

Shaping a Sustainable  
World Together

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Novelis



# To Our Partners

This year at Novelis, we took another important step on our sustainability journey by defining our company's purpose. We understood at the outset of this process that everyone wants purpose in their lives. Increasingly, they want companies to have purpose, too. Beyond the bottom-line. That means ensuring that what we're doing every day is meaningful and making a positive impact – on society, the environment and our communities.

As we sought to define the Novelis Purpose, we learned that purpose is not something you simply declare. Instead, it is something you must uncover from within. Purpose has to be authentic to who you are as a company – including where you came from and where you're headed. It has to ring true for everyone – both inside and outside the walls of our many operations worldwide. So, after many months of discovery, discussion and deliberation, we arrived at our purpose – *Shaping a Sustainable World Together* – which had really been there all along in the decisions we've made and the values we hold dear.

This is truly our purpose at Novelis. To work with our colleagues, our customers and our communities to shape a sustainable world together.

Aluminum is a unique material, able to preserve its unique properties as an infinitely recyclable element. And, it is the trust that our customers place in us and our metal that makes Novelis the preferred lightweight and recycling partner of choice. We collaborate with our customers around the world to develop innovative solutions to lightweight vehicles, improve packaging to better protect beverages, and construct buildings that are more energy efficient and beautiful to enjoy.

But purpose extends beyond just our products. It carries through to our people and the care we have for each other. At Novelis, we hire for generations. We are an organization where people can stay for their entire careers and whose children – and even grandchildren – will join the company, contributing to the sustainability of the workforce and driving Novelis forward.

It's also about making our business more sustainable and efficient. By reducing our dependence on a depleting resource, our business can prosper far into the future. As we do, our communities will flourish along with us.

Through all of Novelis' work with our products, our people and our communities, we are improving our world. By reducing pollution, lessening the dependency on limited natural resources and promoting social and economic mobility, we help sustain the world.

As we continue on this important journey, it's our purpose that will guide our strategy and deliver our promise and true competitive advantage. We look forward to working with you and all of our partners to continue to shape a sustainable world together.

Sincerely,



**Steve Fisher**  
President and Chief Executive Officer





# What Is Purpose?

It is the reason we do what we do and the core of who we are. At Novelis, it’s what gets us rolling and energized to come to work each and every day. Our Purpose is built from our history, and it also reflects our experiences today. As we look to our future, Purpose will align everything we do – the way we work, the decisions we make and the partnerships we pursue.

Everywhere you look, you can find examples of our Purpose in action.

As the world’s largest recycler of aluminum, we are reducing our dependence on energy-intensive primary aluminum and creating a more efficient and sustainable business model.

For our employees, we are investing in their professional development, offering a place where they can build their careers for the long-term. This helps us attract and retain highly skilled, talented individuals and makes us an employer of choice. Because of this, it’s common to find generations of families working at our plants – parents, children and even grandchildren.

We also create sustainable partnerships with our customers, building decades-long relationships, which allow us to better appreciate and understand their needs. Innovation occurs when we listen to our customers’ needs and partner with them to solve their challenges. Collaborations to create lighter vehicles, food containers made completely from recycled content or building facades that better withstand corrosion and use less energy. These are all examples of how we help our customers serve their customers – ultimately shaping a sustainable world together.

Lastly, our volunteering and charitable giving efforts leverage our unique strengths to deliver a meaningful impact on the many communities we serve around the world. Investing where we work, live and play contributes to the economy and sustains our communities for generations to come.

Novelis’ Purpose, Shaping a Sustainable World Together, is the timeless North Star to which we align our strategic and business decisions, creating a true positive impact on the world.

## Shaping a Sustainable World Together

### Shaping

Shaping means to form, make or model. From cans to cars to consumer electronics, when Novelis shapes aluminum, we shape innovations that move us toward what’s next.

### Sustainability

Sustainability is core to who we are at Novelis. It’s not just about our products, but also about our business, partnerships and employees. That’s why everything at Novelis is made to last – into the future and beyond.

### World Together

World Together represents the possibilities of collaboration. When we work together and build on our collective intelligence, we are capable of shaping a world that sustains us all.





# Care is at Our Core

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At Novelis, care is at our core. We stick together through thick and thin, and we want every employee to share a sense of belonging and purpose, knowing that the whole is greater than the sum of its parts.

As we grow and evolve, our passion will remain not only for what we do but for who we do it with – because forming sustainable bonds and ensuring the health and well-being of our people and our communities is our top priority.

