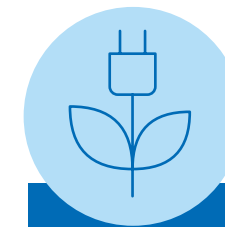
Preserving life

We are committed to minimizing the impact of our operations on local ecosystems and fostering a harmonious coexistence with the natural environment around our facilities.



Residual materials management

Our operations paradigm was already focused on residual materials management and promoting an internal circular economy. But we continue to aim higher to further increase circularity in our facilities.



Clean energy

Hydroelectricity is our core energy source. While some specific processes are powered by fossil fuels, we are actively seeking alternatives to fully transition to renewables.

The environment and climate change



Footprint reduction

Over thirty years of operation, Aluminerie Alouette has respected the environment it shares with the local community. It meets all applicable regulatory and other standards and holds a depollution attestation issued by the Ministère de l'Environnement et de la Lutte contre les changements climatiques (MELCCFP, Quebec's environment and climate change ministry).

Aluminerie Alouette also stands out for its commitment to promoting green aluminium production. It is among the lowest-emitting smelters per tonne produced in the world. It has implemented greenhouse gas emission reduction measures, to improve energy efficiency and promote aluminium recycling.



Footprint reduction



On May 20, Aluminerie Alouette welcomed Prime Minister of Canada Justin Trudeau. During this, his second visit in four years, Mr. Trudeau highlighted the importance of critical minerals and metals, such as aluminium, to the Canadian economy. Many employees and community members were on hand to welcome him.

The environment and climate change



Atmospheric emissions

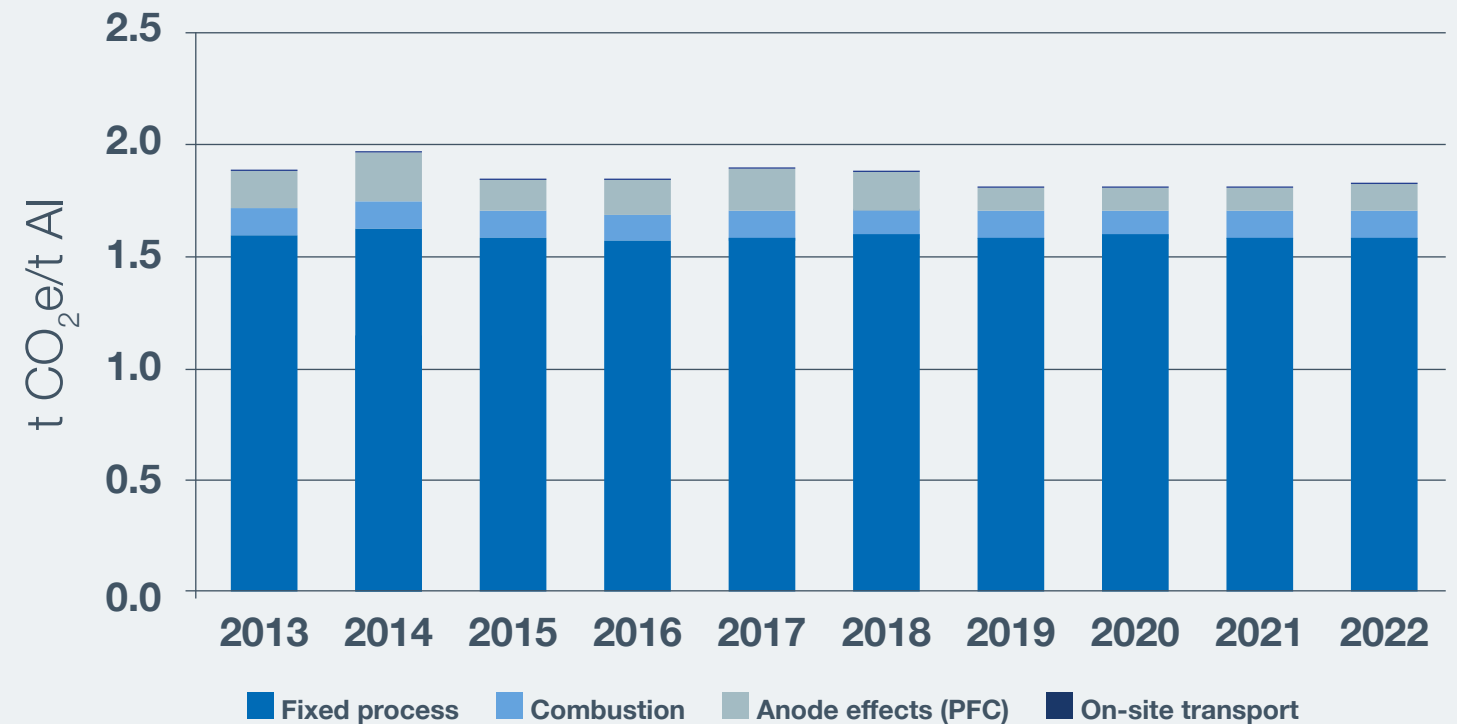
Aluminerie Alouette implements cutting-edge technologies and innovative processes, making every possible effort to reduce its emissions and environmental impact.

Greenhouse gas (GHG) emissions

Direct GHG emissions linked to the aluminium production process, fuels and anode effects amounted to 1.83 t CO₂e/t Al. In 2022, we converted our anode baking furnaces from fuel oil to natural gas. The project targeted a 30% annual reduction in GHG emissions associated with the fuels used in the anode baking process. A power outage in December 2022 resulted in increased GHG emissions (PFCs) related to anode effects – a process upset condition. As required under Quebec’s carbon market regulations, GHG inventories are audited annually by an external ISO 14065-certified firm. GHG emissions linked to electricity consumption accounted for less than 0.02 t CO₂e/t Al.



Greenhouse gas (GHG) emissions



Global Warming Potentials (GWP) from the Intergovernmental Panel on Climate Change (IPCC) Fourth Assessment Report.

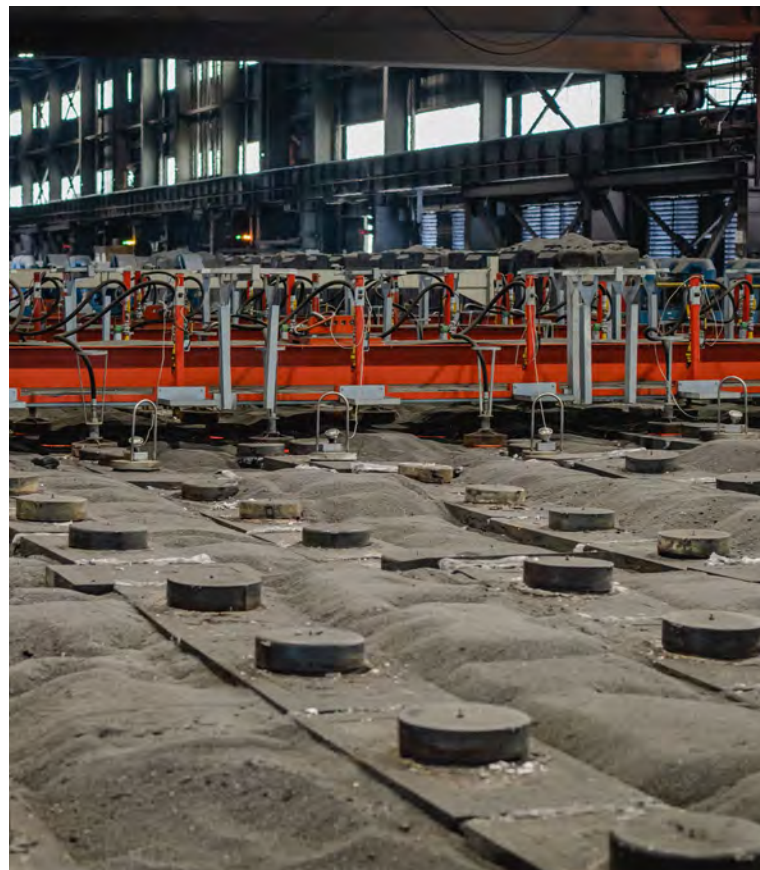
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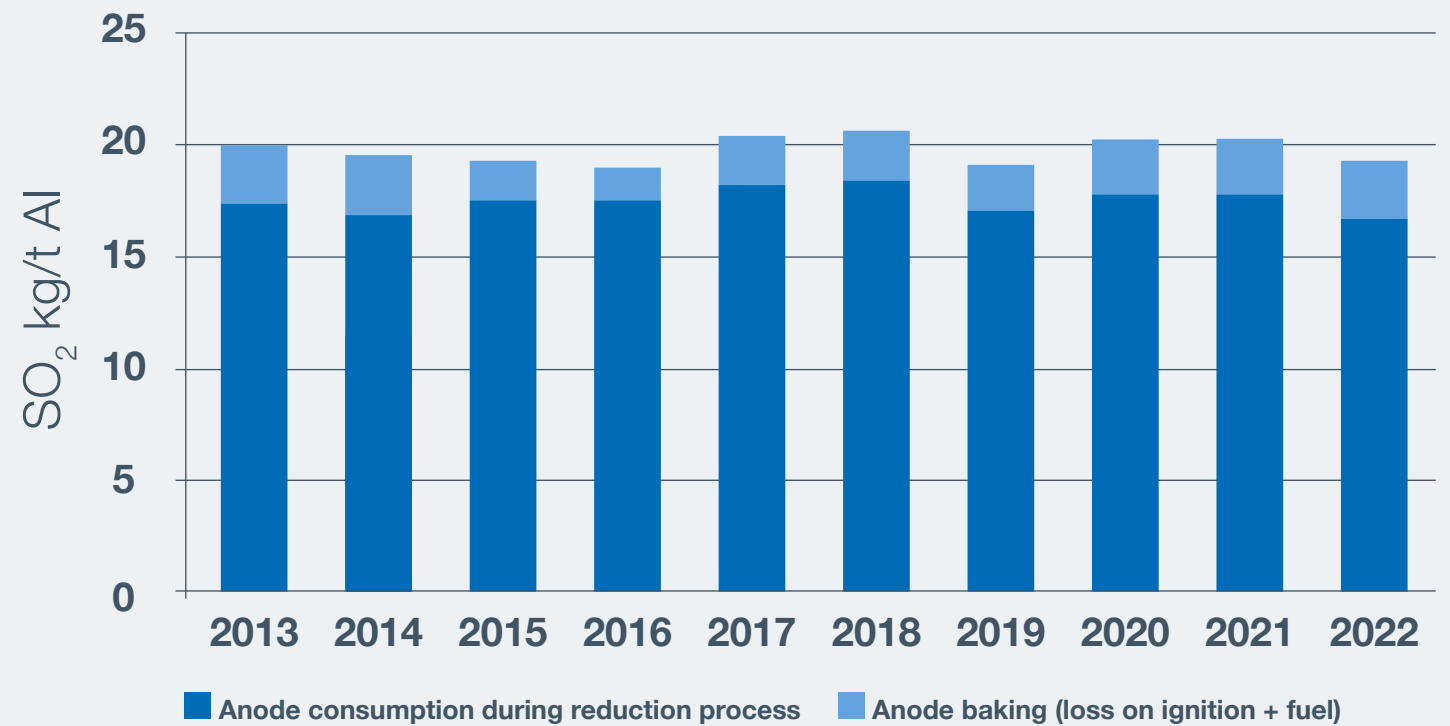
Sulphur dioxide (SO₂)

The sulphur content of raw materials available on the market represents a major challenge for the entire industry.

Through optimal practices and operational stability, emissions can be minimized at the source. In 2022, sulphur dioxide emissions amounted to 19.2 kg/t Al. This reduction is due in part to the conversion of our anode baking furnaces to run on natural gas.



