

ASX Announcement 28 May 2024

Alumina Limited 2024 AGM - Chairman and CEO's speeches

Attached is a copy of the Chairman and Chief Executive Officer's speeches delivered at the 2024 Annual General Meeting of the Company held today, with an accompanying presentation.

This ASX announcement was approved and authorised for release by Mike Ferraro, Chief Executive Officer.

KATHERINE KLOEDEN COMPANY SECRETARY

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2024 Alumina Limited AGM – Chairman Speech

Welcome

Good afternoon, ladies and gentlemen.

I am Peter Day, an independent non-executive Director and Chair of Alumina Limited.

As the Chair of Alumina Limited, and of this meeting, it is my pleasure to welcome you to the 54th Annual General Meeting of the Company.

Acknowledgement of Country and emergency directions

I would like to acknowledge the traditional owners of the land on which we stand, and pay my respects to their Elders, past, present and emerging.

I will briefly discuss some housekeeping matters before moving on to the business of the meeting.

In the unlikely event that evacuation of the Auditorium is required, attendees are to follow the directions of the venue staff and the meeting will be adjourned.

The Emergency Assembly Area is the Old Melbourne Gaol unless otherwise broadcast over the public address system.

I welcome shareholders who have joined the meeting in person and who are listening on the webcast.

Opening Comments

Before formally beginning the meeting, I would like to introduce you to my fellow directors.

Seated in the front row we have:

Deborah O'Toole, an independent non-executive Director and Chair of the Audit and Risk Management Committee.

Shirley In't Veld, an independent non-executive Director and the Chair of the Compensation Committee.

John Bevan, an independent non-executive Director and Chair of the Nomination Committee.

Alistair Field, a recently appointed independent non-executive Director and Chair of the Sustainability Committee.

And Chen Zeng, a non-executive Director.

On my far right is Mike Ferraro, our Chief Executive Officer.

On my immediate right is Katherine Kloeden, Alumina's Company Secretary.

The Company's Chief Financial Officer, Galina Kraeva is seated in the third row.

The Company's auditor, PricewaterhouseCoopers, is represented by Ms Amanda Campbell who is also present. Ms Campbell is available to answer any questions regarding the conduct of the audit and the content and preparation of the Audit Report.

A quorum of members is present, and I now declare the meeting open.

The Notice of Meeting has been circulated and I will take it as read.

As previously notified to the ASX, all resolutions today will be decided on a poll, including and based on any proxies that were submitted before the meeting.

The proxies received for today's meeting are held by the Assistant Company Secretary, Nick Wallace-Smith.

We have received proxies representing approximately 2.05 billion shares or 71 percent of the Company's issued shares.

Votes cast in person today will of course be tallied with proxies to arrive at the final outcome advised to the ASX.

The first item on the agenda of the meeting is to receive and consider the financial statements.

No resolution or vote is required on the financial statements.

I will deal with this first item by making some remarks. I will then ask Mike Ferraro, our Chief Executive Officer, to address shareholders. Then I will open the meeting for questions on this first item before dealing with each of the remaining agenda items in turn.

Results

Now let's turn our attention to the 2023 year. I should note, all references to currency in my and Mike's presentations are in US dollars.

2023 was a tough year for Alumina. The Company reported a net loss after tax of 150 million dollars. The decline in profit from the previous year was reflective of lower realised alumina prices and higher production costs. Lower bauxite grades in Western Australia also had a considerable impact on Alcoa of Australia's performance.

The Company had to make a net capital contribution of 159 million dollars to AWAC in 2023, as compared to a cash distribution of 167 million dollars received from AWAC in the prior year.

As a result of the Company's financial performance, no interim or final dividend was declared.

To improve the joint venture' performance, management focused on working cooperatively with Alcoa on resolving three key issues for the joint venture, namely:

- · Progressing bauxite mining approvals in Western Australia; and
- Identifying long-term solutions to stem the losses from the Kwinana and San Ciprian refineries

Mike will discuss these actions and the Company's results further in his presentation.

Alcoa Scheme

As Alumina shareholders are aware, Alumina received a proposal from our AWAC joint venture partner, Alcoa Corporation, to acquire 100% of the fully paid ordinary shares in Alumina by way of a scheme of arrangement. The proposal followed earlier indicative offers from Alcoa and a period of negotiation, which included the mutual provision of confidential due diligence information.

Following review of the proposal, Alumina and Alcoa entered into a Scheme Implementation Deed on 12 March 2024.