## Safety

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Everything we do at Novelis starts with safety. It is this commitment to protecting our people and our communities that has led us to industry-leading safety performance. Helping us achieve this distinction is our Novelis Safety System, which provides a systematic approach to identifying, managing and mitigating risks in our operations. With this system, all Novelis team members are charged with looking out for their own safety, as well as that of their colleagues, by following three basic safety obligations: I will work safe, I will intervene if I see somebody working unsafe and I will stop any unsafe behavior if intervened upon.

In addition to the Novelis Safety System, the company also ensures the health and safety of its employees by providing them with opportunities to participate in ongoing initiatives to make the workplace and our communities safer. One such initiative is Novelis Prepared, an enterprise-wide initiative aimed at having 100 percent of our colleagues trained in CPR, AED and basic first aid. This training provides colleagues with the ability and life-saving skills required to respond to medical emergencies should they arise at work or elsewhere.



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In FY18, Novelis' facility in Yeongju, South Korea reached 4 million hours without a recordable safety incident.

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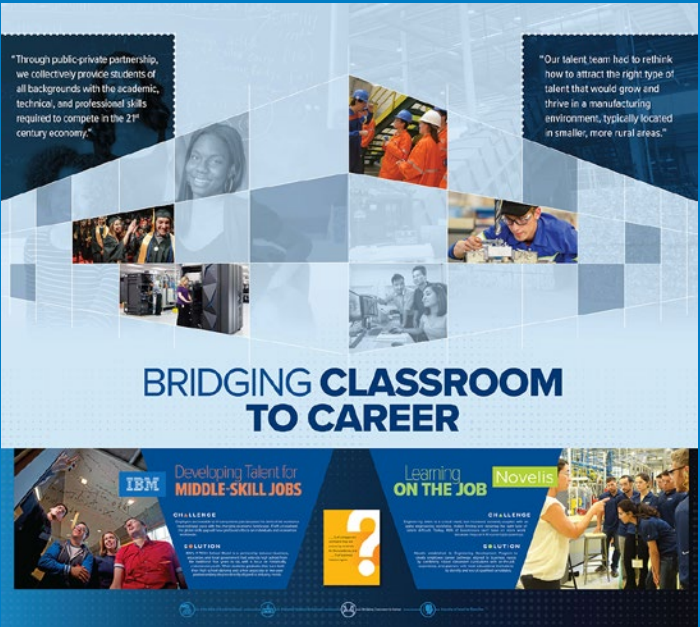


# Building the Workforce of the Future

Our world-class workforce is our greatest asset, and we are committed to sustaining it by helping employees continue to develop their talents throughout their careers by providing a diverse offering of training programs and learning opportunities. One such program is our Engineering Development Program (EDP) aimed at recruiting and retaining rising engineers.

Through classroom coursework, coaching, on-the-job projects and other development opportunities, this program has proven to accelerate the development of an early-career engineer as it provides them with knowledge of the end-to-end manufacturing process and an understanding of how their role aligns to it. In the six years that the EDP program has existed, 350 early-career engineers have graduated.

This year, the EDP initiative was recognized by the U.S. Chamber of Commerce as a model program for how a company can effectively identify and close its skills gap and establish a sustainable talent pipeline. The program is currently being featured in a year-long lobby exhibit at the Chamber as well as a complementary Chamber-sponsored website: [forwardontalent.org/stories/novelis](http://forwardontalent.org/stories/novelis).