Sulfur dioxide emissions



The environment and climate change

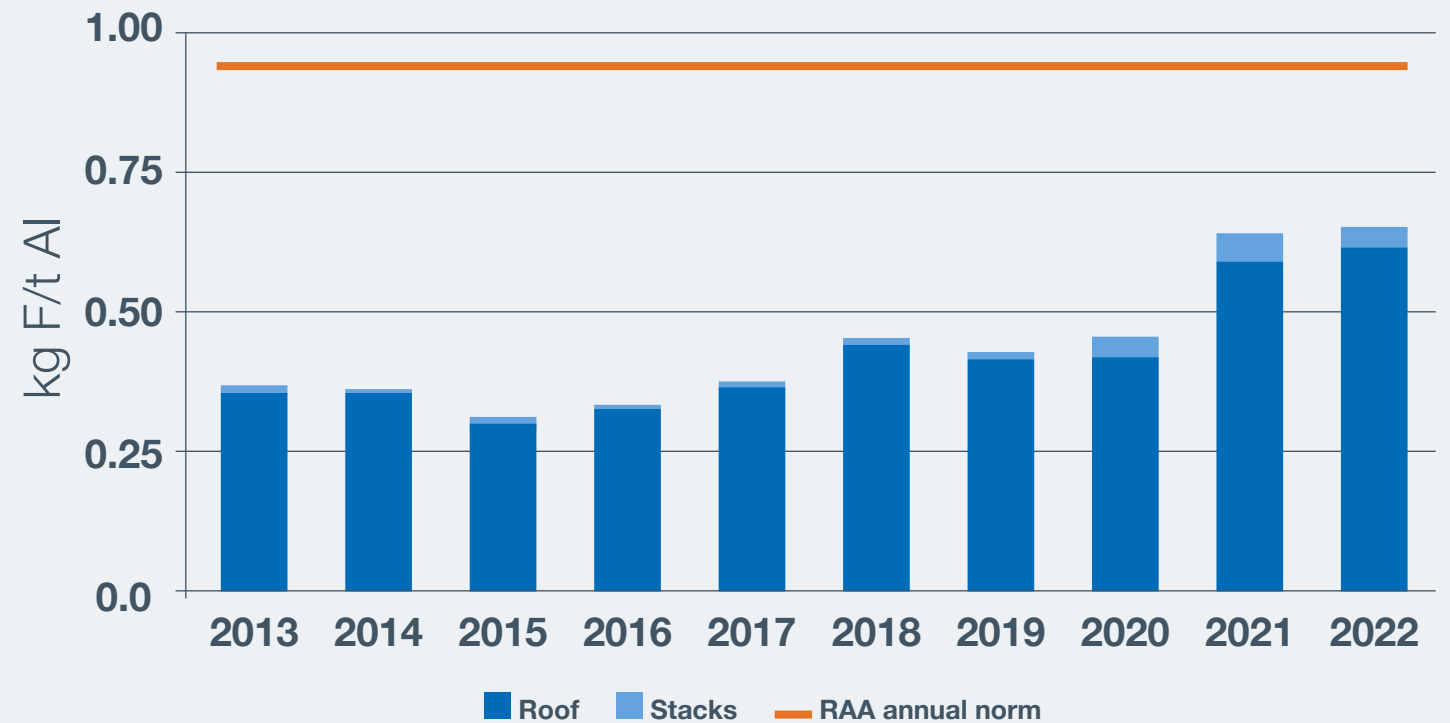


Total fluorides from reduction process

Fluoride emissions from smelting amounted to 0.65 kg F/t Al. Our employees' dedication to best operational practices and efficient scrubber management helped keep fluoride emissions well below the regulatory limit. In 2022, we continued to work on new operating conditions related to the latest technological changes. A number of fluoride emission reduction measures introduced in 2022 extended into 2023: maintenance and scrubbing performance improvements in gas treatment centres, installation of star filters, installation of new pot hoods for better sealing, emphasis on cleaning and process and practices improvements. In addition, we improved continuous emission monitoring with an investment in a new fluoride monitoring system.



Fluoride emissions



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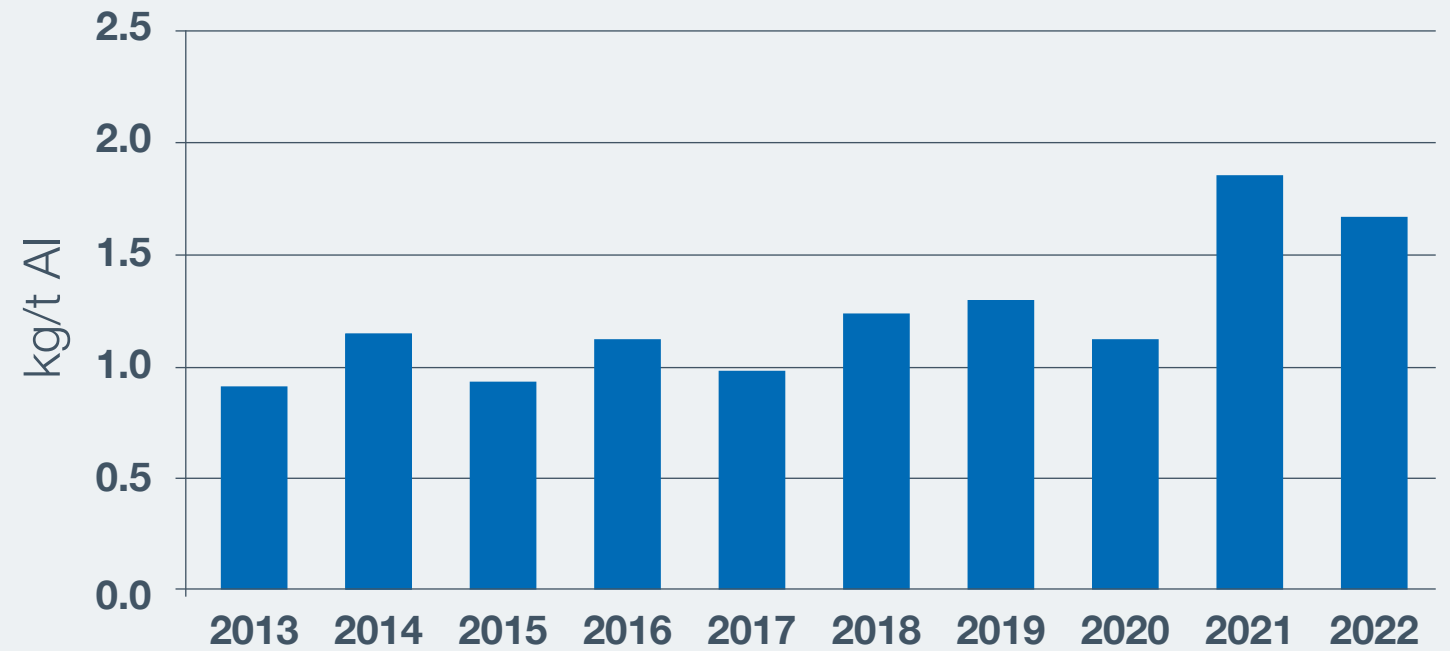


Particles

Particle emissions originate primarily from the roof vents, scrubbers and dust collectors. They amounted to 1.65 kg/t Al. Particulate matter is closely linked to fluoride emissions (particulate portion). A number of performance improvement projects kicked off in 2022 continued into 2023.



Particle emissions



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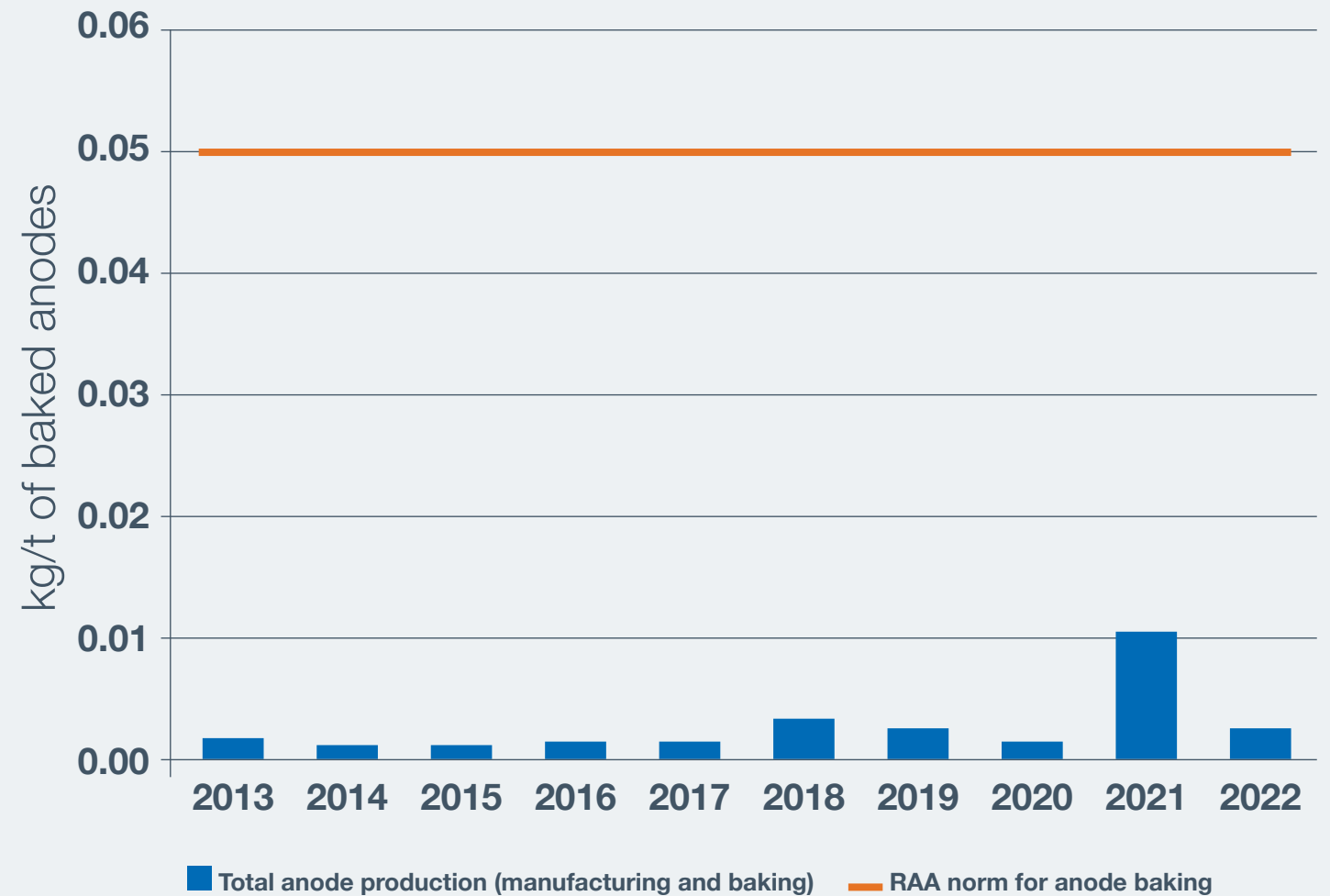


Polycyclic Aromatic Hydrocarbons (PAH)

In 2022, PAH emissions at the anode plant (manufacturing and baking) amounted to 0.0026 kg/t of baked anodes – well below Quebec’s regulatory limit for anode baking (0.05 kg/t).



Polycyclic aromatic hydrocarbons (PAH)



The environment and climate change

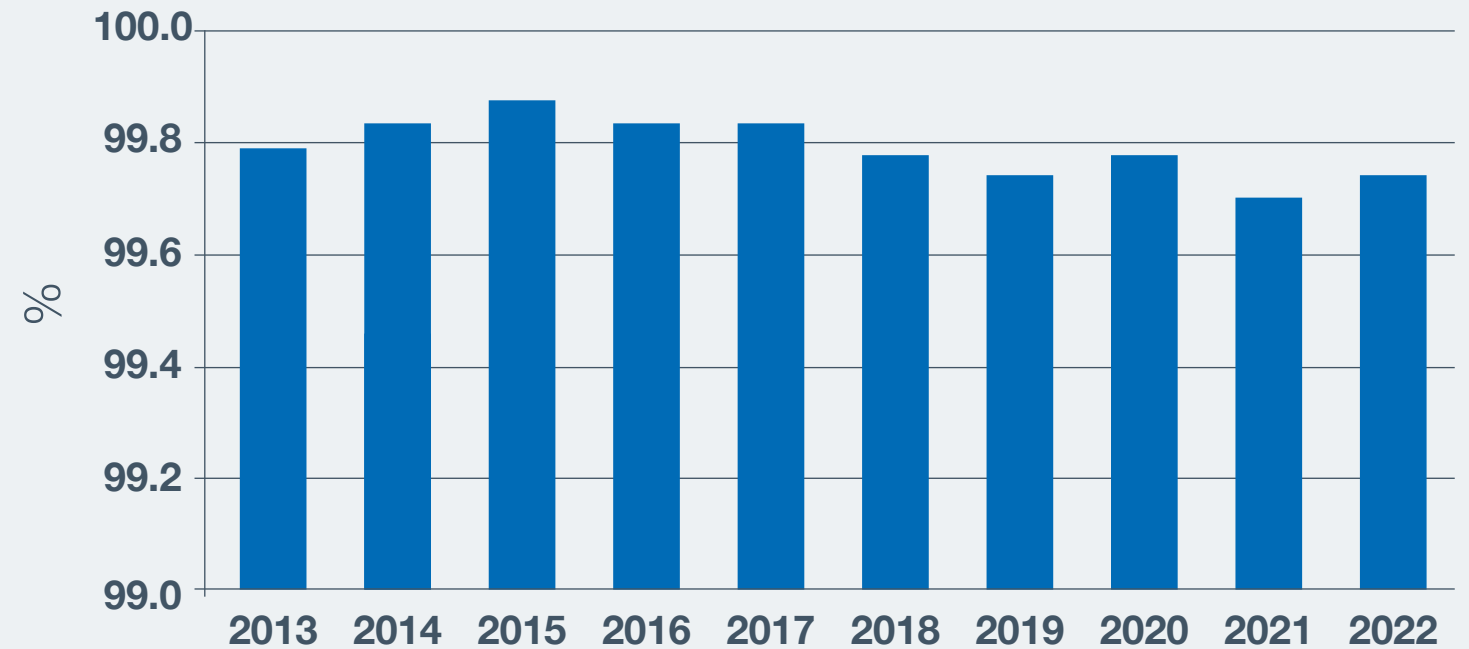


Scrubber availability

Aluminerie Alouette operates seven scrubbers to protect the environment. There are five gas treatment centres in the potrooms and two fume treatment centres close to the anode baking furnaces. In 2022, they had an availability of 99.74%, even with planned maintenance downtime and the power outage caused by a December storm. This is a testament to our employees' dedication and discipline. Major projects valued at nearly \$5 million are currently underway to improve scrubber efficiency.