Details of the Scheme Implementation Deed and the Alcoa proposal are described in Alumina's ASX release of 12 March 2024 and our further recent release of 21 May.

I would like to remind you of the key elements of the Alcoa proposal:

- Under the proposal, and subject to the scheme conditions being satisfied, each Alumina shareholder will receive 0.02854 Alcoa common stock (in the form of ASX-listed Alcoa CHESS Depositary Interests) for each Alumina share held.
- The proposed scheme is subject to certain conditions, including approval by the Foreign Investment Review Board, the Brazilian competition regulator, and of course, approval by you as Alumina shareholders.
- At the scheme meeting that will be convened in due course you as Alumina shareholders will have
 the opportunity to vote on the transaction to proceed. The exact date of the meeting is still to be
 confirmed, but we are working hard towards a meeting as soon as possible in the third quarter of
 this year.
- A scheme booklet setting out details of the meeting and information in relation scheme will be sent to you in due course. You don't need to take any action at this stage.

I confirm that the Independent Non-executive Directors and CEO of Alumina recommend that Alumina shareholders vote in favour of the scheme, in the absence of a superior proposal for Alumina and subject to the independent expert concluding (and continuing to conclude) that the scheme is in the best interests of Alumina shareholders.

Benefits to Alumina Limited shareholders

I would like now to address the benefits of the Scheme.

This is a historic event for the two companies, whose relationship dates back to 1961.

Alumina Limited, under its former banner of Western Mining Corporation, was a pioneering Australian mining company, focused primarily on gold, nickel, copper, commodities that have brought significant benefits to Australian shores.

Alcoa originated as the Pittsburgh Reduction Company in 1888 and was later known as the Aluminum Company of America. Alcoa was the aluminium industrial leader, and under founder Charles Martin Hall, was the original patent holder of the Hall-Héroult process for aluminium electrolysis.

Thanks to a combination of Alcoa's chemical and industrial knowledge and WMC's geology expertise, Alcoa of Australia was formed in 1961, which led to the eventual construction of three bauxite mines, three alumina refineries, two smelters and a power station, and ultimately the foundation of the AWAC joint venture in 1995. This relationship, with its seeds sowed in the 1960s, has borne fruit for many decades and brought prosperity to communities and shareholders.

Although the combination of the two AWAC joint venture partners has been mooted since the demerger and separate listing of Alumina Limited in 2002, the Board believes there are a number of logical and important reasons why now is the right time for the combination of these two companies.

The proposed transaction is expected to provide a number of benefits to Alumina shareholders, including the following:

First, it **Unifies the ownership of AWAC.** This would simplify the corporate structure, align the interests of the two JV partners and generate synergies through the elimination of Alumina's corporate costs and capital structure inefficiencies in the current JV structure.

These synergies will be shared by Alumina's shareholders who would be exchanging their interest in a minority non-operating joint venture partner for a direct interest in the operating entity.

Second, the Transaction provides Alumina shareholders with **exposure to a leading global pure play** upstream aluminium company with a geographically diversified portfolio across bauxite, alumina and aluminium.

On implementation of the proposed transaction, Alumina Limited shareholders would own approximately 31.6% of the combined group.

It has long been our view that aluminium will be an incredibly important commodity in the coming decades as the energy transition accelerates it will emphasise, the need for transmission lines and electrical vehicle lightweighting.

Through this transaction, Alumina shareholders will get exposure to Alcoa's global fleet of aluminium smelters, which are largely powered through renewable sources of energy.

Whilst this diversification is a departure from Alumina's almost exclusive focus on alumina since 2002, it is a strategic move which the Board believes will be beneficial for our shareholders.

Thirdly, it would enhance the capital structure and provide a better platform for the future growth.

On a standalone basis, Alumina has limited balance sheet capacity for debt funding and due to the previously discussed challenges and portfolio actions, its sole source of income, being the distributions from AWAC, are likely to be constrained in the next few years, absent sustained high alumina prices.

In contrast, the combined entity will have a larger and stronger balance sheet, and be better able to fund the current portfolio restructuring in AWAC, as well as realising potential growth options in the medium to longer term.

Can I conclude by saying you will in due course receive a scheme booklet setting out details of the Alcoa scheme proposal, its advantages and disadvantages, and key risks, amongst other things. At this stage, you don't need to take any action.

Share price update

Turning the impact of the transaction announcement there has been an immediate positive effect on Alumina Limited's share price, which as you can see now closely tracks the Alcoa share price.

This exchange ratio implied a 19.5% premium to the average exchange ratio over the last 12 months prior to the announcement of the proposed transaction in February 2024.