# Diversity and Inclusion

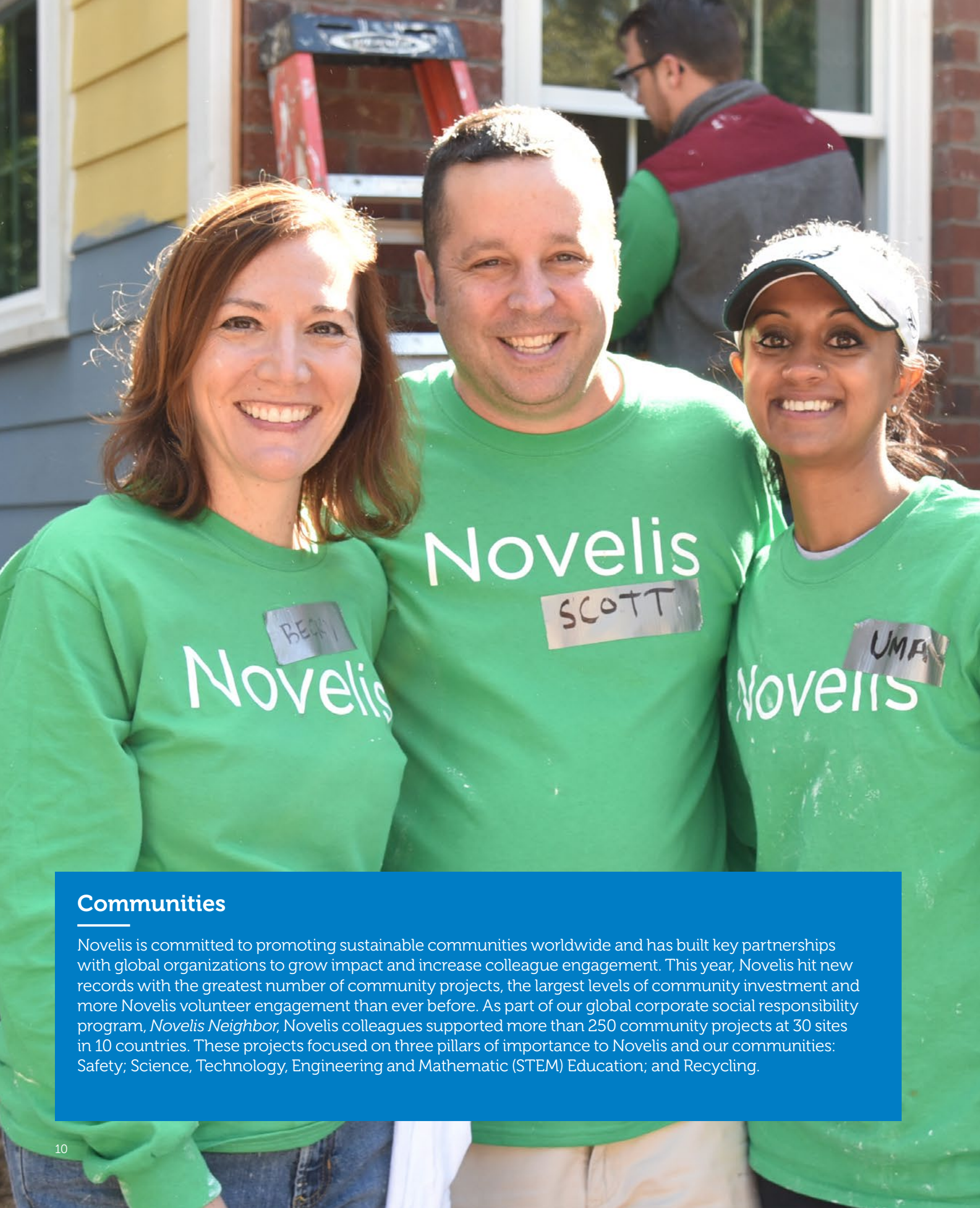
**WiN** Women in Novelis

Women in Novelis (WiN) is an employee-led program aimed at supporting the professional contributions and career advancement of female employees. This grassroots effort provides an opportunity for both men and women to share ideas, network and help accelerate the recruitment, retention and advancement of women at all levels of the organization. Creating new opportunities and making positive changes in policies and operations, Novelis remains dedicated to furthering its commitment to ensure that all employees have the right tools, resources and opportunities to grow, thrive and develop throughout their Novelis careers.

**EQUAI** Novelis Diversity Program

In FY18, Novelis South America launched EquAI, an innovative program to increase diversity in the workplace. By leveraging the region's rich differences in backgrounds, expertise, points of view and work styles, this program has helped enrich the decision-making process and add value to the business.





## Communities

Novelis is committed to promoting sustainable communities worldwide and has built key partnerships with global organizations to grow impact and increase colleague engagement. This year, Novelis hit new records with the greatest number of community projects, the largest levels of community investment and more Novelis volunteer engagement than ever before. As part of our global corporate social responsibility program, *Novelis Neighbor*, Novelis colleagues supported more than 250 community projects at 30 sites in 10 countries. These projects focused on three pillars of importance to Novelis and our communities: Safety; Science, Technology, Engineering and Mathematic (STEM) Education; and Recycling.

## Safety

In addition to the safety of our colleagues, we are committed to the safety of our local communities. Novelis has strong partnerships with the Red Cross around the world. Recently, colleagues across North America participated in the Red Cross' national *Sound the Alarm, Save a Life* Campaign.