Scrubber availability



The environment and climate change

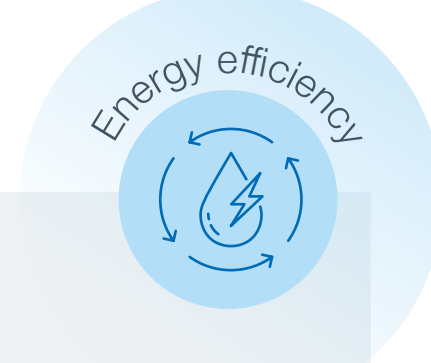


Energy efficiency

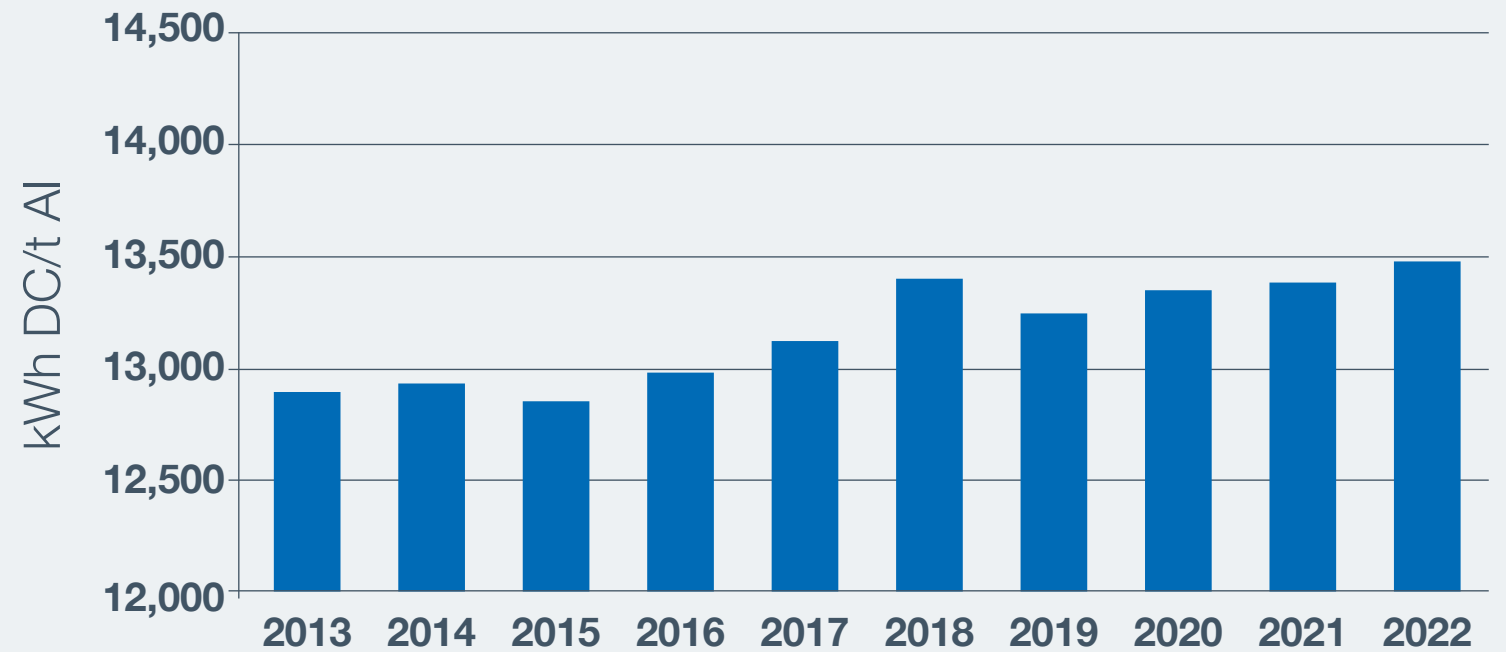
Thanks to its location, Aluminerie Alouette enjoys the benefits of hydroelectricity. Optimizing energy efficiency is not only financially beneficial, but also extremely environmentally friendly. The entire team works to ensure this valuable resource is used responsibly.

Energy consumption

The smelter's specific energy consumption amounted to 13,472 kWh DC/t Al. We continue to work to ensure responsible energy use and maintain our industry leadership in this regard.



Specific energy consumption



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Preserving life

Biodiversity

By partnering with local organizations such as the Northern Institute for Research in Environment and Occupational Health and Safety (INREST), Aluminerie Alouette gains a better understanding of surrounding ecosystems so it can do what is needed to protect and preserve biodiversity.

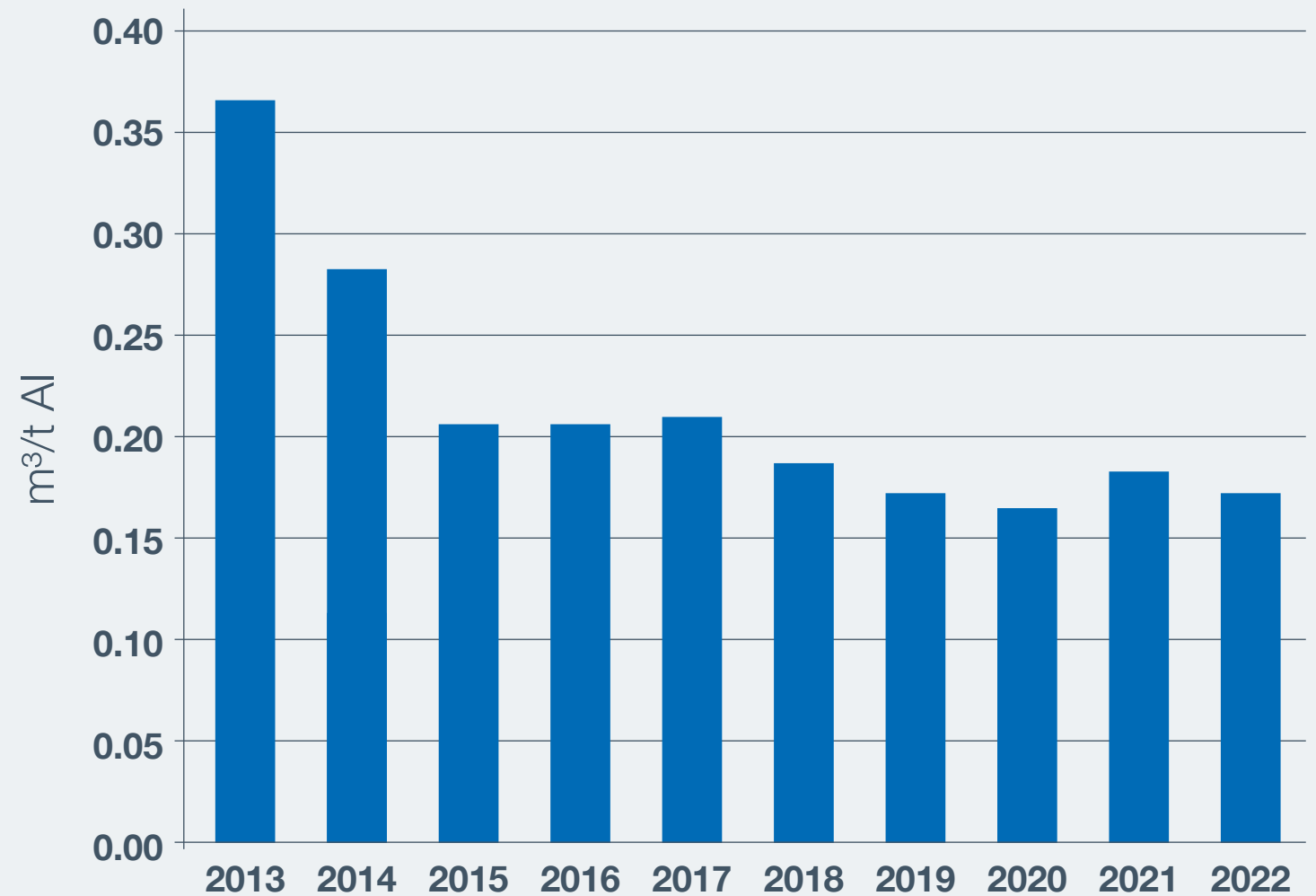
One of the key points in our biodiversity action plan, which is governed by our provincial environmental permit, is monitoring the impact of fluoride on vegetation. Because plants are more sensitive to fluoride when budding, no scrubber maintenance is done during that period.

Water consumption

Aluminerie Alouette carefully manages its potable water consumption, which totalled 0.17 m³/t Al in 2022. Water is used primarily for human consumption, sanitation and industrial process cooling. To optimize this invaluable resource, process water is not discharged into the environment but rather reused in places like the fume treatment centres.



Potable water consumption



The environment and climate change



Runoff water

The storm drainage outfall, located at the settling pond outlet, gathers rainwater from the site and buildings. The water undergoes continuous sampling at the outfall. The facility operation strategy is stringently applied.

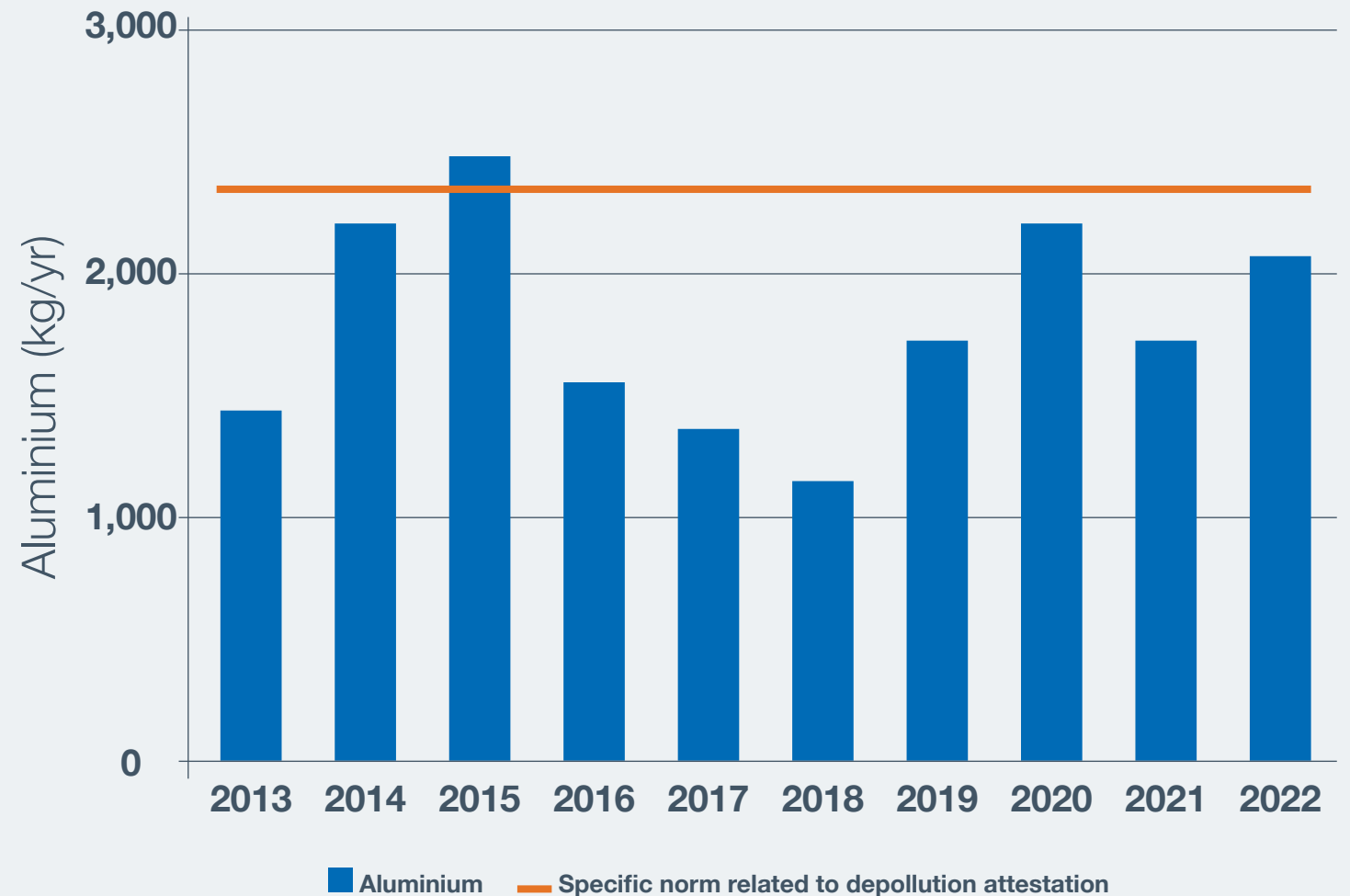
Environmental incidents

In the spirit of full transparency, Aluminerie Alouette provides a recap of the past year's environmental incidents recorded by the MELCCFP. No major incidents involving Aluminerie Alouette were recorded in the MELCCFP Urgence-Environnement emergency response registry in 2022. However, alumina dust emissions were reported in September, and immediate corrective actions were taken to the authorities' satisfaction.

Note that this year, we were fined for a delay in reporting an on-site hydraulic oil spill from a truck.