The Alumina Limited share price has risen to \$1.77 as at Thursday's closing price, a 73% increase since that announcement, benefiting from the increase in the LME and the API.

Update on Scheme Process and independent expert report

As mentioned earlier, the Transaction is subject to a number of conditions, including approval by Alumina shareholders at a scheme meeting which is targeted to be held in the third quarter of 2024.

Alumina will send a scheme booklet containing an explanatory statement and notice of meeting to Alumina shareholders in due course. The scheme booklet will contain information in relation to the Transaction, to assist you in voting on the Transaction, and an independent expert's report on whether the Transaction is in the best interests of Alumina shareholders.

If the Transaction is approved by Alumina shareholders and the other conditions precedent are satisfied or waived, the Scheme is expected to be implemented in the third quarter of 2024.

You do not need to take any action at this stage.

Australian aluminium industry

Now I want to speak more specifically about the scale and importance of the Australian aluminium industry, its key role in the Australian economy and of the social and economic contribution of AWAC itself. We sometimes make the fatal error of taking successful industries for granted.

For almost 70 years the aluminium industry has been operating in Australia. During these years, the industry has been significantly contributing to the Australian economy.

Australia is one of the few countries that produces all three key elements of the aluminium value chain: bauxite, alumina and aluminium. With its ability to bring competitive energy to the processes of adding value in Australia, our industry is foremost in successfully maximising jobs and production beyond the mining phase.

Aluminium industry operations are present in almost all Australian states with five large bauxite mines, six alumina refineries and four aluminium smelters.

Aluminium industry impact in Australia

The facts of the impact of the Australian aluminium industry on our economy and society speak for themselves.

Australian bauxite production was 100 million tonnes in 2022, making Australia one of the world's largest producers of bauxite. While approximately 40 million tonnes of bauxite were exported, the majority of the mined bauxite, around 60 million tonnes, was used domestically and converted to alumina.

Australian alumina refineries produce alumina for both domestic and external markets. In 2022, Australia's alumina production was 20.3 million tonnes, maintaining the country's position as the world's second largest alumina producer and the largest exporter, with 16 million tonnes exported.

In 2022 aluminium smelters in Australia produced 1.51 million tonnes, of which 1.42 million tonnes were exported. That made Australia the sixth largest primary aluminium producer in the world.

Community investments and contributions

The aluminium industry is a key employer and contributor to Australian communities, directly employing 19,000 people and indirectly supporting 60,000 families predominantly in regional areas.

If we look specifically at AWAC as an example, Alcoa of Australia has over 60 years of operations in Australia. Since the beginning, Alcoa of Australia has been employing thousands of people within local communities and creating value for stakeholders.

Over the years, Alcoa of Australia has made significant community investments and contributions. In 2022 alone, Alcoa of Australia paid A\$763 million Australian dollar in wages and benefits to employees, A\$4.9 million Australian dollars in community contributions, as well as A\$425 million Australian dollars in federal,

state and local taxes and royalties. Alumina Limited shareholders, via their investment in the combined group, would continue to own approximately 31.6% of Alcoa of Australia.

Contributing to Australia's Economy

In 2022, Alcoa of Australia employed over 4,800 employees and engaged with more than 1,500 suppliers. Since 1963, when Alcoa of Australia began its operations, more than 2,600 people have been trained through apprenticeships, traineeships and graduate programs.

We were pleased that the Western Australian government supported Alcoa of Australia through its approval of the 2023-2027 mine plan in December last year. However, the regulatory environment remains challenging and there is further work to be do in Australia to ensure approval processes are efficient enough to support business while providing adequate environmental protection.

Conclusion

In conclusion, 2023 was an incredibly difficult year for Alumina Limited and its shareholders.

The joint venture needed to overcome many challenges to ensure continuity of production, against a backdrop of lower alumina prices.

However, with the announcement of the Scheme with Alcoa, we believe we are facing the Company towards a new direction, effectively re-orienting the business to potentially capture upside from what we believe is a promising future for aluminium.

In the event that the Scheme is successful, this would anyway be my last Annual General Meeting of Alumina Limited. However, I will continue to preside as Chairman over the upcoming Extraordinary General Meeting when the scheme vote takes place. I would like to thank shareholders for placing their trust in me throughout my tenure as a director. It has been a pleasure to serve the Company as Chairman.

I will now hand over to Mike to discuss the Company's performance in greater detail.

2024 Alumina Limited AGM - CEO Speech

Overview of 2023

Thank you, Peter.

