World’s Largest Aluminum Roller

Novelis
World’s Largest Aluminum Recycler

Novelis
### Global Footprint

<table>
<thead>
<tr>
<th>Region</th>
<th>Employees</th>
<th>Revenues</th>
<th>FRP Shipments</th>
<th>Shipments</th>
<th>Operations</th>
<th>Countries</th>
</tr>
</thead>
<tbody>
<tr>
<td>North America</td>
<td>3,100</td>
<td>$3.4 Billion</td>
<td>988 kt</td>
<td>395 kt</td>
<td>2,786 Kt</td>
<td>25 Countries</td>
</tr>
<tr>
<td>South America</td>
<td>1,800</td>
<td>$1.4 Billion</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Europe</td>
<td>4,300</td>
<td>$3.2 Billion</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Asia</td>
<td>1,800</td>
<td>$1.8 Billion</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*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

Source: Novelis estimates, 2012 data

Total 100% = 20 mt  Top 6 = 41%
Working Closely with Our Customers on Next-Generation Products

Beverage Cans
- ABInBev
- Coca-Cola
- CROWN
- Ball
- Rexam

High-End Specialties
- Pactiv
- Samsung
- LG
- AGFA
- Velux
- Prefa

Automotive
- Audi
- Jaguar
- Hyundai
- Land Rover
- GM
- Ford
- Mercedes-Benz

Long-term annual growth rate (CY13-20)
Creating a Closed Loop Circular Economy

BAUXITE MINING → ALUMINA REFINING → PRIMARY SMELTING → PRODUCTION SCRAP → INGOT CASTING → RE-MELTING → ROLLING → CUSTOMER PRODUCTION → CONSUMER PRODUCT → RECYCLE/COLLECTIONS/SCRAP → SHREDDING & DE-COATING
# Our 2020 Sustainability Targets

## Our Targets

<table>
<thead>
<tr>
<th>Our Targets</th>
<th>Baseline FY07-09 Avg</th>
<th>Performance FY13</th>
<th>Targets FY20</th>
</tr>
</thead>
<tbody>
<tr>
<td>Profitability</td>
<td>$0.6 billion</td>
<td>$0.96 billion</td>
<td>$2 billion</td>
</tr>
<tr>
<td>Recycled metal content</td>
<td>80% by 2020</td>
<td>30%</td>
<td>46% in FY14  80%</td>
</tr>
<tr>
<td>Energy usage</td>
<td>12.4 GJ/mt</td>
<td>10.0 GJ/mt</td>
<td>7.6 GJ/mt</td>
</tr>
<tr>
<td>Water usage</td>
<td>3.7 m³/mt</td>
<td>3.1 m³/mt</td>
<td>2.7 m³/mt</td>
</tr>
<tr>
<td>GHG emissions</td>
<td>21 m mt</td>
<td>18 m mt</td>
<td>11 m mt</td>
</tr>
<tr>
<td>Landfill</td>
<td>60 K mt</td>
<td>56 K mt</td>
<td>0 K mt</td>
</tr>
<tr>
<td>Safety</td>
<td>Zero recordable injuries</td>
<td>1.01</td>
<td>0.60</td>
</tr>
<tr>
<td>Employees</td>
<td>NA</td>
<td>In progress</td>
<td>Benchmarked in top 20%</td>
</tr>
<tr>
<td>Community</td>
<td>NA</td>
<td>In progress</td>
<td>100%</td>
</tr>
<tr>
<td>Code of Conduct</td>
<td>NA</td>
<td>In progress</td>
<td>100%</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

Novelis Recycling and Fabrication
Primary Raw Materials

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

- **United States**: ~360kt
- **Germany**: ~400kt
  - Automotive Finishing Line(s): ~120kt
- **Korea**: ~350kt
  - Recycling Expansions: ~265kt
- **Brazil**: ~220kt
  - Recycling Expansions: ~190kt
- **China**: ~120kt

**Legend**
- Rolling Capacity Expansion
- Automotive Finishing Line(s)
- Recycling Expansions
We are nearly **doubling our recycling capacity** from 1.2 million metric tons to 2.1 million metric tons by 2015.
Growing & Diversifying our Scrap Inputs

<table>
<thead>
<tr>
<th>Year</th>
<th>Can Scrap</th>
<th>Non-Can Scrap</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>1 Million Tons</td>
<td>1 Million Tons</td>
</tr>
<tr>
<td>2015</td>
<td>2 Million Tons</td>
<td>&gt;4 Million Tons</td>
</tr>
<tr>
<td>2020</td>
<td>Can Scrap</td>
<td>Non-Can Scrap</td>
</tr>
</tbody>
</table>
So how is the 80% progressing?
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”

**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”

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
First ever can customer
Red Hare Brewing Company
Thank you for Recycling