

Partnering with Purpose

2016 Sustainability Report



Novelis

Message from Our Chief Executive Officer



To Our Partners:

It's an exciting time to be part of Novelis. Behind us are five years of rapid expansion and a significant shift in our product portfolio. Today, we are deeply focused on completing the task of getting our \$2 billion in new assets up and running efficiently and delivering the quality products our customers expect. On the horizon, we see tremendous opportunities in continuing to expand the use of lightweight, infinitely recyclable aluminum – meeting demanding performance standards while reducing energy use and greenhouse gas (GHG) emissions.

Novelis' strategy and unique advantages make us well positioned to capture these opportunities. We have a portfolio of high-value, premium products, an unmatched global footprint, a commitment to reaching high-recycled-metal inputs and a team of outstanding people around the world.

Our FY16 Progress

In fiscal year 2016 (FY16), Novelis achieved record total shipments of 3,123 kilotons. Our automotive shipments increased by 47% during the year, reflecting aggressive efforts to expand our capacity to serve that sector. In addition, we reached our highest recycled-content rate to date, averaging 53% recycled inputs for FY16. It was also a strong year for safety performance, with our total recordable incident rate reaching a three-year low.

Also during FY16, we continued to make our manufacturing processes more efficient and environmentally sustainable. By year-end, we had decreased our energy intensity by 24% and our water intensity by 22% compared to our FY07–09 average baseline. We had also cut our absolute GHG emissions by 19% since our baseline.

While our performance was strong in many areas, we continued to face market headwinds, the most significant of which was a marked drop in regional premiums. That contributed to a negative metal price lag – which results from price changes that occur in the time between when we purchase metal and when we sell it to our customers in our value-added products – and a resulting decrease in our key earnings metric (EBITDA) for the year. Excluding the metal price lag, we achieved our highest full-year EBITDA since FY12.

Heading into FY17, we are intensely focused on the fundamentals that will propel our business forward. This means continuing to make safety our top priority, keeping customers at the center of everything we do, maintaining a laser-like focus on quality and driving operational excellence across our facilities. These fundamentals are the levers that will drive our financial success.

Sustainability in Our Business

Novelis' commitment to sustainability aligns directly with our focus on these fundamentals. For example, using natural resources efficiently in our plants supports operational excellence, while developing Novelis products that help improve the sustainability of end products provides value to our customers.

FY16 marked the midway point toward the sustainability targets we laid out in 2011. We used this milestone as an opportunity to assess how our objectives might need to evolve to reflect both what we have learned and how our operating environment has changed.

We are intensely focused on the fundamentals that will propel our business forward. Novelis' commitment to sustainability aligns directly with this focus.

Our intensified focus on driving asset efficiency and managing costs and working capital has required us to reprioritize our efforts and make disciplined choices about where we devote resources. While this will translate to a moderated pace of progress in some areas – and to our falling short of achieving some goals in the timeframe targeted – it does not signal a diminished commitment to sustainability. On the contrary, we firmly believe that sustainability will be a key value driver for Novelis going forward, and it remains a core component of our company’s strategy.

Culture and Collaboration

Achieving our strategy depends on two essential ingredients: the right internal culture and strong external partnerships.

For me, the right culture means valuing open and honest feedback, being fact-based and results-driven and empowering individuals to speak up and take ownership at all levels. This not only improves decision-making and execution, but also creates a feeling of collaboration and teamwork because everyone has a voice in the process and takes accountability for the outcomes.

Equally important is collaborating with those outside of Novelis. This starts with our customers – because meeting their needs is the bedrock of Novelis’ success – but extends to all stakeholders across the aluminum value chain. Quite simply, given the nature of our products, our position in the value chain and the scale of our aspirations, we cannot go it alone. Instead, realizing our company’s vision – and the broader sustainability potential of aluminum – requires creating meaningful partnerships.

Thank you for taking the time to learn about sustainability at Novelis.



Steve Fisher
President and Chief Executive Officer

Our Strategy and Focus Areas

Novelis is the global leader in rolled aluminum products and the largest recycler of aluminum in the world. Our strategy centers on shifting our global product portfolio to deliver high-quality, value-added products to customers in our key market segments of beverage can, automotive and specialty products. Sustainability is a key component of our strategy, led by our objective to reach high-recycled-metal inputs across our products.

To advance our strategy, we are focusing on these five fundamentals:

	Safety 	Customer Centricity 	Quality 	Operational Excellence 	Financial Performance ROCE
Business Link	Our people are our most important asset, and we must ensure they make it home safely at the end of every day.	Our customers’ success means Novelis’ success, so we must meet and exceed their needs.	To maintain our position as a world-class business-to-business manufacturer, we must provide our customers with quality products.	Improving recovery rates, increasing efficiency and decreasing downtime has a direct impact on business performance.	Our clear focus on these fundamentals must translate into strong financial performance (key metric: return on capital employed).
Sustainability Link	Protecting the health and safety of the people who work on our behalf is our most fundamental responsibility.	Developing products that help improve the sustainability profile of end products provides value to our customers.	High-quality products are durable and fit-for-purpose, delivering sustainability benefits throughout their lives.	Using energy and water more efficiently, decreasing GHG emissions and reducing waste increase the sustainability of our operations.	Achieving our sustainability objectives depends on our company remaining financially sustainable.

Culture

Creating a “Say Anything” work environment – in which Novelis employees feel empowered to speak up and take ownership at all levels – underpins all we do and will be the key to unlocking our potential.

