

June 9, 2014

Sustainability at Novelis

Closing the Loop

Brooke Beadle, Sustainability Manager



Novelis

A wide-angle photograph of a vast industrial facility, likely an aluminum mill. The floor is densely packed with hundreds of large, cylindrical coils of aluminum sheet metal. The coils are arranged in neat rows, receding into the distance. The metal has a bright, reflective, silvery-gold hue. In the background, the complex structure of the factory is visible, with steel beams, overhead cranes, and various pieces of machinery. The lighting is bright and even, highlighting the metallic surfaces.

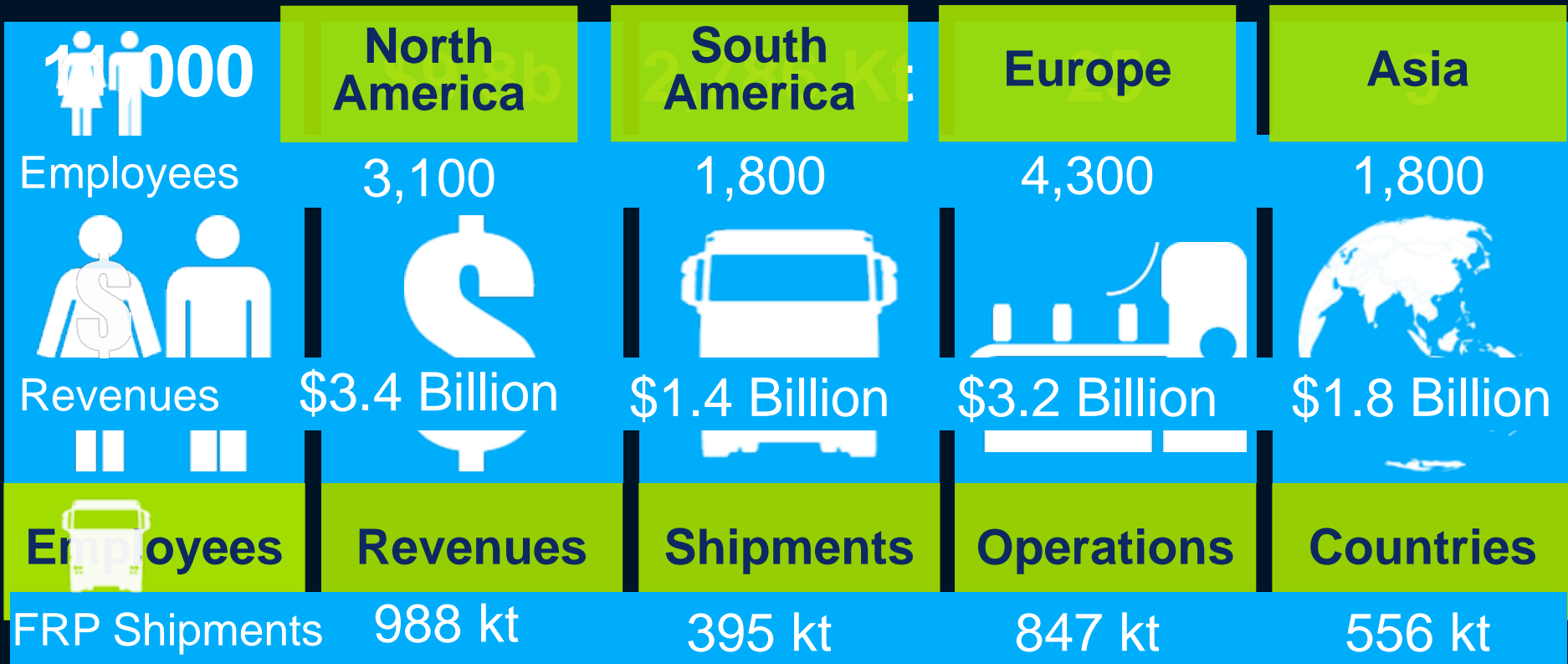
World's Largest Aluminum Roller

Novelis

World's Largest Aluminum Recycler

Novelis

Global Footprint



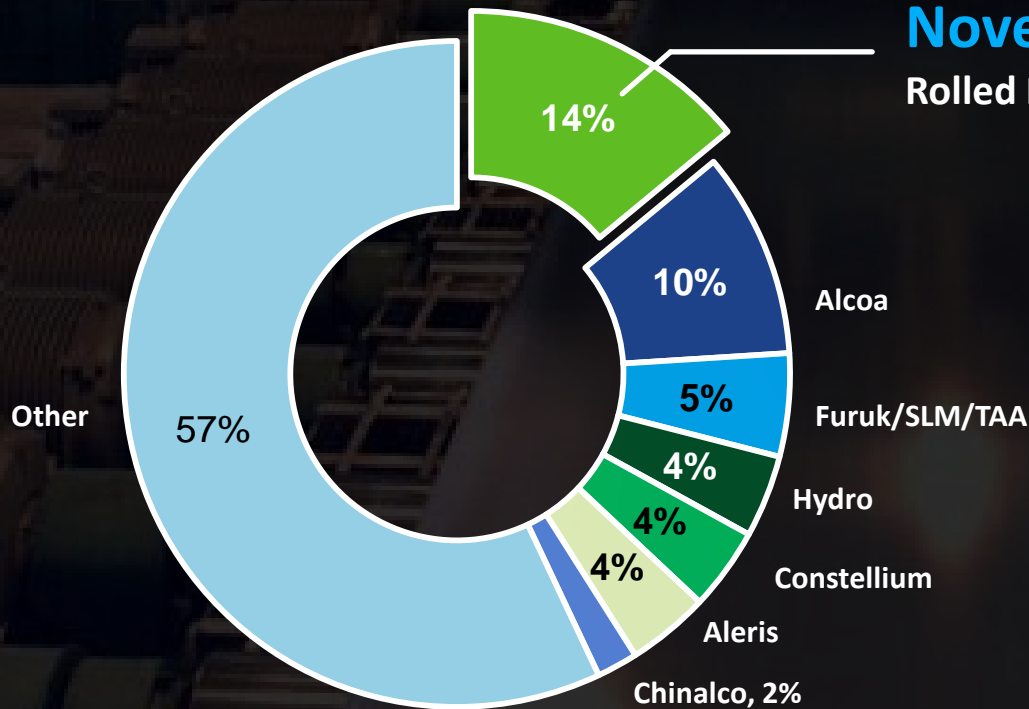
Shipments and Sales Based on FY 2013 Results; Employees as of March 31, 2013

Global FRP Production

World Leader in Rolled Aluminum

Novelis #1

Rolled Products Supplier Worldwide



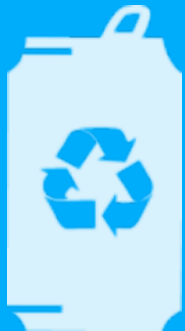
Leader in:

- Can & Auto
- Rolling technology
- Recycling & closed-loop partnerships

Total 100% = 20 mt Top 6 = 41%

Working Closely with Our Customers on Next-Generation Products

Beverage Cans



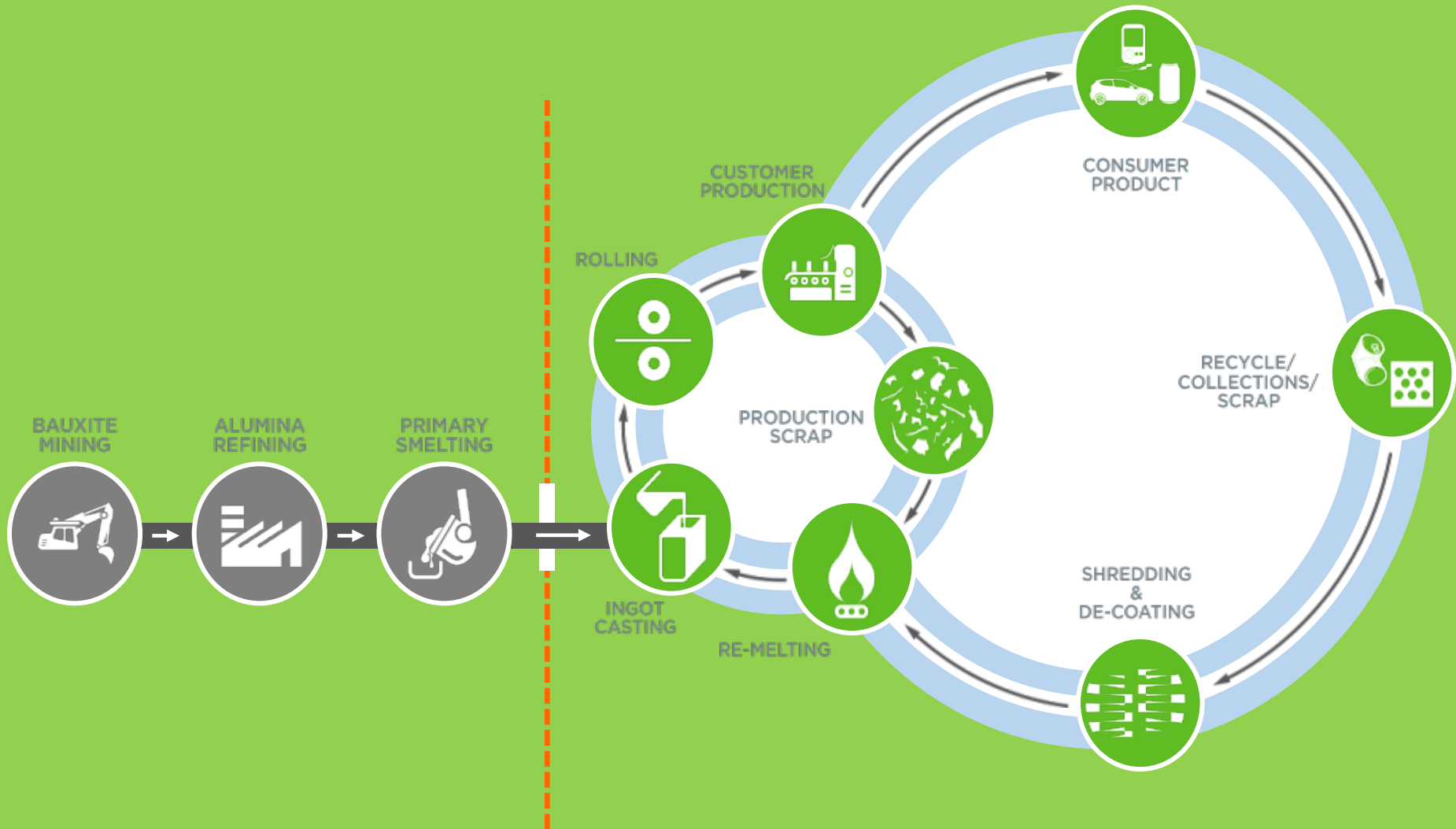
High-End Specialties



Automotive



Creating a Closed Loop Circular Economy



Our 2020 Sustainability Targets

Our Targets		Baseline	Performance	Targets
		FY07-09 Avg	FY13	FY20
Profitability	Approximately double FY11 adjusted EBITDA by FY16	\$0.6 billion	\$0.96 billion	\$2 billion
Recycled metal content	80% by 2020	30%	46% 40% in FY14	80%
Energy usage	Reduce by 39% per metric ton of sales	12.4 GJ/mt	10.0 GJ/mt	7.6 GJ/mt
Water usage	Reduce by 25% per metric ton of sales	3.7 m ³ /mt	3.1 m ³ /mt	2.7 m ³ /mt
GHG emissions	Halve our absolute amount (Scope 1,2 and 3)	21 m mt	18 m mt	11 m mt
Landfill	Zero Landfilled Waste	60 K mt	56 K mt	0 K mt
Safety	Zero recordable injuries	1.01	0.60	0
Employees	100% of eligible employees receive annual performance feedback; World-class leadership development program	NA	In progress	Benchmarked in top 20%
Community	100% of operations have local community engagement process	NA	In progress	100%
Code of Conduct	Employee and supplier codes rolled out and process in place for noncompliance	NA	In progress	100%