From a financial and operational perspective, 2023 was a very difficult year.

Whilst some factors that contributed to the poor performance have been addressed, the first quarter of 2024 continued to be difficult.

In 23, Alumina Limited recorded a net loss after tax of \$150 million dollars and made a net capital contribution to the AWAC joint venture of \$159 million dollars.

The alumina price index averaged \$343/t in 2023, and the aluminium price on the LME averaged \$2,255/t. With the optimism of China's post covid reopening and the supply disruption at Kwinana, the alumina price spiked in February 23 to \$371/t.

However, prices retraced due to a weaker aluminium market. As it is evident from the chart, the API / LME ratio was trading within a narrow range last year. The API surged from November lows of \$326/t to \$372/t by mid-January this year. This increase was primarily driven by bauxite supply concerns from Guinea and Chinese refinery curtailments.

The year-to-date API has averaged \$378 per tonne and is currently \$430 per tonne. Alumina production for 23 was a disappointing 10.3 million tonnes. Production improved in the second half of the year as Alumar recovered from equipment failures whilst Pinjarra performed better than expected whilst processing lower grades of bauxite. AWAC's cash cost of production averaged \$308 dollars per tonne, an increase of 1% compared to the previous year.

Key drivers for the increase in production costs were:

- the unfavourable impact of lower bauxite grades in Western Australia;
- the impact of lower production levels on fixed costs, particularly at the San Ciprian and Kwinana refineries;
- · higher maintenance costs; and
- higher caustic costs due to the time lag in the inventory flow.

These cost increases were offset by lower energy costs at the San Ciprian and Alumar refineries.

Production cash costs excluding Kwinana and San Ciprian averaged \$275 dollars per tonne, resulting in an average margin of around \$70 per tonne.

Areas of Focus

Management focussed throughout last year on ensuring that the Joint Venture addressed a number of issues that had contributed to the deterioration in AWAC's performance.

We also took action to weather the storm that Alumina faced. In June 2023 we successfully renegotiated our existing bank facility increasing our total facility limit from \$350 million to \$500 million.

Western Australia Bauxite

In December the WA Government announced it had approved AWAC's 5-year mine plan for 2023-2027. This approval, together with an exemption, allows AWAC to continue to operate during the EPA's assessment of the mine plan.

AWAC made a number of commitments to address key environmental factors and respond to community and stakeholder expectations, as it transitions to a more modern approval framework for the WA operations.

These commitments include enhancing protection for drinking water, no clearing for mining within 1 kilometre of public drinking water reservoirs; Reducing impacts on forest clearing, which includes capping clearing rates at 800 hectares per annum across Huntly and Willowdale mines; and, increasing current rehabilitation rates by 2027 to more than 1,000 hectares per annum.

Alcoa of Australia also recently announced that it is will enhance its longstanding commitment to protecting, restoring and sharing knowledge about the jarrah forest by establishing a dedicated research centre. The Forest Research Centre will receive 15 million Australian dollars of funding over the next five years. The Forest Research Centre will not only expand understanding of the forest, but contribute to improving overall forest health, as well as facilitating wide reaching application of the science across all manner of land uses and forest management globally.

Alcoa is also increasing transparency by publishing the five-year mine plan and associated management plans on the company's website, as well as increasing community certainty, modernising approvals and protecting cultural heritage.

San Ciprian

In December, it was announced that action was being taken at the San Ciprian refinery to reduce losses and to work towards a long-term solution.

Whilst continuing to optimise operations to preserve cash, a process for the potential sale of the complex was initiated during the first quarter of 2024 and the bid process is expected to be completed by June 2024.

The San Ciprian refinery operated at approximately 50 percent capacity in 23 after reducing production in the second half of 2022.

Whilst European gas prices have decreased well below the highs of 2022, European energy prices continue to create challenges for industry and San Ciprian.

Kwinana

In January this year, Alcoa of Australia made the difficult decision to fully curtail the Kwinana Alumina Refinery in Western Australia. Kwinana had been the foundation stone for AWAC's operations in WA since it was commissioned in 1963.

Through this time Kwinana provided valuable feedstock for AWAC's Point Henry and Portland Smelters, as well as other third-party customers. It had a nameplate capacity of 2.2 million tonnes of alumina, and throughout its lifetime has produced approximately 95 million tonnes, which equates to roughly 47.5 million tonnes of aluminium, or approximately 3.4 trillion cans.

Unfortunately, a combination of age, scale, maintenance burden and lower bauxite grades had increased its costs of production to an uneconomic and unsustainable level.