Aluminium (runoff water)



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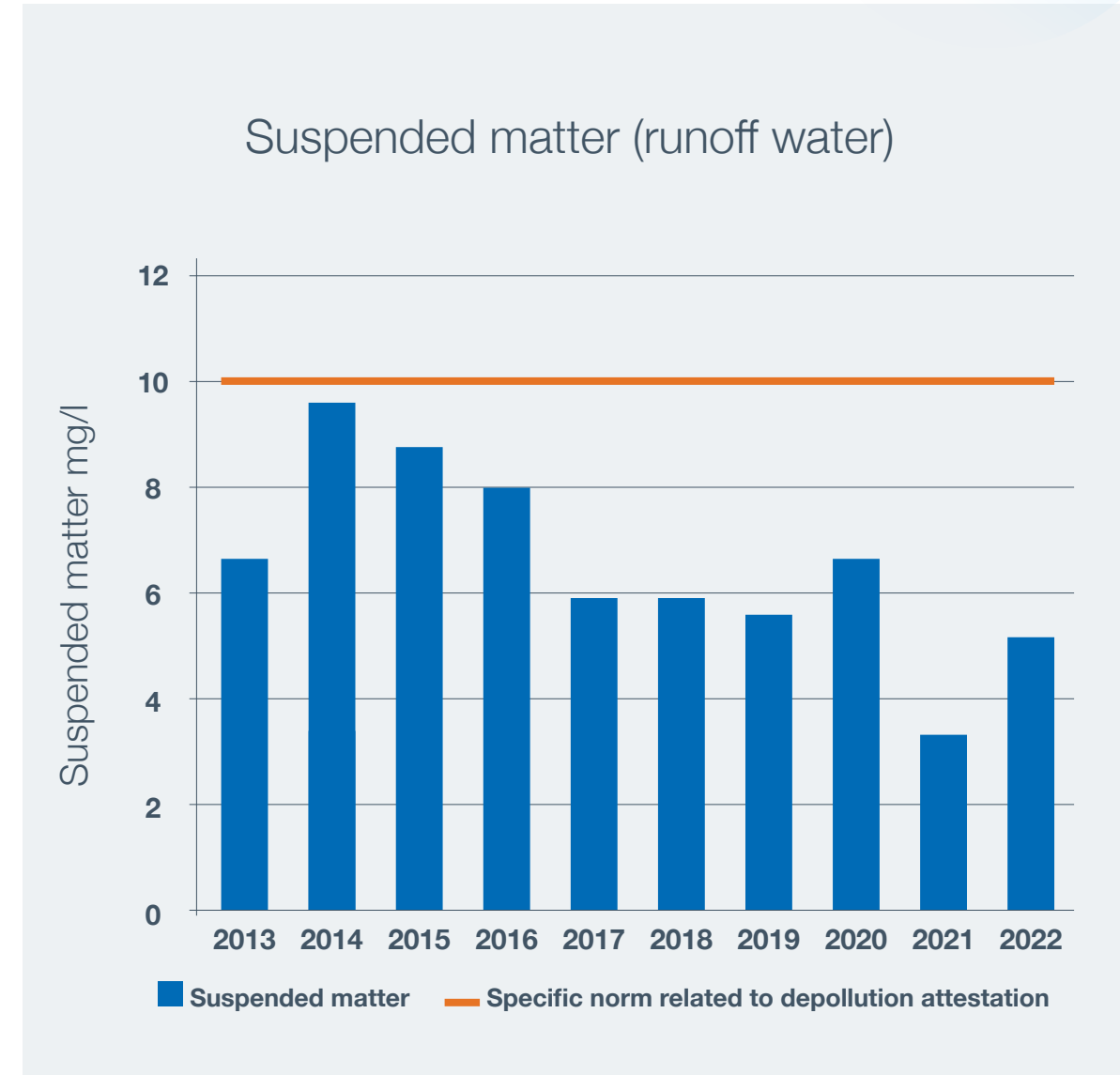
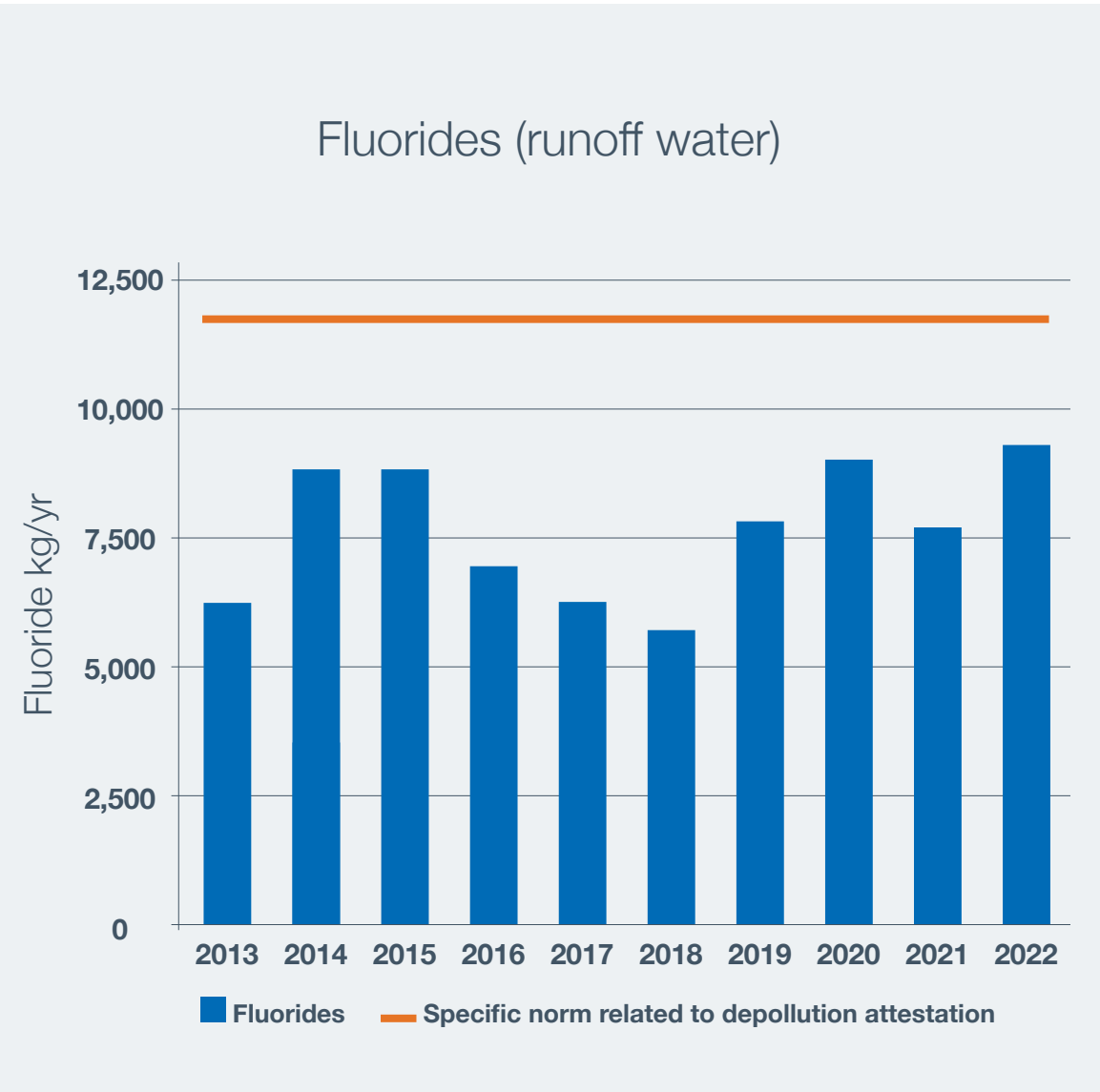
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The environment and climate change



Ambient air

Aluminerie Alouette's four ambient air sampling stations are operated in accordance with Environment and Climate Change Canada's National Air Pollution Surveillance Program guidelines. Measurements taken at the stations include all air emissions, regardless of source, to better understand air quality in general and the potential impact of the company's operations. The parameters measured are selected in conjunction with the competent authorities based on typical aluminium smelter air emissions. Again in 2022, the results obtained were well below regulatory limits.



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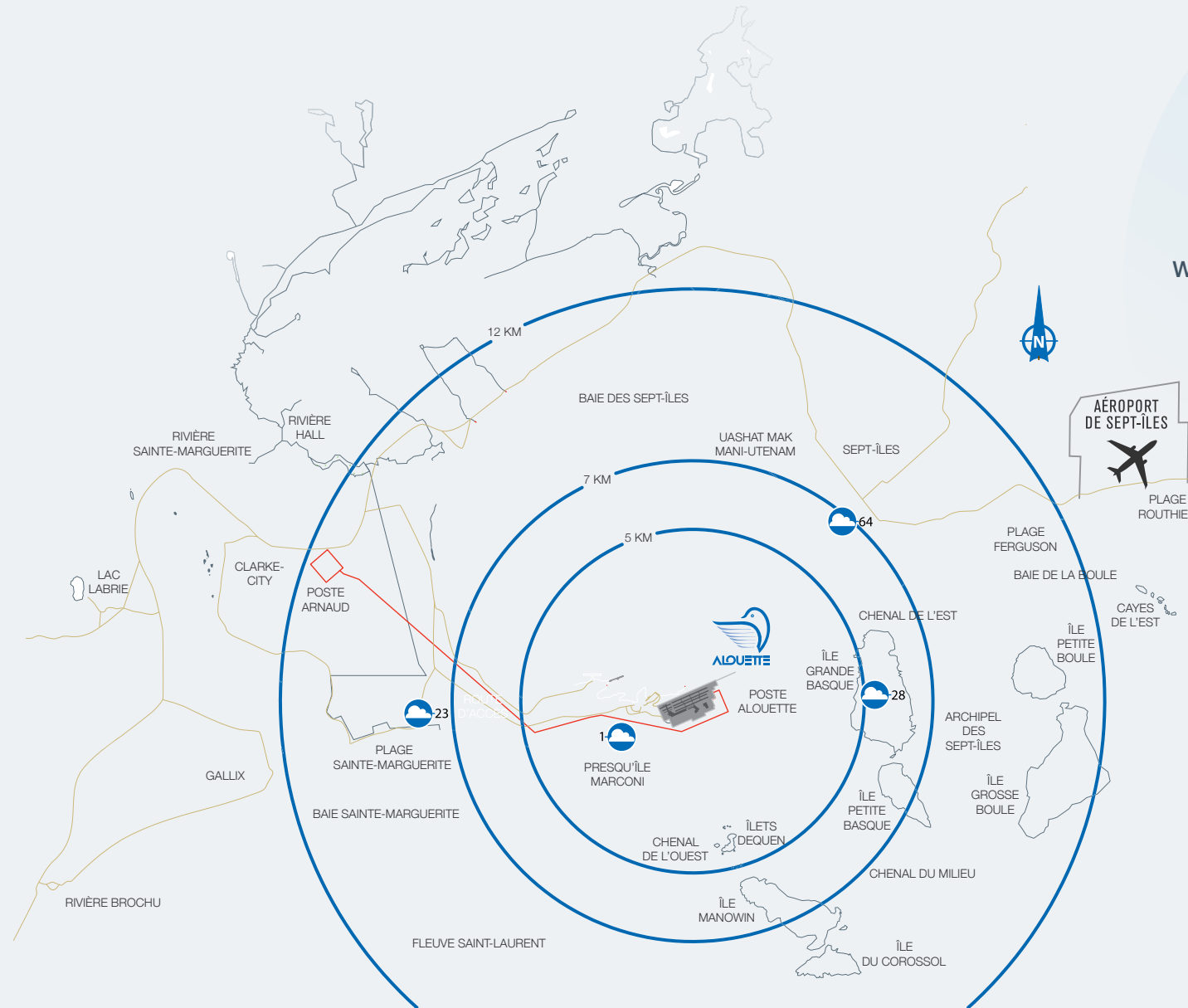
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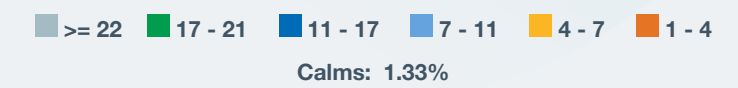
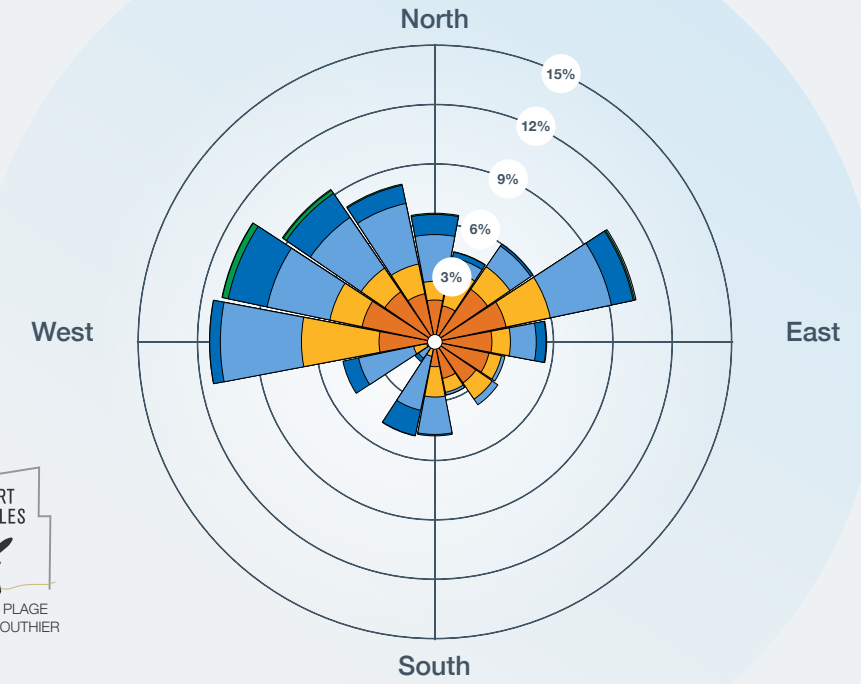
Snapshot: Our performance indicators



Map of ambient air sampling stations



Wind speed (knots) and direction from Pointe-Noire weather station



- STATIONS**
- 1 RADIO-CANADA TOWER ON THE MARCONI PENINSULA
 - 23 SAINTE-MARGUERITE BEACH
 - 28 LA GRANDE BASQUE ISLAND
 - 64 SEPT-ÎLES
- AMBIENT AIR SAMPLING