Our Focus On Recycling

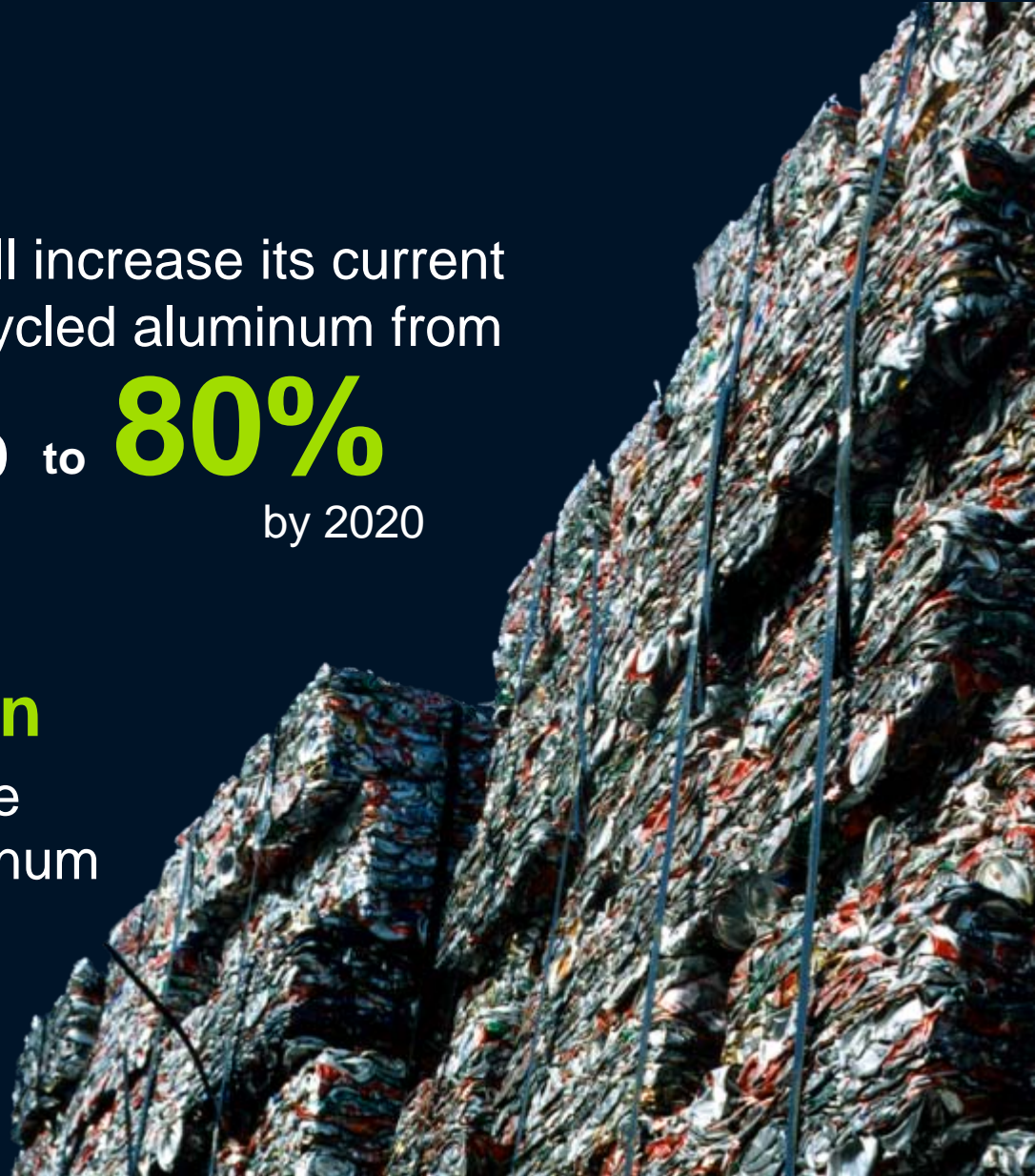


Novelis will increase its current use of recycled aluminum from

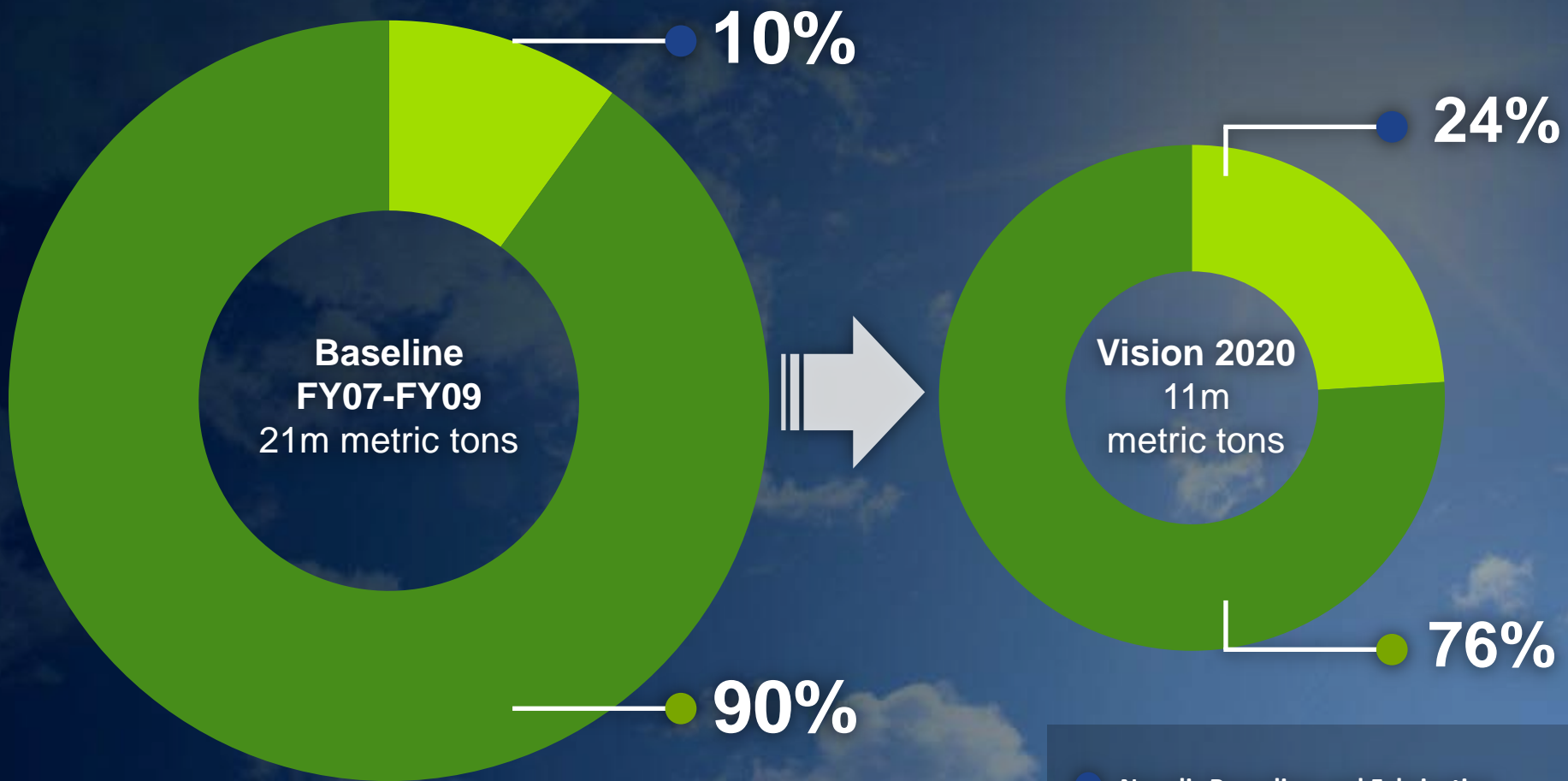
33% to **80%**

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



- Novelis Recycling and Fabrication
- Primary Raw Materials

Not just aluminum, Novelis Aluminum.

Expanding for The Future



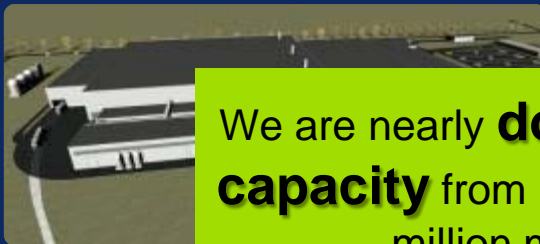
Investing Nearly \$2B in Strategic Capacity Expansions



- Rolling Capacity Expansion
- Automotive Finishing Line(s)
- Recycling Expansions

Building The World's Largest Recycling Network

NORTH AMERICA



Nachterstedt, Germany

EUROPE

Latchford, UK
Dorff, Germany
Pieve, Italy



Yeongju, Korea

We are nearly **doubling our recycling capacity** from 1.2 million metric tons to 2.1 million metric tons by 2015