While no decision has been made regarding permanent closure or potential future restart, we want to take this opportunity to thank all those who worked at Kwinana and acknowledge their dedication and service to AWAC over the years.

Remaining Portfolio

Our remaining portfolio is strong, with our two largest refineries, Pinjarra and Wagerup, well positioned in the first quartile on the global alumina refinery cost and emissions curves.

Additionally, Alcoa continues to focus on profitability improvement across all aspects of the portfolio, with actions expected to reduce controllable operating costs in 2024 and 25.

Market and outlook

Now turning to market conditions.

For 2023, global primary aluminium production reached a record level of 71 million tonnes, representing 2% year-on-year growth. Global alumina demand mirrored the growth of primary aluminium production.

Alumina production outside China dropped 1% due to supply disruptions in Australia, Europe and Brazil, more than offsetting expansions in Indonesia and India.

With limited supply growth outside China, the alumina market remained tightly balanced in 23. Chinese alumina production costs fell by 8% in 2023, driven by lower caustic soda and energy prices. The average alumina production cost in the rest of the world also fell by 8%, driven primarily by lower fuel and caustic costs.

Going into 24, due to bauxite supply concerns from Guinea and Chinese refinery curtailments, the API rallied to \$370/t in January. Further supply disruptions, including the Kwinana curtailment and a gas supply disruption in Queensland, has put more upward pressure on alumina prices.

API surged to \$420/t in mid-May. This year to date, API has averaged \$378/t, a 10% increase compared to 2023.

An improving global economy is expected to boost aluminium consumption in 24. In the medium to longer term, demand for aluminium is expected to be strong, underpinned by the demands of decarbonisation and expected growth in renewable energy and electric vehicles. Over the next decade, global primary aluminium consumption is expected to grow by 14% or about 10 million tonnes.

As a key raw material for primary aluminium, alumina demand growth is forecast to increase

Peter has discussed the merits of the proposed transaction with Alcoa, and I would like to briefly also comment on the combination. We believe the proposed transaction is in the best interest of Alumina shareholders and provides a number of strategic benefits, including:

- unifying the ownership of AWAC;
- giving Alumina shareholders exposure to a leading global pure play upstream aluminium company and
- enhancing the combined entity's capital structure and providing a better platform for the future, relative to Alumina on a standalone basis.

We believe that this is a logical combination that provides Alumina Limited shareholders with exposure to the full integrated aluminium supply chain.

Conclusion

In closing, I would like to acknowledge that 2023 was a challenging year for shareholders, but important and difficult decisions were made to ensure the ongoing sustainability of the portfolio.

As with Peter, in the event that the scheme is successful, this would also be my last Annual General Meeting, but I will be here for the shareholder scheme meeting relating to the transaction. I have been involved with the Company since 2014, when I was appointed as a non-executive director, and subsequently became the CEO in 2017. Over the past decade I have enjoyed meeting shareholders at the AGM and supporting and leading your company over that period.

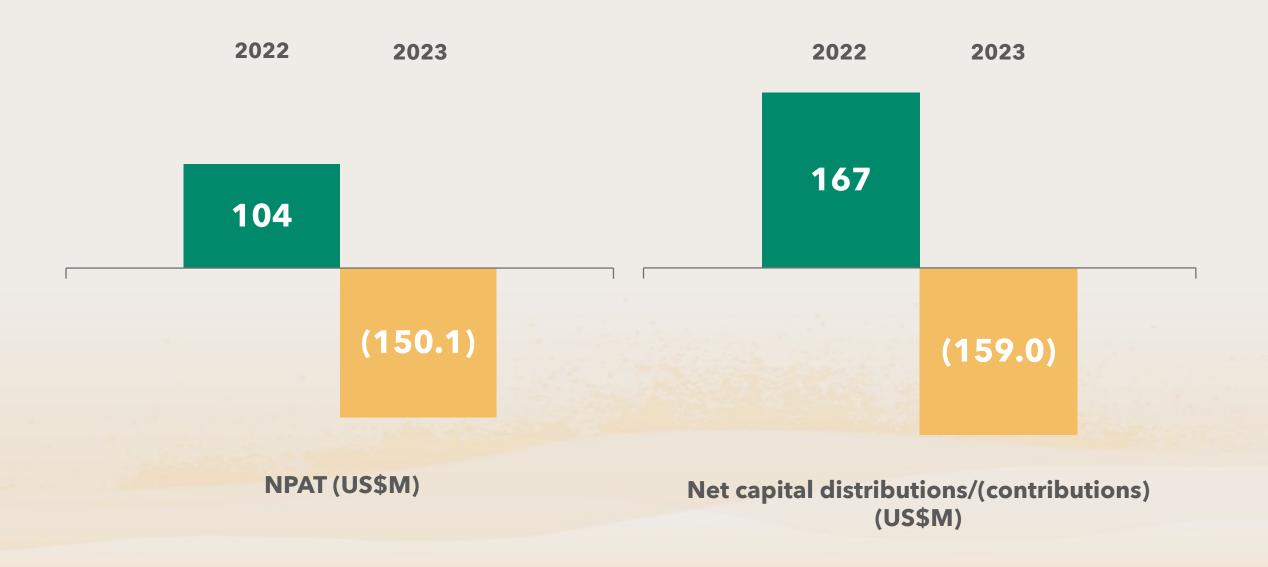
I thank you for listening today, and I will see you afterwards for refreshments.