With more lives lost annually to home fires than all other major disasters, the Red Cross had a goal of installing 100,000 smoke alarms in the homes of families across the country that might not otherwise be able to afford them. With Novelis' help, the Red Cross surpassed its goal by installing 122,259 smoke alarms nationwide.

## Life of a Can

*Life of a Can* educates future generations on key recycling facts while encouraging the development of students' critical-thinking skills and informing behaviors. Created by Discovery Education's curriculum experts, this multi-year engagement offers digital resources designed to stimulate insightful conversations in the classroom around STEM and the importance of recycling.



## Recycling

*Recycle for Good* is a unique partnership between Novelis, Atlanta Habitat for Humanity, the Arthur M. Blank Family Foundation and Mercedes-Benz Stadium focused on collecting aluminum bottles and cans consumed during stadium and sporting events. After being collected and sorted, the bottles and cans are then recycled, with the proceeds being donated to buy the necessary materials to build a house for a working family in the Atlanta area through Habitat for Humanity. The first Recycle for Good home was built in July 2017, and we are committed to sustaining this partnership into the future.



## STEM Education

Novelis supports over 45 FIRST Robotics teams worldwide with the aim to inspire young people to become science and technology leaders. Through this multidisciplinary program, teams of high school students build their own individual robots to compete against one another, performing a variety of tasks and challenges. The program spurs innovation, collaboration and teamwork. Not only does Novelis provide the aluminum for the robots, our engineers provide teams with supplementary technical, programming and engineering support. By exposing young people to STEM at an early age, we are investing in the next generation of innovation and a talent pipeline for future leaders.





# Trust Shines Through

The pursuit of trust is an endless one. At Novelis, we are committed to promoting and fostering trust among our many stakeholders through openness and transparency, delivering on our promises and living up to our core values. Our success is not only determined by our business performance, but how we conduct ourselves and by the company we keep.

With a vision to lead the aluminum industry as the partner of choice for aluminum solutions, trust remains paramount to meeting the needs of our customers, our colleagues and our communities.

## The Company That We Keep



## Quality Service and Expertise

With more than 40 years of experience supplying lightweight, high-strength aluminum solutions to the automotive industry, Novelis has earned the trust of the world's most celebrated automotive brands. By continuing to be the partner of choice from development to launch, Novelis aluminum is featured in more than 225 vehicle models on the road today.

Novelis is also proud to supply aluminum to two of this year's big winners at the North American International Auto Show (NAIAS) – the aluminum-intensive 2018 Lincoln Navigator which won Truck of the Year, as well as the 2018 Honda Accord which won Car of the Year. Both vehicles were recognized for their application of lightweight aluminum. In addition, Novelis earned the coveted Strategy Cooperation award at the fifth annual Cherry Jaguar Land Rover (CJLR) Supplier Conference. This is the first time that Novelis has received the award, which reflects Novelis' significant role in the successful launch of the all-new Jaguar XFL – the first model in the segment to apply innovative aluminum architecture in the Chinese market. The XFL features a body frame made from roughly 75 percent aluminum – the highest aluminum content achieved by an automaker to date in the Chinese marketplace.

In addition, the new 2018 Jeep® Wrangler is now equipped with lightweight, high-strength Novelis aluminum closures, including doors, fenders, hoods and lift-gates. By reducing weight and boosting fuel economy, aluminum has helped construct the most capable and fuel efficient Wrangler ever produced by Fiat Chrysler Automobiles. The all-new model is 200 pounds lighter than the previous steel version, and gas mileage is expected to rise by three miles per gallon, according to the automaker. Offering a safe, sustainable and cost-effective way to lightweight vehicles, automotive aluminum applications result in better performance and agility, increased fuel economy and reduced carbon emissions.



State-of-the-Art Production

With state-of-the-art can sheet production lines and recycling centers on four continents: North America, South America, Europe and Asia, Novelis serves the most recognizable brands including Coca-Cola, Crown, Ball Corporation, Ardagh Group, Can Pack and AB InBev. Beverage cans are, and will remain, the core of Novelis' product portfolio. Working alongside our customers, we innovate to meet the ever-evolving preferences of consumers, whether for new shapes and sizes, alternative coatings or more.



With an unmatched commitment to sustainability, Novelis is the leading buyer and recycler of used beverage cans (UBC's) globally. Aluminum beverage cans and bottles are the model of sustainable packaging, and with an average "can-to-can" lifecycle of just a couple of months, a can that is recycled today can be back on store shelves in just 60 days. Making can sheet from recycled materials is better for our environment, better for our customers and better for our business.