ASIA

Yeongju, Korea
Ulsan, Korea

SOUTH AMERICA

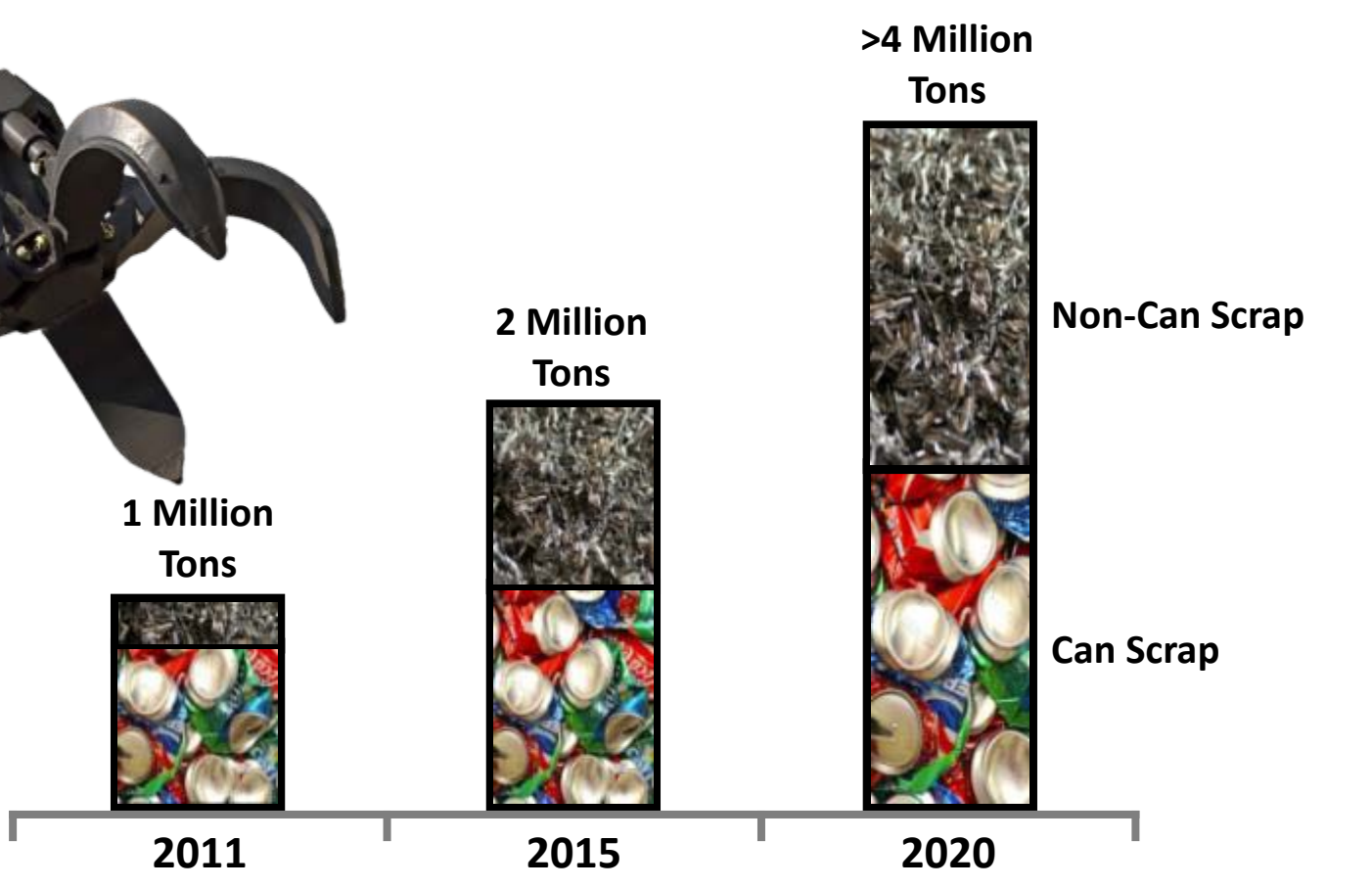
Pinda, Brazil



Pinda, Brazil

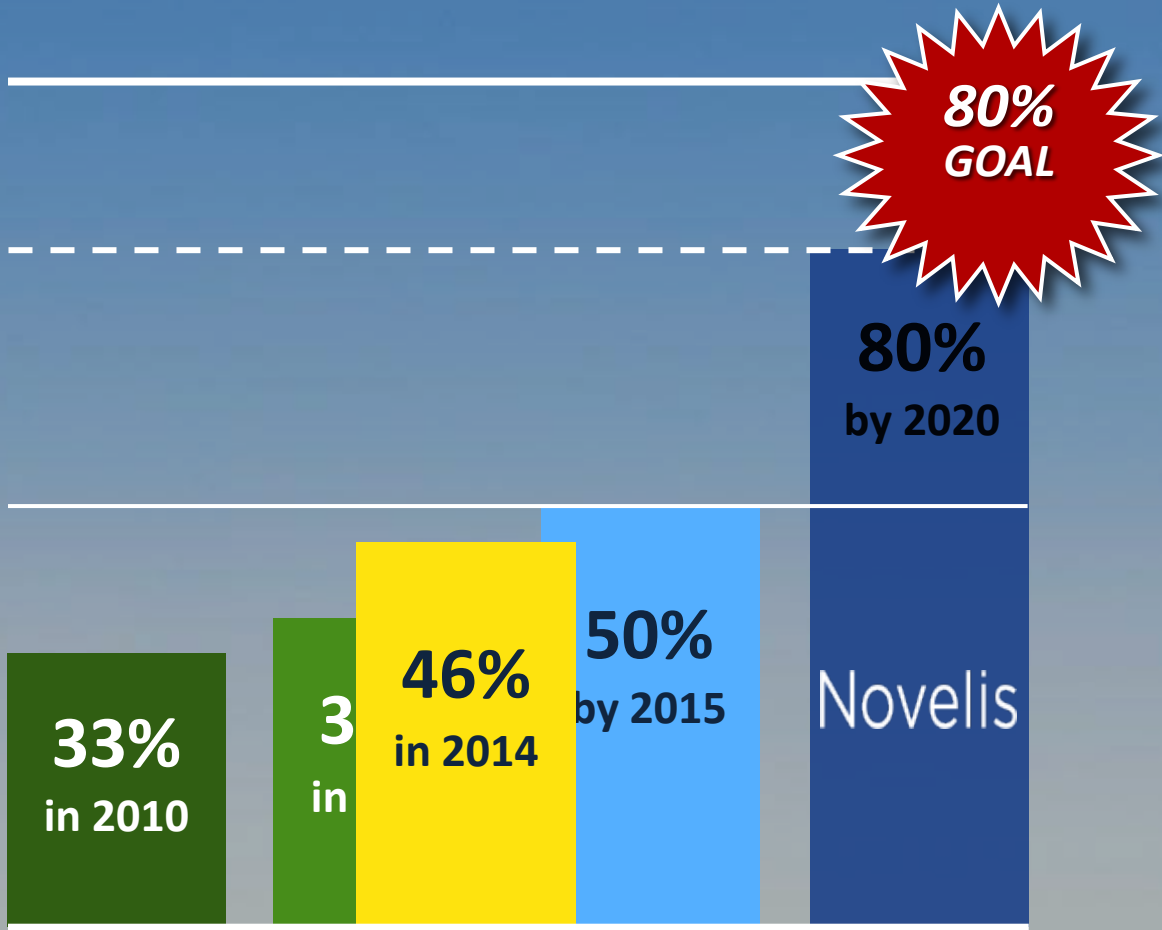
Not just aluminum, Novelis Aluminum.™

Growing & Diversifying our Scrap Inputs





So how is the 80% progressing?



Not just aluminum, Novelis Aluminum.

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 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"

ROAD&TRACK

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"

THE WALL STREET JOURNAL.

Not just aluminum, Novelis Aluminum.™



evercan™

New Standard of Sustainability for Beverage Packaging

We aim to change our “whole business model from a traditional linear one to a closed-loop one”.

- **World’s first independently certified high recycled content can body sheet**
- **Now commercially available in Asia, Europe, North America & South America**



Not just aluminum, Novelis Aluminum.

First evercan customer Red Hare Brewing Company



Thank you for Recycling

Novelis

Not just aluminum, Novelis Aluminum.™