2023 Alumina Limited Full-Year Results







- Western Australia Bauxite
- San Ciprian
- Kwinana





Alcoa Scheme Key terms

- Alumina shareholders will receive 0.02854
 Alcoa shares (in the form of ASX-listed Alcoa
 CHESS depository interests) for each Alumina share held
- Subject to certain conditions, including approval Alumina Limited shareholders
- Extraordinary General Meeting expected
 3Q 2024
- Scheme Booklet dispatched in due course
- Two Alumina Limited directors to join Alcoa Board
- Do not take action at this stage





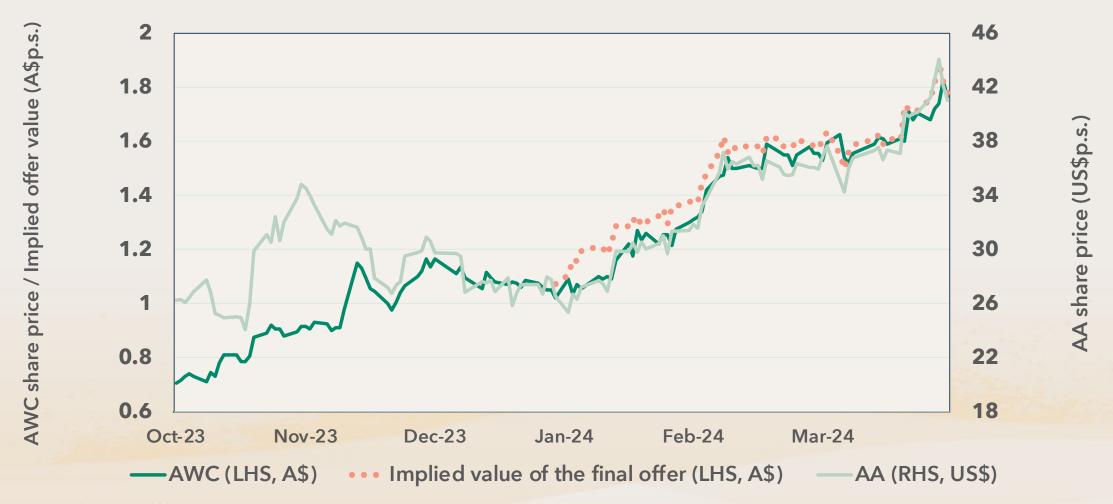
Alcoa SchemeBenefits to Alumina Limited shareholders

- Unifies AWAC ownership
- 31.6% effective ownership of the combined group
- Enhanced capital structure
- Better platform for growth





Alcoa Scheme - Alumina Limited & Alcoa share price update 19.5% premium at announcement ¹. Share price has increased by 73% ²



Source: IRESS as at May 2024



Australian aluminium industry







Aluminium industry impact in Australia



Source: Alcoa of Australia, 2022



Alcoa of Australia - 40% owned by Alumina Limited

Community investments and contributions (2022)



