August 18, 2014

Sustainability and CR at Novelis: Closing the Loop
Georgia Recycling Coalition Conference
Brooke Beadle, Sustainability Manager
World's Largest Aluminum Roller

Novelis
World’s Largest Aluminum Recycler

Novelis
Global Footprint

11,200
Employees

$9.8b
Revenues

2,786 Kt
Shipments

24
Operations

9
Countries

Revenues and shipments based on FY 2014 Results
## Global Footprint

Revenues and shipments based on FY 2014 Results

<table>
<thead>
<tr>
<th></th>
<th>North America</th>
<th>South America</th>
<th>Europe</th>
<th>Asia</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees</td>
<td>3,000</td>
<td>1,800</td>
<td>4,500</td>
<td>1,900</td>
</tr>
<tr>
<td>Revenues</td>
<td>$3.1 Billion</td>
<td>$1.6 Billion</td>
<td>$3.3 Billion</td>
<td>$1.9 Billion</td>
</tr>
<tr>
<td>FRP Shipments</td>
<td>958 kt</td>
<td>447 kt</td>
<td>911 kt</td>
<td>640 kt</td>
</tr>
</tbody>
</table>

*Revenues and shipments based on FY 2014 Results*
World Leader in Rolled Aluminum

Novelis #1
 Rolled Products Supplier Worldwide

Leader in:
• Can & Auto
• Rolling Technology
• Recycling & Closed-Loop Partnerships

Global FRP Production

Source: Novelis estimates, 2012 data
Working Closely with Our Customers on Next-Generation Products

Beverage Cans
- ABInBev
- Ball
- CP
- Coca-Cola
- CAN-PACK
- CROWN
- Rexam

High-End Specialties
- Pactiv
- Samsung
- LG
- AGFA
- VELUX
- GM
- Ford
- Mercedes-Benz

Automotive
- Audi
- Jaguar
- Chrysler
- Land-Rover
- BMW

Long-term annual growth rate (CY13-20)
Global Trends That Affect Our Business

These Sustainability Trends Point to Increasing Aluminum Demand

**Economic Development**
- Increasing urbanization, modernization of infrastructure, and global wealth

**Material Preference**
- Increasing substitution to aluminum from other materials in emerging markets

**Environment**
- Growing awareness of environmentalism and demand for recycled products
Increasing Carbon Regulations

The world is demanding a reduction in carbon emissions
Evaluating our Carbon Footprint

- Bauxite Mining
- Alumina Refining
- Primary Smelting
- Ingot Casting
- Remelting
- Recycling
- Rolling

39% Recycled Content
50% Recycled Content
80% Recycled Content
Material Issues

Constrained Resources
- Sustainable Sourcing

Population Growth
- Urbanisation

Regulation & Stakeholder Perception
- Increasing Carbon Focus

Economic Sustainability

Environmental Sustainability
- Reduced GHGs
- Low Carbon Solutions

Social Sustainability
- Waste Reduction
- Water Use

Life Cycle
Supply Chain

Water Use
Supply Chain

Not just aluminum, Novelis Aluminum.™
Our Sustainability Vision

- **Economic Sustainability**
  - Long-term profitability driven by aggressive expansion plans
- **Environmental Sustainability**
  - Business strategy based on materials, processes & products with minimal dependence on resources
- **Social Sustainability**
  - Benefiting society through innovative, low carbon product solutions and engagement with our communities

2020
Achieving Our Vision

Transform our business model to a closed-loop and low-carbon model
<table>
<thead>
<tr>
<th><strong>Our Targets</strong></th>
<th><strong>Baseline FY07-09 Avg</strong></th>
<th><strong>Performance FY13</strong></th>
<th><strong>Targets FY20</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Profitability</strong></td>
<td>Approximately double FY11 adjusted EBITDA by FY16</td>
<td>$0.6 billion</td>
<td>$0.96 billion</td>
</tr>
<tr>
<td><strong>Recycled metal content</strong></td>
<td>80% by 2020</td>
<td>30%</td>
<td>46% in FY14</td>
</tr>
<tr>
<td><strong>Energy usage</strong></td>
<td>Reduce by 39% per metric ton of sales</td>
<td>12.4 GJ/mt</td>
<td>10.0 GJ/mt</td>
</tr>
<tr>
<td><strong>Water usage</strong></td>
<td>Reduce by 25% per metric ton of sales</td>
<td>3.7 m³/mt</td>
<td>3.1 m³/mt</td>
</tr>
<tr>
<td><strong>GHG emissions</strong></td>
<td>Halve our absolute amount (Scope 1,2 and 3)</td>
<td>21 m mt</td>
<td>18 m mt</td>
</tr>
<tr>
<td><strong>Landfill</strong></td>
<td>Zero Landfilled Waste</td>
<td>60 K mt</td>
<td>56 K mt</td>
</tr>
<tr>
<td><strong>Safety</strong></td>
<td>Zero recordable injuries</td>
<td>1.01</td>
<td>0.60</td>
</tr>
<tr>
<td><strong>Employees</strong></td>
<td>100% of eligible employees receive annual performance feedback; World-class leadership development program</td>
<td>NA</td>
<td>In progress</td>
</tr>
<tr>
<td><strong>Community</strong></td>
<td>100% of operations have local community engagement process</td>
<td>NA</td>
<td>In progress</td>
</tr>
<tr>
<td><strong>Code of Conduct</strong></td>
<td>Employee and supplier codes rolled out and process in place for noncompliance</td>
<td>NA</td>
<td>In progress</td>
</tr>
</tbody>
</table>
Our Focus On Recycling