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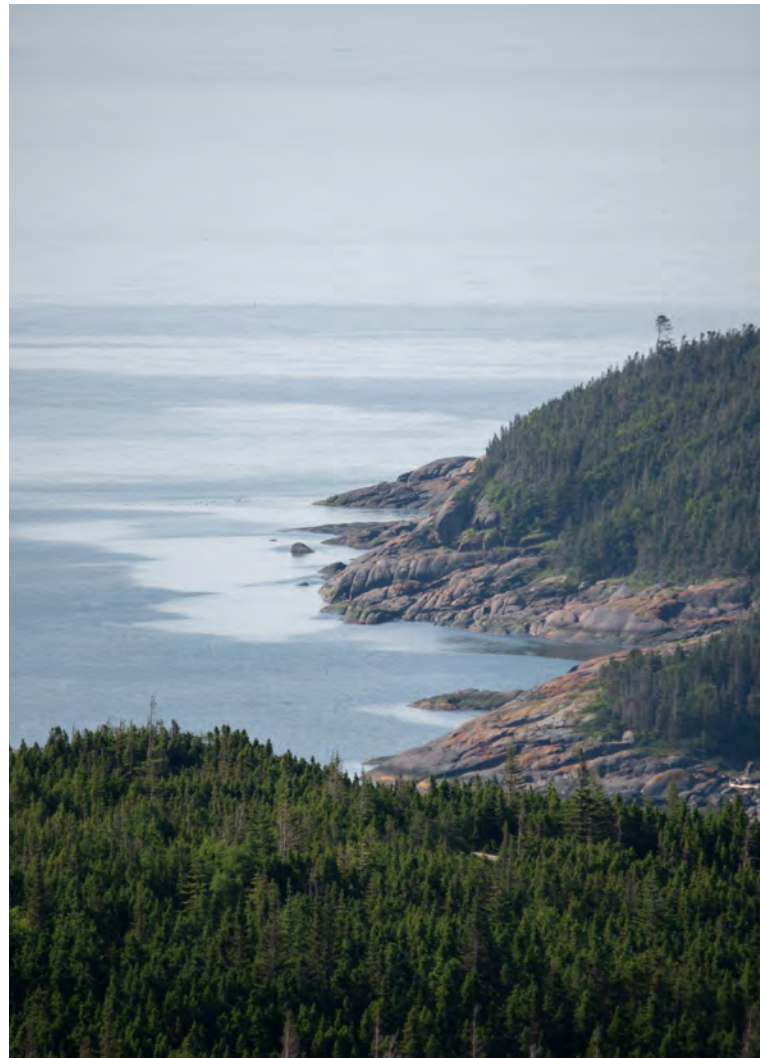
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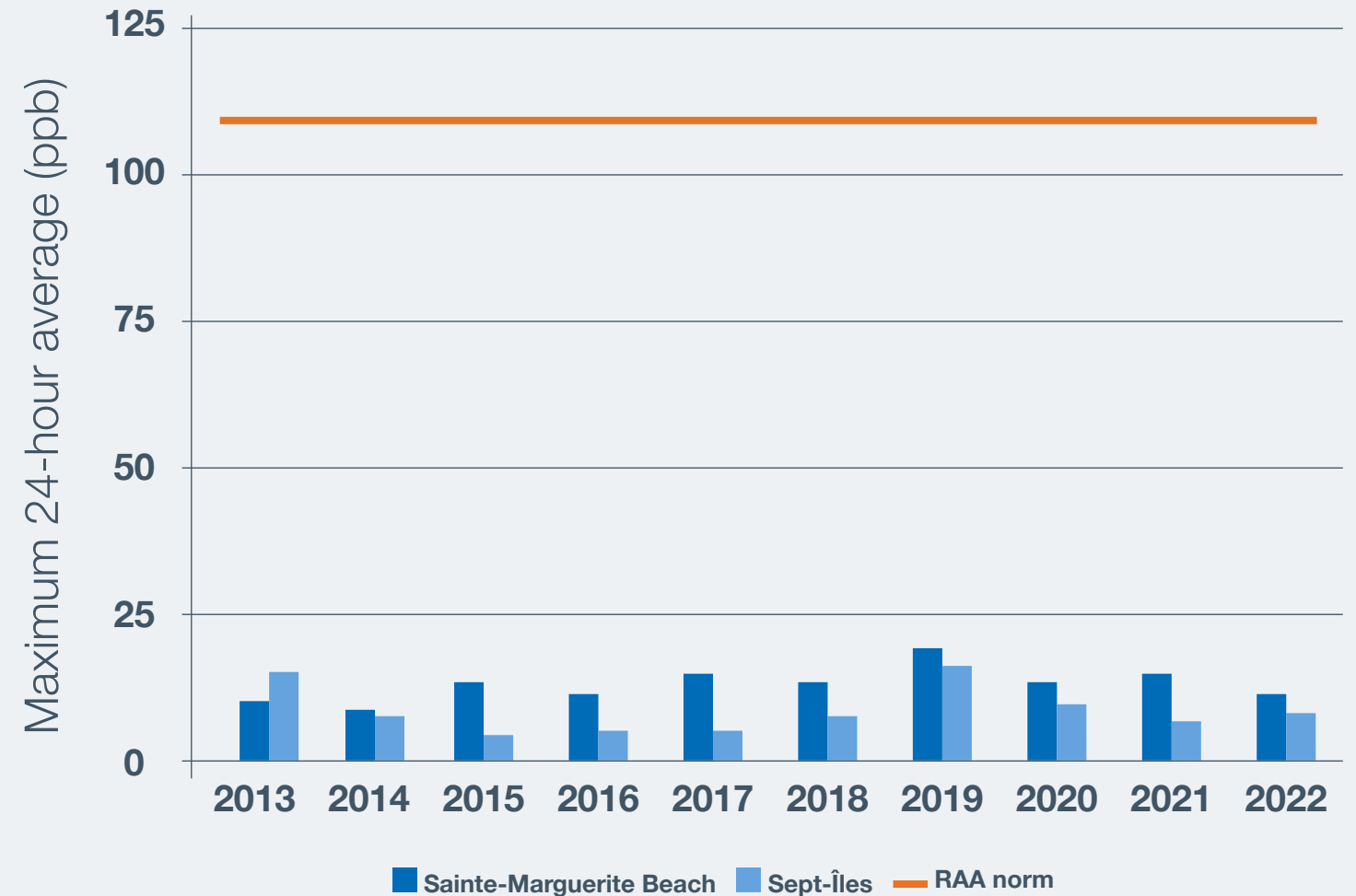


Sulphur dioxide (SO₂) in ambient air

SO₂ content in ambient air remained within the standard of 110 ppb over a 24-hour sampling time. The maximum of 400 ppb over a four-minute sampling time was never exceeded during the year.



Sulphur dioxide in ambient air



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Total particles in ambient air

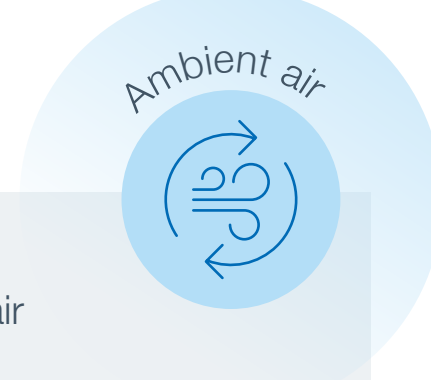
The graph shows the annual averages for different samplings. The 24-hour standard was never exceeded.



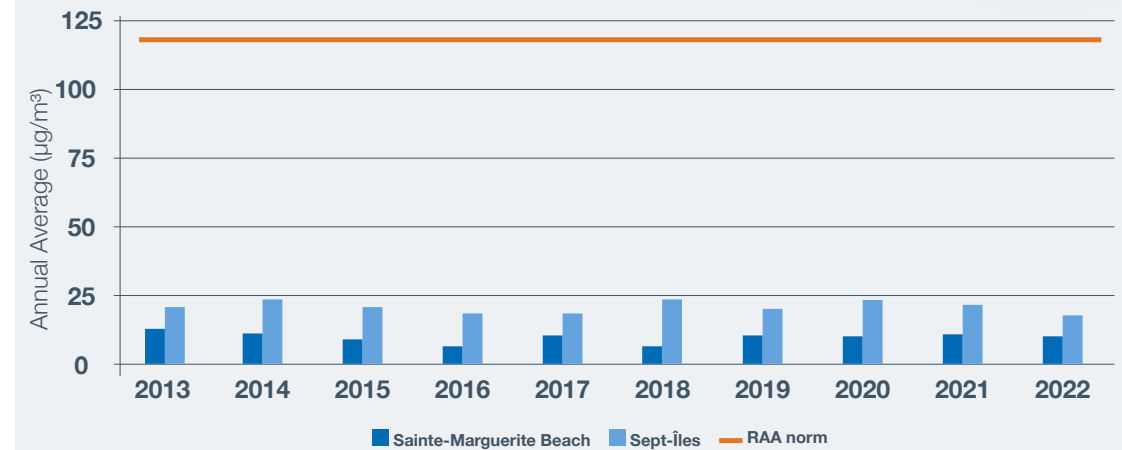
Gaseous fluoride in ambient air

Average gaseous fluoride (HF) concentrations in ambient air remained below the vegetation protection criterion within a radius of seven kilometres around the smelter, including Grande-Basque Island and Arnaud Avenue in Sept-Îles. The condition of vegetation in industrial, residential and resort areas is assessed annually. The assessment once again showed that off-site plant life was unaffected by Alouette's operations.

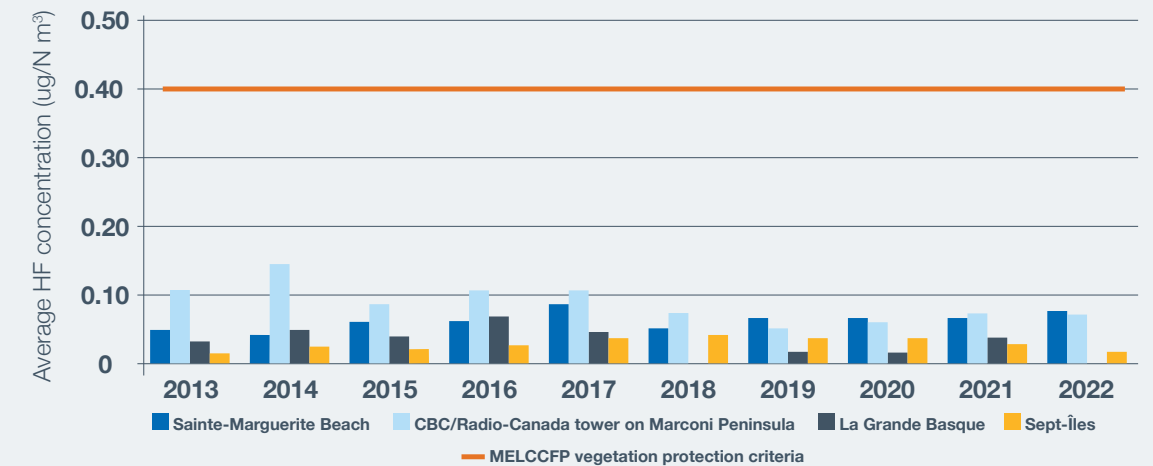
* Exceptionally in 2018 and 2022, data collection at La Grande Basque sampling station was impossible due to a sampling equipment breakdown. An investment project to replace the power supply will take place in 2023.