\$763MWages and benefits

\$4.9M
Community investment

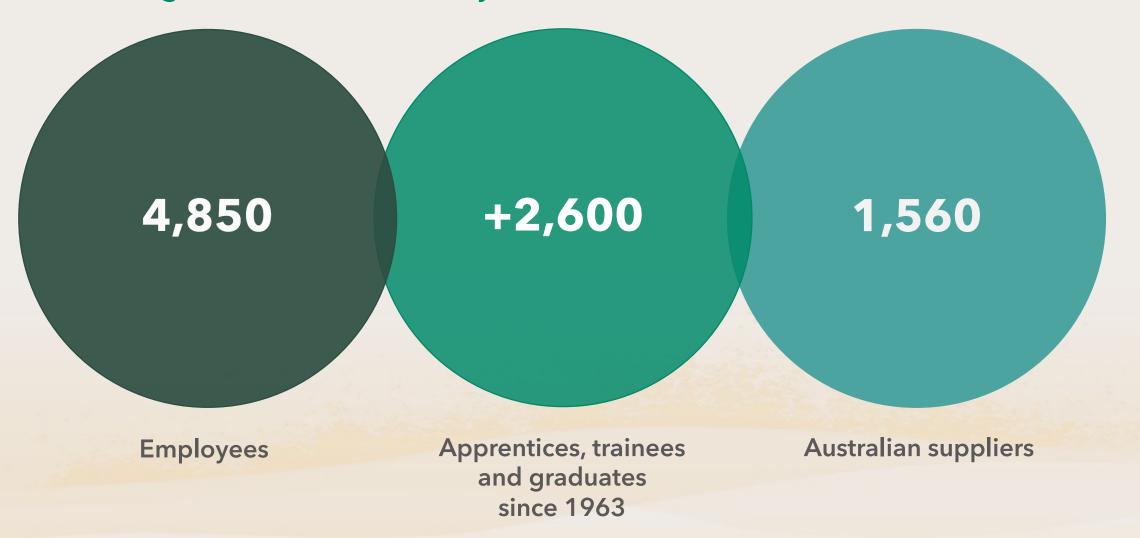
\$425M
Payment to federal, state and local governments

Source: Alcoa of Australia, 2022, AUD



Alcoa of Australia - 40% owned by Alumina Limited

Contributing to Australia's Economy (2022)



Source: Alcoa of Australia, 2022





MR MICHAEL FERRARO

Managing Director and Chief Executive Officer



Platts alumina and LME aluminium cash (USD\$/t)

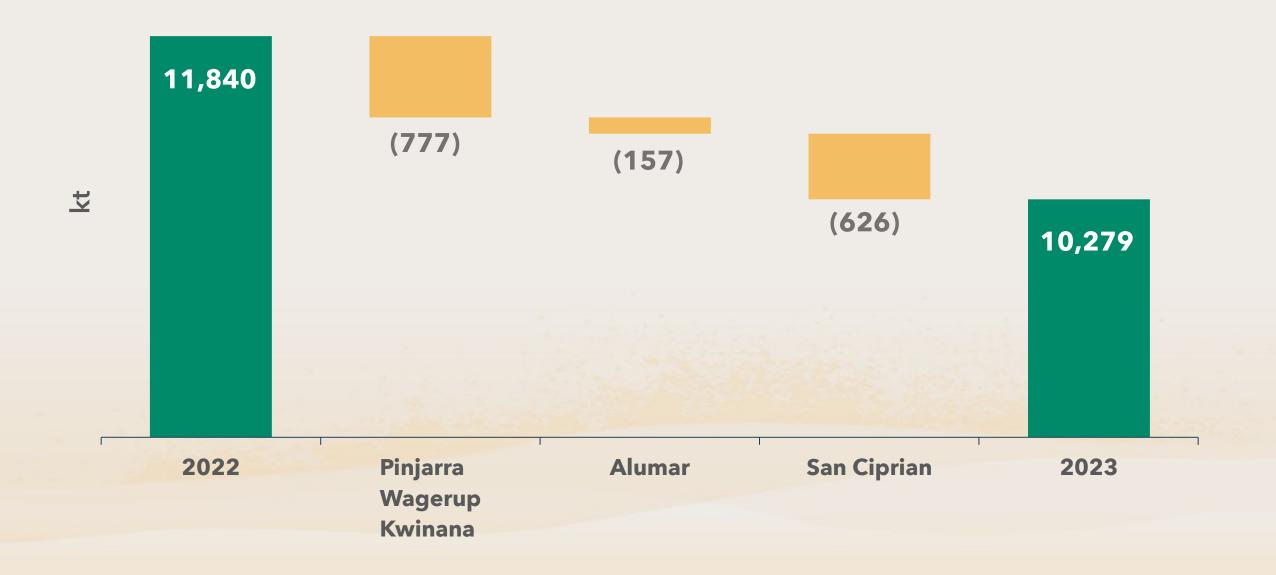
API averaged \$343/t and LME averaged \$2,255/t in 2023



