



STATE OF NEW YORK
EXECUTIVE CHAMBER
ALBANY 12224

ANDREW M. CUOMO
GOVERNOR

November 16, 2015

Klaus Kleinfeld
Chairman and Chief Executive Officer
Alcoa Inc.
390 Park Avenue
New York, NY 10022

Dear Mr. Kleinfeld:

The recent announcement that Alcoa was closing operations in Massena was, quite frankly, shocking. For years, New York State has gone to great lengths to keep Alcoa's operations running in Massena. More specifically, we have given tens of millions of dollars in benefits annually over the past several years – doing everything we can to ensure that hundreds of people – many of whom have devoted their working lives to the company – could keep their jobs and livelihoods intact. It is time for Alcoa to prove that it is a good corporate citizen and do the right thing: commit to continuing its smelting operations in Massena.

While we recognize that Alcoa's ability to compete in global marketplace has been challenging, the State has responded accordingly through generous energy subsidies and other benefits allowing the company to save tens of millions of dollars annually. What is particularly troubling is the fact that this latest closure announcement comes on the heels of a recently renegotiated deal – the third such deal in five years.

John Martin, your president of U.S. Global Primary Products, recognized the State had done its part and said then, "We are committed to Massena and have a vested interest in the success of this community..."

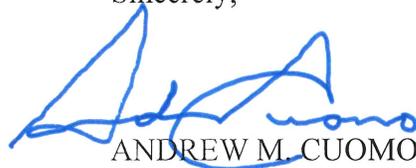
Yet, on Nov. 2, you said you would permanently shutter Massena East and curtail the smelter at Massena West, throwing hundreds people out of work in a region where well-paying, skilled jobs are desperately needed and where the community relies on your economic impact to operate things like public schools and the local government.

WE WORK FOR THE PEOPLE
PERFORMANCE ★ INTEGRITY ★ PRIDE

The State's extremely generous incentives provided to Alcoa have been a one-of-a-kind opportunity to transform what you do in Massena and build a vibrant plant that will be at once profitable and competitive. New York has invested in Alcoa – and it is time that Alcoa held up its responsibility to Massena. There is still time for that to happen.

My administration remains fully committed to reaching an agreement to ensure your continued operation. That agreement must, however, recognize the millions of dollars of incentives New York State has already provided the company. Now, Alcoa has to do its part.

Sincerely,



ANDREW M. CUOMO