Total particles in ambient air



Gaseous fluoride in ambient air



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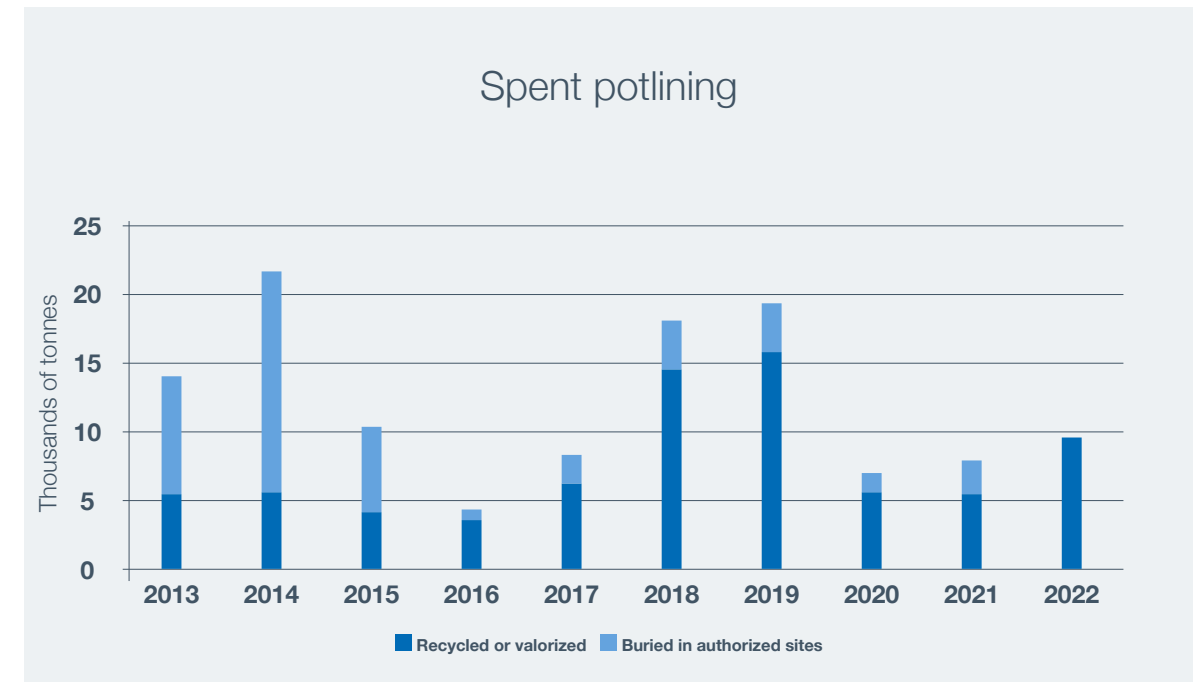
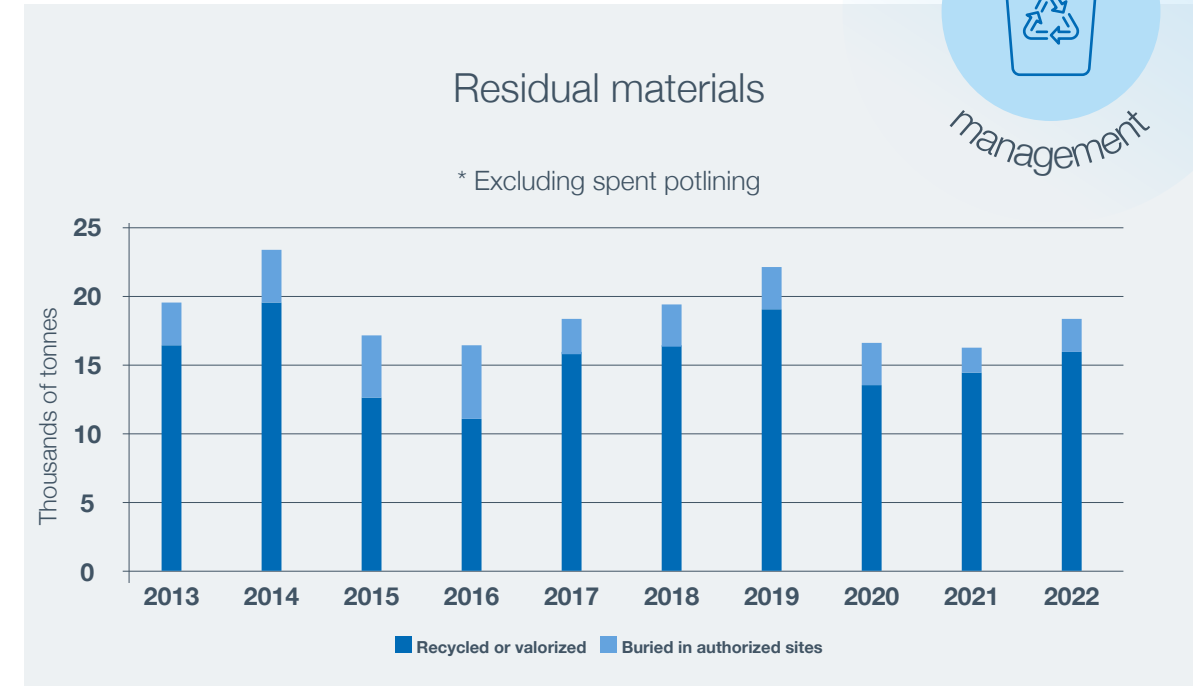
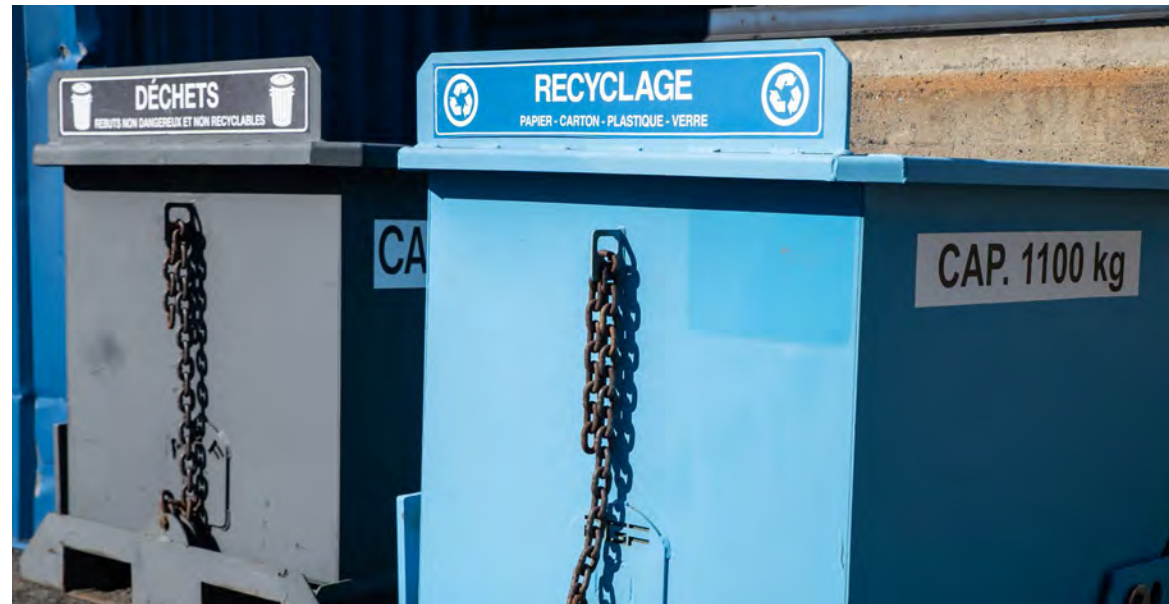


Residual materials management

Recycling and reclaiming of residual materials and by-products

Aluminerie Alouette internally recycles or reclaims over 80% of the materials from its operations. The various operations use their processes to promote an internal circular economy. Some materials, such as wood, are reclaimed externally in partnership with various organizations. Aluminerie Alouette always strives for sound management of its residual materials, as demonstrated by its Elite level certification—the highest distinction of the “ICI on recycle +” program.

Excluding spent potlining, the recycling and recovery rate for residual materials sent to authorized sites was 87%. For spent potlining, it went from 69% to 100% in one year, after a partner specializing in that area developed a way to commercialize by-products from potlining processing.



Our human capital



Our human capital



At Aluminerie Alouette, our vision of an ideal workplace is built on three essential principles. First, our employees' and partners' health and safety is topmost among our priorities, and we strive to ensure their well-being in an attitude of mutual respect. We also promote talent by investing in skills reinforcement and anticipating constant change in the labour market. Finally, we view diversity as a strength, a source of innovation and wealth, where each experience is valued and celebrated.



Promoting a healthy and safe workplace

- Our employees' and partners' health and safety are of utmost importance. We undertake to meet all standards and to adopt stringent rules to maintain a safe, healthy workplace, while promoting initiatives aimed at well-being.
- We hold regular trainings to ensure that all personnel know and follow the safety protocols.
- Aluminerie Alouette actively encourages a safety culture where each employee feels responsible for their own well-being and that of their co-workers, thus promoting an ambience of mutual caring and respect.



Recognizing talent

- **Training:** We regularly offer training designed to improve employees' knowledge and skills and to equip them with the tools for adapting to new technologies.
- **New skills:** Aware of the rapid changes in the economy, we prioritize the development of new skills among our employees.
- **Internal promotions:** By offering possibilities for advancement within the company, we strive to motivate our employees, improve their job satisfaction and retain the best talent.



Celebrating differences

- We firmly believe in the transforming power of diversity and inclusion. We know how important a diversified workforce and an inclusive culture are to innovation and success, and we are firmly committed to a work environment where every team member feels valued, heard, and respected.

Our human capital



Promoting a healthy and safe workplace

Responsible COVID-19 management

The year began as the pandemic was in full swing, with measures continuing up to the fourth quarter. We took robust action to limit the impacts on our company and our employees. Our teams were tirelessly vigilant about enforcing hygiene and physical distancing protocols. Strict application of recommended measures, efficient communications and diligent day-to-day management became critical to protecting our employees' health and minimizing operational risks.

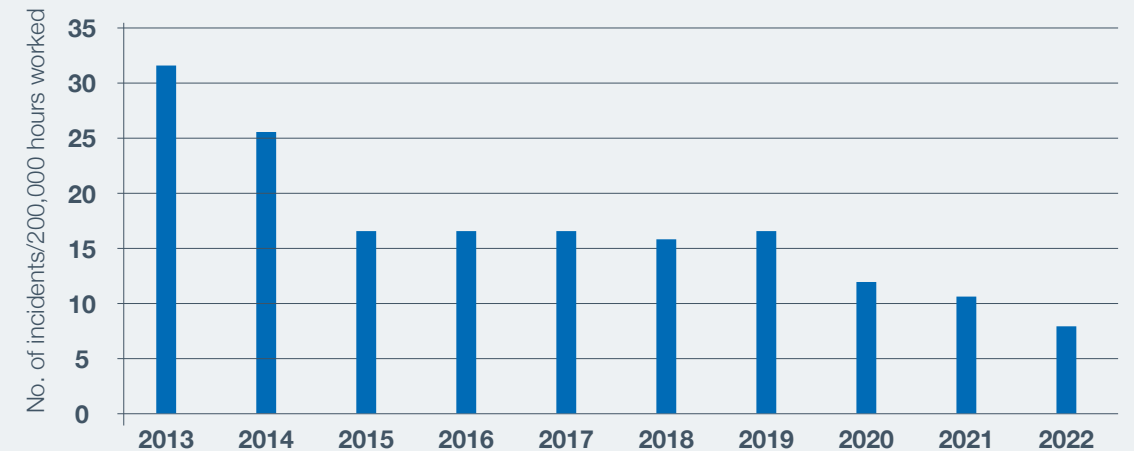


30 years of health and safety

Aluminerie Alouette chalked up significant achievements in health and safety during the year. The laboratory celebrated 30 years with no reportable incidents, closely followed by the warehouse, also with 30 years (photo opposite). This impressive performance was made possible by constant vigilance and by working together to identify and eliminate hazards.

However, even though the injury rate was at its lowest since the company's inception, too many recordable incidents were reported. We are pursuing a number of efforts in this regard, such as risk elimination at source, new initiatives and stepped-up enforcement of protocols. Each employee's engagement is crucial if we are to achieve our health and safety targets.

Total Frequency



Our human capital

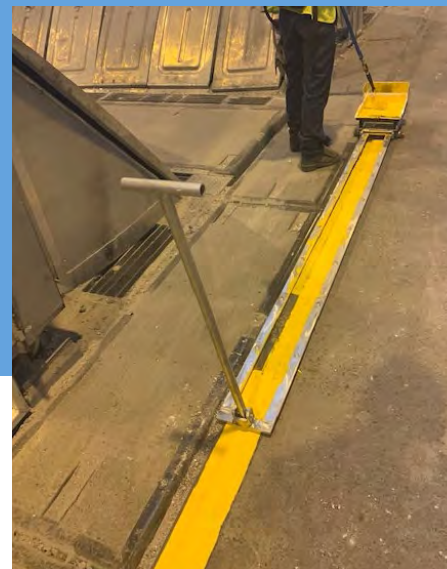


Safety innovations

When it comes to workplace safety, Alouette has a few things going for it, including its employees' and partners' innovativeness. For example, a mobile jig to make painting more ergonomic was designed and put into use over the summer.

As vehicle-pedestrian coactivity on the site is a major hazard, ground signage must be clearly visible and needs to be repainted from time to time. In the past, personnel assigned to this task often had to work crouching or kneeling for extended periods. Based on an idea by two employees, this innovation eliminates certain health hazards and considerably reduces how long the job takes.

In addition, employees and students were invited to think about ways to improve health and safety in their workplace. Employees responded with their usual energy and enthusiasm, sending in an average of 75 ideas each month. They identified hazards, suggested new work procedures and proposed ways to improve tools, storage spaces and lighting. This contributed value and inspired new initiatives.



Healthy Enterprise certification

Following an external audit of our health program, our Elite status was renewed—a feather in the cap of the Health and Wellbeing Committee.



Mental health and well-being

At Alouette we're fortunate to have a Health and Well-being Committee (HWBC) made up of employees from various departments to promote healthy lifestyle habits. Throughout the year, the HWBC—as the guardian of the *health and well-being* program and our Healthy Enterprise certification—offers activities that help develop a culture of overall health and quality of work life, and encourage employees to adopt healthy habits.



Employee engagement in the saddle: Fifteen of our employees pedalled to Lévis for the Pierre Lavoie cycling loop challenge, actively promoting a healthy lifestyle.

Our human capital



Recognizing talent

Employee engagement

Every day, our employees actively engage in initiatives and projects aimed at improving our company. As experts in their fields, they suggest ways to solve various problems. Individual and collective engagement and the desire to innovate are deeply anchored in Alouette's culture.

Over the past year, many successes were recorded each day at the visual workstations. Some were specially recognized by management, who thanked the employees responsible.



May 28: The COBRAL social club gathered for the first time since the pandemic, drawing more than 400 people for a seafood feast.



Our human capital



Employee training

Because we take working conditions and employee development seriously, we offer a broad program of on-the-job training. It includes two orientation weeks in which new hires learn about the company, health and safety, environment and the programs available. They also receive job-specific training that includes theoretical and practical aspects, and are paired with seasoned co-workers. Regular training is offered in health and safety and environment. Refresher training and professional development courses are also available. **In 2022 we provided 37,680 hours of training, thanks to some 200 internal trainers who are experts in their fields.**

At Alouette, the training program doesn't stop at technical skills. It also includes an employee improvement plan for skill development as well as professional development training. The company makes sure each employee's performance and career development are monitored regularly. In fact, 100% of employees have had regular interviews for this purpose. Alouette's comprehensive, well-organized approach to training and career development shows a serious commitment to its employees' personal excellence and well-being.