Source: S&P Global Commodity Insights; IRESS as at April 2024









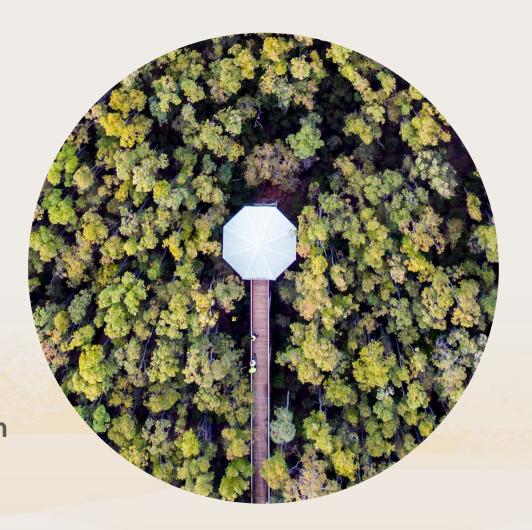


AWAC Portfolio Actions

- Western Australia Bauxite
- San Ciprian
- Kwinana
- Focus on profitability improvement

Alumina Limited

Renegotiated bank facility to \$500 million





Western Australia Future Mining Commitments



Enhancing protection for drinking water, including no mining within 1km of public drinking water reservoirs



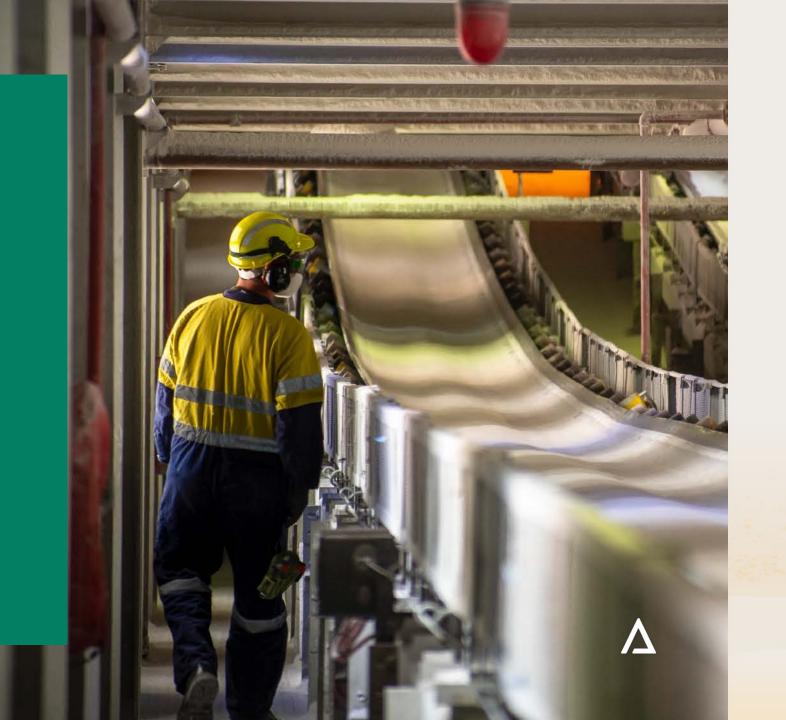
Increasing transparency by publishing the five-year mine plan



Reducing impacts on **forests**, including capping clearing at 800 ha p.a. and increasing current **rehabilitation** rates



Increasing community certainty, modernising approvals and protecting cultural heritage







- Commissioned in 1963
- Produced 95 Mt of alumina
- Equates to ~47.5 Mt of aluminium or 3.4 trillion cans







Disclaimer



Summary Information

This Presentation contains summary information about the current activities of Alumina Limited (ACN 004 820 419) (**Alumina**) and its subsidiaries as at the date of this Presentation. The information in this Presentation should not be considered to be comprehensive nor to comprise all the information that a reader may require in order to make an investment decision regarding Alumina securities. This Presentation should be read in conjunction with Alumina's other periodic and continuous disclosure announcements lodged with the ASX, which are available at www.asx.com.au.

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AWAC is currently facing increased risks and uncertainty in relation to its regulatory permit and approval processes in Western Australia.

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Basis of preparation and non-IFRS information

Consolidated Financial statements of Alumina Limited prepared in accordance with Australian Accounting Standards ("AAS") also comply with International Financial Reporting Standards (IFRS) as issued by the International Accounting Standards Board. Certain non-IFRS financial information is also presented. AWAC financial information presented has been extracted from unaudited combined financial statements prepared in conformity with accounting principles generally accepted in the United States of America ("US GAAP"). All financials are USD unless otherwise shown.

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This release has been approved and authorised for release by Mike Ferraro, Chief Executive Officer



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28 May 2024

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