Aluminum is the packaging of choice for many beverage brands, because of its unique benefits.



Infinitely recyclable



Lightweight, strong and affordable



Provide an exceptional barrier against air, light and moisture, thereby extending product shelf life



A perfect 360° canvas for product branding



Fast to chill

Cutting-edge Innovation

Aluminum building and construction materials have become the material of choice for countless iconic buildings around the world that have captured the hearts and minds of architects and passersby, alike. Aluminum can be seen in the most cutting-edge public structures, as well as the most practical residences due to its unique material qualities and benefits.

Decades of innovation with new coatings and treatments have made Novelis' architectural products incomparable in their aesthetics, versatility and efficiency. The material's quality, cost-effectiveness, protective properties, environmental friendliness and strength are key to its popularity in aluminum architecture worldwide, satisfying high standards for both aesthetics and structural soundness.

Whether our customers seek sleek lines, rolling surfaces, brilliant colors or a clean metallic sheen from their aluminum architecture, Novelis provides a variety of specialized architectural products designed to meet the exact requirements of the construction industry. Having achieved the highest A1 rating in accordance with non-combustibility standards DIN EN 13501, DIN 4102 and 96/603/EG, these specialty aluminum products also enable architects to bring their most innovative and ambitious designs to life in an eco-friendly and cost-effective way.







# Innovation Forges Our Future

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As the leading producer of flat-rolled aluminum products and the world's largest recycler of aluminum, Novelis has successfully balanced bold innovation and practical application, supporting numerous products for today while seeking new opportunities for tomorrow.

## Competing in a Global Economy

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There is no question that we are competing in a global economy. Enabled by technology and advances in digitalization and automation, organizations that are able to adapt to the rapid pace of change will enjoy a competitive advantage in the marketplace.

The factors contributing to globalization are only growing, which is why Novelis is significantly investing in research and development to remain competitive in a globalized marketplace. By defining our purpose, as well as engineering new processes and protocols, we are shaping a sustainable world together in an effort to bring lightweight, state-of-the-art technologies, alloys and customer service to our partners.

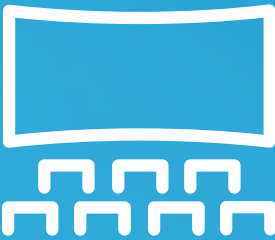


## Advancing Innovation

The growing market for consumer electronics is made possible by advances in integrated circuitry, new software applications and the exceptional properties of industrial aluminum. Aluminum provides light weight solutions that effectively contribute to high formability, superior heat dissipation, electrical conductivity, high corrosion resistance and attractive surface properties. Whether it's smartphones, tablets, laptops or flat screen TVs, aluminum is an integral component in the design, development and production of the latest personal devices and in-home entertainment systems.



Novelis scientists recently developed a brand new aluminum application, which was chosen by LG Electronics for the outer casing of the new smartphone being produced for Japan's leading mobile phone operator NTT DOCOMO. This material has proven ideal for making the outer cases of electronic devices because it retains the superb surface quality of anodized aluminum while being approximately 40 percent stronger.



Novelis has also been a long-time partner of Samsung, developing multiple aluminum parts for its consumer electronics portfolio. Recently, Samsung took 120 years of film presentation technology to the next level by introducing the world's first Cinema LED Screen delivering exceptional visual quality, technical performance, and reliability. This hallmark achievement was reached using Novelis aluminum to effectively emit excess heat, protect the screen's internal parts and extend its lifecycle.

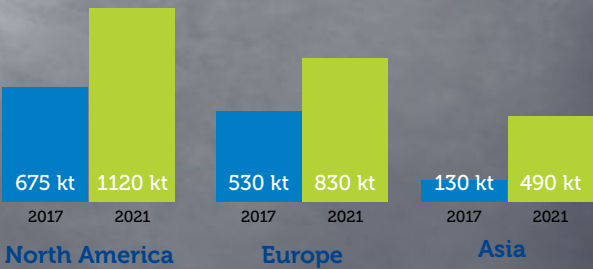
## Leading Technical Expertise

When it comes to research and technology, aluminum cans and bottles are the subject of ongoing technical refinement and innovation at Novelis, from highly formable alloys, to safe and sustainable can sheet coating technologies, to greater manufacturing efficiencies and process capabilities.