To support our managers in their day-to-day responsibilities, we implemented an exhaustive training program during the year. This program resulted from discussions, in-depth analyses and identification of the company's specific needs, and is designed to evolve over time. Stretching over several months and continuing in 2023, it combines theory with practical coaching sessions. The program addresses job-related topics, presented in the form of a toolbox. Topics include communication skills development, feedback and recognition, mental well-being and respect. Over sixty managers are taking part in this enriching program.



Our human capital



Attracting new employees

In the current labour shortage, Alouette took proactive measures while remaining very active in the community. Some employees travelled out of region to take part in job fairs. In this way, they not only promoted Aluminerie Alouette as an employer of choice but also presented job opportunities in the company to a broader and more diversified audience.

Following on this work and a 2022 reflection process, Alouette will begin to reforge its employer branding in 2023 in order to attract and retain talent.



Future pensioners

As part of its ongoing commitment to take care of employees at all stages of their careers, Aluminerie Alouette held retirement preparation workshops for employees approaching this new chapter of their lives.



Retention

For Aluminerie Alouette, keeping talent is as important as attracting it. That's why the company keeps working to make sure skills and expertise are transmitted to the next generation. In fact, many retired employees come out to help us with this from time to time. We also value long-term engagement. One of the striking shows of this was the gala for employees with 20 or 30 years of service. The gala, which honoured 132 employees for 30 years of service and 52 for 20 years, was warm and filled with pride, joy and camaraderie. Events such as these strengthen employees' motivation and sense of belonging, which are critical to retention.

Gala for employees celebrating 20 or 30 years of service.

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Alouette turns 30

During the year, Alouette celebrated 30 years of operations, and some 30 special events were organized to mark the occasion. Current and retired employees and their families, as well as the company's partners and shareholders, were all invited.



August 27: Family day at the Alouette site, bringing together employees, partners, families and friends for fun activities. An unforgettable event, thanks to the 2,000 participants and 80 devoted volunteers.



Ring out the old: The Alouette team sent a New Year's greetings video to "Bye bye", a popular Quebec satire review of the past year.



November 17-18 at the Sept-Îles arena: Epic battle between Montreal Canadiens alumni and Alouette's own team, drawing more than 3,000 excited fans.



Our human capital



Celebrating differences

Growing diversity

In an industry with a traditionally male labour force, Aluminerie Alouette deploys conscious, targeted efforts to attract more women to its ranks.* The number of female employees has risen by more than 10% over the past year. In addition, we have several dozen First Nations employees and are working to increase this number so as to further enrich our cultural fabric.

These efforts reflect our commitment to promoting diversity, enhancing our corporate culture, valuing all abilities and creating an ever more inclusive workplace.



* In accordance with the legislation and in collaboration with experts, Aluminerie Alouette conducts an internal pay equity review every five years. The last one, in 2020, showed that a few adjustments were needed. They have been made.

Our social capital



Our social capital



Since its inception, **Aluminerie Alouette** has made a point of being there for its host community. We firmly believe that our growth and success depend on a harmonious, meaningful relationship with the people who live around us. For us, social capital is not just a concept; it means forging strong ties and being aware that our future is intrinsically linked to the well-being of local communities.



Forging community ties

- We believe in the power of community and understand that our success is closely linked to the well-being of the communities where we operate.
- Our commitment goes beyond our operations. We invest in local initiatives and in hundreds of organizations with projects that contribute to community development in many spheres, including health education, environment, culture, sports and socio-economic development.



Investing locally

- Whenever possible, we try to procure our goods and services from local suppliers. This helps create jobs, develop expertise and stimulate economic growth in the region where we operate.
- All our contractual partners must comply with our partner code of conduct, which covers health and safety, environment, business practices, human rights and working conditions.



Strengthening ties with Innu communities

- Because our relations with the Innu communities are of great importance to us, we are committed to working toward intercultural understanding. We believe in mutual respect and learning, and strive to cultivate a strong, durable partnership.
- We aim to increase the proportion of First Nations employees on our team and actively seek to use more Indigenous companies as suppliers in order to promote economic development in those communities.

Our social capital



Forging community ties

Education and succession

As Covid-19 restrictions gradually eased during the year, Aluminerie Alouette resumed its practice of hosting field trips from local schools as part of its commitment to education. These presentations and plant tours were not only an experience for students but also provided employees with opportunities to talk about the company, answer questions and share their pride in the plant. In recent months, activities were organized with the Sept-Îles Cegep, Université du Québec à Chicoutimi, and schools of Uashat mak Mani-utenam (ITUM) and Natashquan.

Aluminerie Alouette also continues to forge ties with organizations involved in labour force development such as ITUM. This collaboration creates the kind of synergy that gives rise to a diversified labour force able to meet organizations' changing needs.



Volunteers from our Health, Safety and Environment department were enthusiastic about the Christmas parade.



July 4–16: Alouette was presenting sponsor of the Sept-Îles Festival Vieux-Quai en Fête, an annual family-friendly event drawing thousands of festival-goers.

Our social capital



Business partners

Our active involvement in the business community is a perfect example of the importance we place on building and strengthening ties with stakeholders. While working toward projects, we try to create a space for listening, discussion and collaboration with actors in this ecosystem. By encouraging these partnerships, we cultivate a climate of mutual trust and cooperation that benefits the entire business community and beyond. Many events and initiatives during the year testify to this intention to build sustainable relationships and strengthen our commitment toward community representatives and partners.



Aluminerie Alouette President and CEO Claude Gosselin presents a record year to over a hundred members of the regional business community. He spoke to the chambers of commerce of Sept-Îles Uashat mak Mani-utenam and Port-Cartier in a much-anticipated virtual conference.



In September we held a gala to honour our longest-dating business partners.



Our social capital



Investing locally

The commitment of Aluminerie Alouette and its teams to host communities is a lynchpin of its corporate culture. The company is recognized for its unflinching dedication to many causes, big and small. During the year of its 30th anniversary, the company injected over a million dollars into the region's economy, strengthening its positive impact and its contribution to local prosperity.

We not only maintained our partnerships but initiated new collaborations in each of our host communities: Sept-Îles, Port-Cartier and Uashat mak Mani-utenam. These new contributions—ranging from volunteer centres and sports facilities to the Sept-Îles hospital foundation and drop-in centres for Innu youth—attest to the scope and breadth of our engagement.



Alouette also attended project inaugurations such as a backyard greening initiative it sponsored, and actively participated in the environmental action day focusing on water management.

The company and its employees were very present in the community. We collected over \$7,000 for La Guignolée, a fundraiser that purchases supplies for the local food bank. We also raised \$165,000 for Centraide Duplessis, the United Way chapter that distributes funds to local community organizations.

Our social capital



Strengthening ties with Innu communities



Teweikan Indigenous music gala

The Teweikan Indigenous Music Gala was announced on May 26 in a press conference. The honorary chairpersons were Claude Gosselin and Canadian senator Hon. Michèle Audette. Aluminerie Alouette was a main sponsor of the event, held in Sept-Îles on October 7, 2022. It was a key opportunity for dialogue and connection between cultures. Artists from across Quebec, including many from our region, were honoured in front of a capacity crowd.



Employment initiatives

In August, Aluminerie Alouette met with representatives from the community employment organization. The plant tour was followed by an in-depth exchange on labour needs, the types of jobs available and best strategies for recruiting within the community. Alouette was also present for the Innu graduates' gala.

In addition, we developed a project in conjunction with the Centre Mitshapeu Katshishkutamatsheutshuap to set up a vocational training program in masonry. Its purpose is to train workers for our project to overhaul the anode baking furnaces. The masonry training program was officially launched in September.

Innu Nikamu Festival

Each year, Aluminerie Alouette proudly supports one of North America's largest Indigenous music festivals.

Our governance



Our governance

At **Aluminerie Alouette**, governance is our guiding compass, reflecting our absolute commitment to responsible conduct. Responsibility is not just a mission but a daily reality, where each decision is taken ethically and transparently in the best interests of all our stakeholders. By investing substantially in R&D, striving for continuous improvement and embracing a vision centred on creating value, we are able to anticipate changes in the industry. We future-proof the company by exercising careful risk management, pursuing internationally recognized certifications and investing in cybersecurity.



Embracing responsibility

– **Corporate responsibility:** Our commitment to corporate responsibility is a lynchpin of our governance model, ensuring that our conduct is ethical, transparent and in the best interests of all our stakeholders.



Reinventing the future

– **Value creation:** We work to create value for all our stakeholders and are committed to sustainable and responsible growth.

– **Innovation:** Our investments in R&D support our strategic plan and help us stay at the leading edge of advances in the aluminium industry. Our continuous improvement practices mean that we are proactive in investing efforts upfront to improve processes and reduce impacts.



Future-proofing

– **Risk management:** Risk management is a key part of our governance, and we use robust systems to identify, assess and mitigate potential risks.

– **Management system certification:** We are committed to maintaining high standards in all aspects of our operations, as witnessed by our internationally recognized certifications.

– **Cybersecurity and digital transformation:** In an increasingly digitized world, we recognize the importance of cybersecurity and are investing massively to protect our data and systems. We're also tapping into digital transformation and automation, using technology to gain efficiencies and sharpen our competitive edge.

Our governance



Embracing responsibility

Aluminium's value chain

The Aluminium Stewardship Initiative (ASI), a multipartite not-for-profit organization, runs an independent certification program for the aluminium value chain. ASI certification gives an assurance of compliance with its standards. Its Performance Standard sets out environmental, social and governance principles and criteria for the responsible production, supply and management of aluminium.

The Chain of Custody Standard complements the Performance Standard. It sets out requirements for creating a Chain of Custody (CoC) for material, including alumina produced and processed through the value chain into downstream sectors.

Aluminerie Alouette has been an ASI member in the Production and Transformation class since 2019. It was certified against the Performance Standard in 2020 and the CoC Standard in 2022.



Climate change

During the year, Aluminerie Alouette undertook to deploy all necessary measures to achieve carbon neutrality by 2050. We will launch various initiatives to this end over the coming months, including creating three committees. A science committee will focus on climate change research, analyzing data, studying trends and working with experts to develop strategies. The energy efficiency committee will explore ways to reduce energy consumption throughout the site and will promote the adoption of innovative, ecologically friendly technologies. Lastly, the decarbonization committee will work specifically on reducing carbon emissions. It will develop policies and action plans aimed at reducing our carbon footprint, which will support the transition to a greener, more sustainable economy.

Our governance



Reinventing the future

Value creation and innovation

After 30 years of operation, we anticipate substantial capital spending for plant maintenance and updating in the coming years. During the year, we invested \$90 million in plant and equipment. Projects included converting the anode baking furnaces to natural gas, acquiring several new vehicles, improving ventilation and lighting in various areas, and performing work on the substation equipment and the glycol network.

Examples of modernization and automation:

- Updating the control room
- Improving the anode butts cleaning process

This momentum will be maintained in 2023 as many more projects are launched. These will focus mainly on health and safety and the environment, with \$10 million in capital investments expected over the next three years. Other projects will include asset maintenance, equipment overhaul or replacement, development and innovation, as well as digital transformation initiatives.

Each project will require close collaboration between numerous players, who will work together to complete the work on time and within budget while complying with security regulations.



Our governance



Future-proofing

Risk management

In our governance approach, legal and regulatory compliance is crucial. Regulatory requirements exist to ensure the safety of everyone on site and to minimize environmental impact. The aim is to anticipate undesirable events by working proactively and identifying and classifying risks. Over the years, legal matters have been documented and integrated into our internal procedures to ensure consistent interpretation for everyone in the company. This legacy is of paramount importance, and we encourage the development of tools to integrate these requirements into day-to-day operations. It is vital to maintain a compliance culture that evolves in tandem with regulatory developments, in order to preserve stakeholder confidence and promote sustainable performance at all levels of the company.



Management system certification

All our certifications can be viewed on our website. Management systems play a crucial role in quality assurance, environmental management, health and safety, and operational efficiency. By renewing certifications, our teams ensure that Aluminerie Alouette is in regulatory compliance, that it meets and is up to date on the most recent standards, and that continuous improvement practices are applied, while meeting several stakeholders' requirements. Whether in terms of the environment, health and safety or quality, certifications help Aluminerie Alouette maintain a level of performance and responsibility that goes beyond expectations. This enables the company to position itself as a leading player committed to sustainable and responsible practices that benefit both the organization and the community as a whole.

Our governance



Cybersecurity and digital transformation

In February, Aluminerie Alouette was the victim of a cyberattack.

Production and administration systems were separated to prevent intrusion into the operating systems. While operations continued, other teams mobilized to minimize the impact in their departments. A colossal team effort was made in the first week to stabilize operations in all sectors. Thanks to the resilience of our pre-existing systems and the skill of our teams, the cyberattack was contained and its impacts limited.

After this incident, we doubled down on our efforts to strengthen our protection systems and raise employee awareness about cybersecurity through regular mandatory training. All employees have now been trained. Finally, we presented the incident at a provincial conference on cybersecurity, emphasizing our commitment to learn from such challenges and share our knowledge for the safety of the entire industry. This initiative is part of our proactive and transparent approach to cybersecurity threats.



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Our operational excellence



Operational excellence is not just about numbers and achievements, but also about innovation, resilience and the ability to overcome challenges. At Aluminerie Alouette, excellence is illustrated by the company's sustained growth since inception, by sustained investment in innovation and productivity, and by its ability to brilliantly overcome unexpected obstacles.

Record production—627,661 tonnes of solid metal—allocated to shareholders

In 1992, the year it opened, Aluminerie Alouette achieved production of 73,800 tonnes. Thirty years on, this figure has reached an all-time high of 627,661 tonnes.