Novelis will increase its current use of recycled aluminum from 33% to 80% by 2020.

This will remove 10 million metric tons of greenhouse gas emissions from the aluminum product value chain annually.
Cutting Emissions in Half While Increasing Production

Baseline  
FY07-FY09  
21m metric tons

Vision 2020  
11m metric tons

- 90%  
- 10%

- 76%  
- 24%

Novelis Recycling and Fabrication
Material Inputs

Not just aluminum, Novelis Aluminum.
Investing Nearly $2B in Strategic Capacity Expansions

- **United States**: ~360kt
- **Germany**: ~400kt
- **Korea**: ~350kt
- **Brazil**: ~220kt
- **China**: ~120kt
- **Autonomous Finishing Line(s)**: ~120kt
- **Recycling Expansions**: ~265kt

*Color codes:
- **Red**: Rolling Capacity Expansion
- **Blue**: Automotive Finishing Line(s)
- **Green**: Recycling Expansions*
Building The World’s Largest Recycling Network

We are nearly doubling our recycling capacity from 1.2 million metric tons to 2.1 million metric tons by 2015.
Expanding for The Future

World’s largest aluminum recycling center to open in October 2014
Growing & Diversifying our Scrap Inputs

- **Can Scrap**
  - 2011: 1 Million Tons
  - 2015: 2 Million Tons
  - 2020: >4 Million Tons

- **Non-Can Scrap**

Timeline:
- 2011
- 2015
- 2020
Growing Our Recycled Content

- 33% in 2010
- 39% in 2012
- 46% in 2014
- 50% by 2015
- 80% by 2020

80% GOAL
Working Closely With Our Customers
On Next-Generation Products

Driving research and innovation to:
- find ways for products to be more sustainable, use more recycled content
- develop products that are more easily recycled recycling process technology
Novelis is the Automotive Tech Leader
Lightweighting Through Use of Aluminum in Automotive

Lower Energy Use & Lower Emissions

Potential 3,000 Litres Fuel Saving over the Vehicle’s Lifetime

1 ton of aluminium

20 tons of CO₂ emissions over lifetime of car

Not just aluminum, Novelis Aluminum.
Novelis is a Catalyst for Sustainable Innovation

2014 Range Rover: 100% Novelis Aluminum

Weight Loss
700 lbs saved from Aluminum unibody and hang-ons

Performance
“...light-weighted Range Rover feels likewise transformed”

Economy
9% improvement in mpg while cutting 0 to 60 mph by one second

Awards
“...the cycle of burgeoning weight and engine power has ended”
evercan™
New Standard of Sustainability for Beverage Packaging

- Industry’s first independently certified can body sheet
- Available in North America, South America, Europe and Asia
- Current guaranteed recycled content of 90% for the body; 70% for the can
  - Ultimate goal: 100% recycled content can
- First commercial application announced in spring 2014
First ever can customer
Red Hare Brewing Company
Community Dialogue

Evolve our community engagement & philanthropic program

- To be present in all locations where we have operations
- To identify and address the needs of the local communities
- To put focus on areas that relate to our business strategy

Safety

Math & Science

Recycling
Safety

The House That Cans Built
Greensboro, GA

One Novelis Volunteer Month
Atlanta, GA
Math & Science

FIRST Robotics
Peachtree Regional Competition
Recycling

Official Recycling Partner of the Atlanta Falcons

Curbside Value Partnership

Cans for Kids’ Wishes with Make-a-Wish

One More Generation
Thank you for Recycling