Our team delivers industry-leading technical expertise and innovative solutions via our applied technology labs around the world. Novelis' Global Research and Technology Center in Kennesaw, Georgia offers customers cutting edge resources, including a true-to-scale beverage can pilot line, for testing customized packaging solutions and more efficient manufacturing processes.



Novelis continues to see strong demand for aluminum in the automotive vehicle market, led by Trucks, SUVs and Electric Vehicles.



## Enhancing Performance

The electric vehicle (EV) market is growing at an unprecedented pace. Automakers are making significant investments in this rapidly growing market, adopting aluminum to lightweight vehicles to improve range and enhance performance.

In China, the world's largest car market, we are seeing immense investment from traditional automakers as well as EV start-ups seeking to capitalize on projected demand. In December 2017, NIO, a next-generation electric vehicle company, introduced its first production passenger vehicle, the seven seat ES8 SUV. Supported by Novelis' state-of-the-art aluminum alloys, the fully electric, aluminum-intensive ES8 is being sold and manufactured exclusively in China using Novelis aluminum sourced locally from our Changzhou plant.

In addition, NIO has developed battery swap technology where owners can swap out their used battery with one that is fully charged at one of

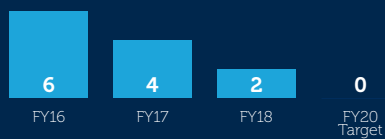
their "swapping stations" in just three minutes. This reduces consumers' anxiety about lack of range and the need to wait for a battery to charge – while preserving natural resources and the environment.

Europe is also making great strides to increase electric vehicle adoption. In fact, Novelis recently announced its partnership with the London Electric Vehicle Company to provide aluminum for their all-new, zero-emissions capable taxi, which has a lightweight aluminum frame helping to reduce CO2 emissions and increase electric battery range.

Together we are making cities like London cleaner, greener and healthier by incorporating more infinitely recyclable and lightweight aluminum into vehicle design.

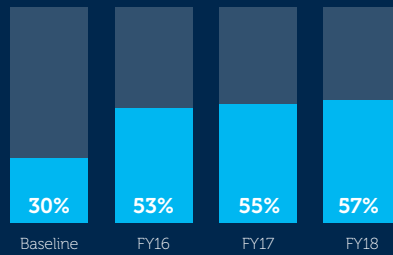


# Sustainability Targets



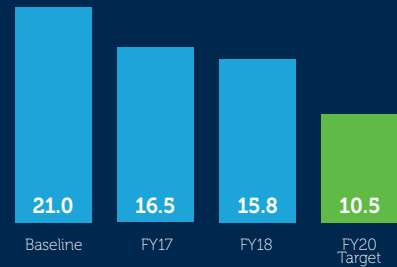
## Safety

Zero Injuries or Fatalities



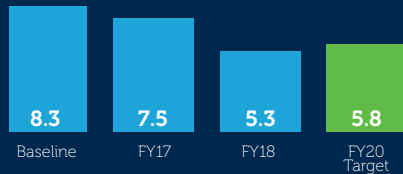
## Recycled Content

percent



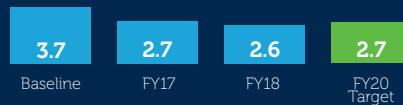
## GHG Emissions

million metric tons CO<sub>2</sub>e



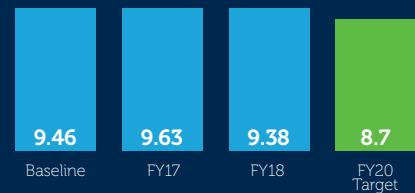
## Waste to Landfill

kilogram/metric ton



## Water Usage

m<sup>3</sup>/mt FRP Sales



## Energy Intensity

GJ/mt FRP Sales

## Community

100% of global operations are actively executing local community service initiatives

### Global Novelis Charitable Spend

Company + Employee Donations  
**\$3,820,889.37**

Total Company Only Contributions  
**\$3,538,415.53**

Total Employee Donations  
**\$282,473.84**

Total Number of Projects Funded in FY18  
**323**

## Code of Conduct

Employees and suppliers are holding each other accountable to achieve processes for noncompliance

## Employees

By redefining our process for employee feedback, we are working toward 100% of eligible employees receiving annual performance feedback.

### Key

Kg = kilogram  
Mio. = million  
t = metric tons

m<sup>3</sup> = cubic meters  
GJ = gigajoules  
GHG = greenhouse gas

## We welcome your feedback or partnership on sustainability.

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