Our operational excellence



Combining innovation and productivity

From 2018 to 2021, Aluminerie Alouette implemented a strategy to recycle and reclaim all targeted residual aluminium. Employee engagement was unwavering, tools and training were introduced to incorporate new technologies into day-to-day operations, and regular communication facilitated change management. Result? The challenge was successfully met.

The company was able to add approximately 8,000 tonnes of aluminium allocated to its shareholders, as well as improve its health and safety record and reduce its carbon footprint. This demonstrates our commitment to sustainability and our capacity to generate value while respecting essential ESG principles.

At the Mercuriades gala held on May 2 by the Fédération des chambres de commerce du Québec, **Aluminerie Alouette** won an award for productivity improvement. Alouette is delighted with this recognition, which testifies to its sustained efforts at continuous improvement and the commitment of its employees and partners.



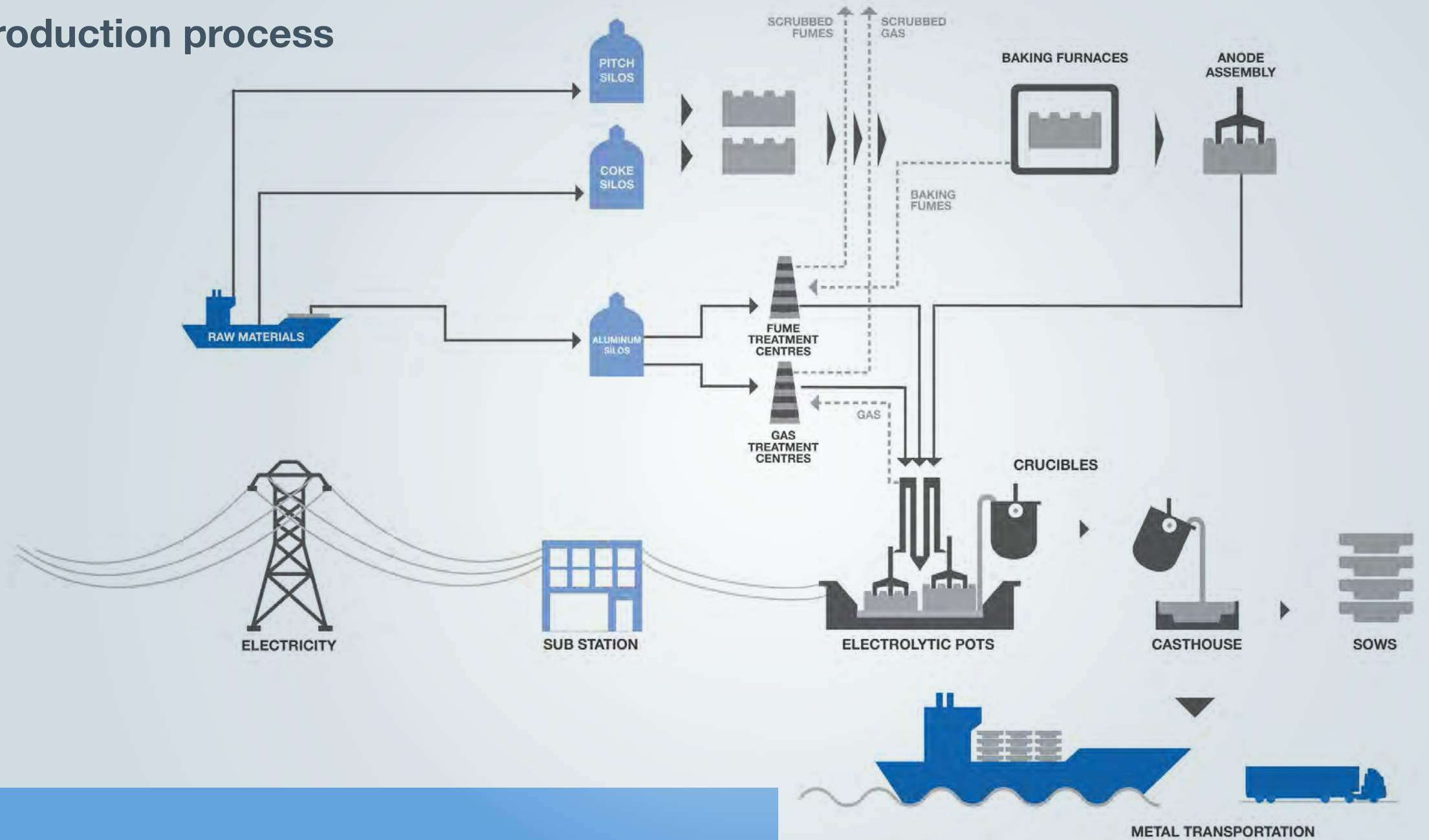
Unprecedented storm met with resilience and professionalism

On December 24, under extreme weather conditions in Quebec's North Shore region, including wind gusts reaching nearly 150 km/h, Alouette suffered major power outages, infrastructure damage and a communications breakdown. The Alouette team demonstrated its resilience and professionalism, enabling the plant to come back quickly and without incident.

Our operational excellence



Production process



At every stage of our production process, we've implemented innovative initiatives to reduce our carbon footprint and GHG emissions.

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Our financial excellence



Every dollar invested, every partnership forged and every job created strengthens the impact of Aluminerie Alouette, a key player in the region's economic development. This strategic positioning, coupled with sound financial management, makes the company a model of excellence and economic responsibility in Quebec.

Financial health

Far beyond the bottom line, financial health depends on careful asset management, a strategic vision for future investments and agility in the face of global market changes. The company is committed to investing in sustainable innovation, continuously fine-tuning its production processes, and maintaining a relationship of trust with all its stakeholders. This holistic approach to financial health helps us not only thrive in a competitive market, but also make a significant contribution to Quebec's economic vitality.

Economic spinoffs for the region

Aluminerie Alouette plays a key role in the economic development of the Côte-Nord region and the province as a whole. With goods and services procurement totalling over \$112 million from Sept-Rivières RCM suppliers alone, it's a major driver of the local economy. Alouette is also a major source of employment in the region, generating 1,300 direct jobs. This is in addition to the hundreds of indirect and induced jobs resulting from its operations. Every year, an impressive \$650 million is spent on goods and services across the province. The organization maintains privileged relationships with 750 Quebec suppliers, including 300 in the Côte-Nord region. In this way, we support local businesses and help them develop their expertise.

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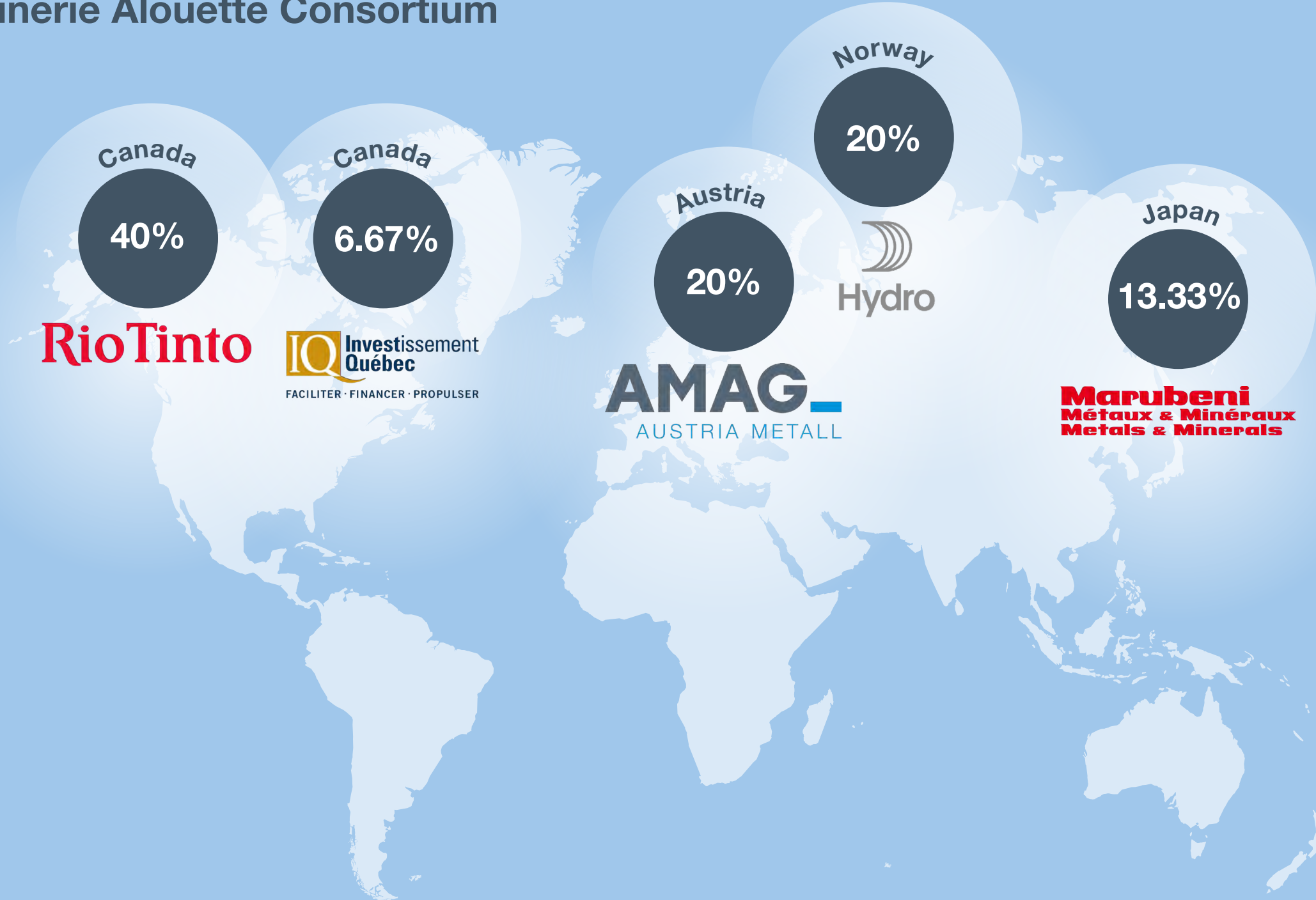
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Aluminerie Alouette Consortium



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Factor	Topic	Indicator	Unit	Performance in 2022	GRI
Environment	Environmental performance	Energy consumption (reduction process, direct current)	kWh/t Al	13,472	302-1
		Environmental incidents recorded in the MELCCFP Urgence-Environnement emergency response registry	Number	1	307-1
	Atmospheric emissions	GHG emissions (scope 1)	t CO ₂ e/t Al	1.83	305-1-2-4
		Sulphur dioxide (SO ₂) emissions	kg/t Al	19.24	305-7
		Fluoride emissions (electrolysis)	kg/t Al	0.65	305-7
		Particle emissions	kg/t Al	1.65	305-7
		Polycyclic aromatic hydrocarbons (PAH) emissions	kg/t of baked anodes	0.0026	305-7
		Scrubber availability (treatment of gases and fumes)	%	99.74	
	Water use	Annual water consumption	m ³ /t Al	0.17	303-3, 303-4
		Runoff water – Aluminium	kg/yr	2,010.49	303-1
		Runoff water – Fluoride	kg/yr	9,250.46	303-1
		Runoff water – Suspended matter	mg/l	5.1	303-1

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Factor	Topic	Indicator	Unit	Performance in 2022	GRI
Environment	Ambient air	Aluminerie Alouette stations monitoring impact of operations on ambient air quality	Number	4	
	Circular economy	Recycling and reclaiming of residual materials and by-products (excluding spent potlining)	%	87	306-4
		Recycling or reclaiming of spent potlining	%	100	306-4
	Environmental investment	Natural gas investment	\$	23 million	103-2

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Factor	Topic	Indicator	Unit	Performance in 2022	GRI
Social – Human capital	Employees	Number of employees	Number	918	102-7
		New employees, 2022	Number	133	401-1
	Diversity, equity and inclusion	Diversity: Number of employees by gender	Number	113 women and 805 men	405-1 / 107-2
		Diversity: Number of First Nations employees	Number	35	405-1 / 107-2
	Working conditions, health and safety	Employees who had regular meetings about performance and career development	%	100	404-3
		Employees covered by an insurance and benefits plan	%	100	
		Employees with access to health and/or wellness programs	%	100	
		Employee training	Hours	37,680	404-1
		Health and safety training	Hours	8,276	403-5
		Total frequency of incidents with recordable injury	Number of recordable incidents / 200,000 hours worked	0.91	403-9
Number of years with no recordable injuries (laboratory and warehouse)		Number of years	30	403-9	
Social – Social capital	Community relations	Investment in communities	\$	1 M	103-2
		Amount invested in Indigenous communities	\$	210,000	

Snapshot: Our performance indicators



Factor	Topic	Indicator	Unit	Performance in 2022	GRI
Governance	Governance	Share ownership	% per shareholder	AMAG Austria Metall AG (Austria, 20%), Hydro Aluminium (Norway, 20%), Investissement Québec (Canada, 6.67%), Marubeni Metals & Minerals (Japan, 13.33%), Rio Tinto (Canada, 40%)	405-1
		Aluminium production	Tonnes	627,661	
		Certifications	Certification names	ISO 9001 ISO 14001 ICI on recycle + ISO 45001 CAN/BNQ 9700-800 ASI	
		Investment in innovation	\$	16,677,796	201-1
		Ongoing or completed legal proceedings for anti-competitive behaviour, cartel law and monopolistic practices	Number	None	
		Average seniority and age of managers	Age	47	405-1
	Financial excellence	Goods and services procured	\$	650M	204-1
		Quebec and local suppliers	Number	750	204-1
		Capital projects	\$	84M	103-1

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