Operating Safely and Sustainably

Novelis is the premier producer of rolled aluminum and the global leader in aluminum recycling. Our company has 24 production and recycling facilities on four continents, and across all of them we focus on operating efficiently, reducing our environmental impact, ensuring the health and safety of our people, developing the talent we need to succeed and producing the high-quality, sustainable products our customers demand.

Novelis' Value Chain



* Partnering with Purpose

Novelis' approach to sustainability starts with how we operate within the "four walls" of our company and extends to how we partner with stakeholders across the aluminum value chain. This ranges from using recycled metal inputs to reduce the embedded carbon in our products to leveraging the inherent properties of aluminum to enhance the sustainability profile of a broad range of end products.

Recycling

Recycling is a core part of our business. In recent years, we have created the world's largest aluminum recycling network, and we have significantly increased our use of recycled metal inputs.

Use of recycled aluminum has tremendous environmental benefits because it avoids 95% of the energy use and greenhouse gas (GHG) emissions associated with primary aluminum production.



In FY16, Novelis used an average of 53% recycled inputs across our products – up from a baseline of 30% (an average of FY07–09 performance).

Responsible Sourcing

Novelis encourages transparency, responsibility and sustainable business practices among our suppliers. Our Supplier Code of Conduct outlines our expectations for suppliers on a range of issues. Our Code is available at novelis.com/suppliers.

Environmental Performance

At Novelis facilities around the globe, we continually work to reduce the environmental impact of our operations. We have a robust Environment, Health and Safety (EHS) management system, and all of our manufacturing sites are certified to the ISO 14001 Environmental Management Standard, as well as internationally recognized health and safety and quality standards.

Underpinning our approach to environmental management is a focus on driving operational excellence in all we do, which includes maximizing the performance and efficiency of our assets and using both financial and natural resources wisely.

Our environmental efforts are focused on our most significant issues and impacts – which include energy use, GHG emissions, water use and waste – and we have set goals in each of these areas to help us drive progress.

Energy and GHG Emissions

We have reduced our energy intensity by 24% since our FY07–09 average, including a 3% reduction in FY16 alone. Our progress has been driven by a wide variety of programs within our facilities, as well as focused efforts in FY16 to get our new assets online and operating more efficiently.

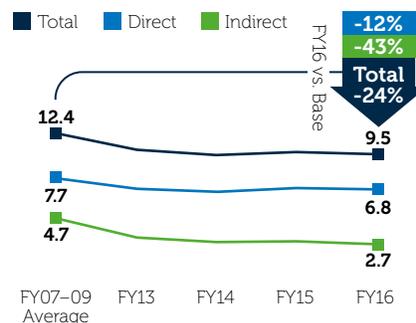
Going forward, our key challenge will be finding ways to continue to drive progress on energy while simultaneously growing

our recycling operations and automotive sheet production. Both of these are energy-intensive activities that also add additional steps to our existing production processes. As a result, they have the potential to offset energy-use reductions we achieve elsewhere in our operations. Given the additional energy demand, we do not believe we will be able to meet the 2020 energy target we established in 2011. To continue our forward momentum, we are resetting our goal to one that will still challenge our operations, but also recognizes our current conditions. We are now aiming to reduce energy intensity by 8% between FY16 and FY20.

When we reduce the energy we use, we also reduce the GHG emissions we generate (i.e., our Scope 1 and 2 emissions). Within the aluminum value chain, however, the most significant GHG emissions occur upstream during the production of primary aluminum (i.e., Scope 3 emissions). As a result, we take a life cycle approach to measuring and managing our carbon footprint.

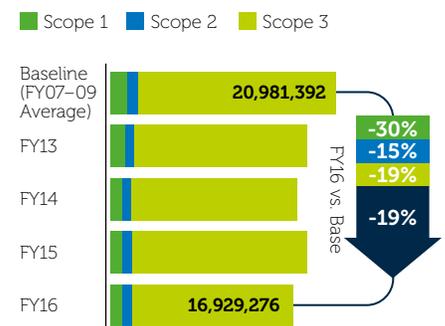
Since our baseline, we have reduced our absolute GHG emissions by 19%, despite an 8% increase in sales during that timeframe. In FY16 alone, we reduced our GHG emissions by 7%. Our use of recycled aluminum, which significantly reduces our Scope 3 emissions, has been the key driver. As the pace by which we increase our use of recycled inputs moderates, we expect to see a similar moderated pace of reductions in our absolute GHG emissions.

Figure 1: **Energy Intensity¹**
(GJ/metric ton FRP sales)



1 "Direct" includes fuels combusted onsite; "indirect" includes electricity, heat and steam produced offsite.

Figure 2: **Scope 1, 2 and 3 Emissions**
(metric tons CO₂e)



Water

Novelis has taken a variety of steps across our facilities to reduce and optimize our use of water. In FY16 alone, for example, we reduced water intensity by nearly one-third at our facility in Terre Haute, Indiana, by improving cooling tower water flow and reducing leakages. At our facility in Oswego, New York, we made several improvements to enable further reuse of water, allowing the plant to save nearly 50,000 cubic meters of water per year. These efforts helped to offset the additional water requirements of our newly installed automotive lines in Oswego. Meanwhile, at our plant in Pindamonhangaba, Brazil – where the country’s extended drought highlights the need to conserve water – reducing water use and implementing a comprehensive water management strategy continues to be a major focus.

Collectively, these and other efforts across Novelis contributed to a 22% reduction in our water intensity since our FY07–09 average baseline – putting us within striking distance of achieving our goal to reduce our water intensity by 25% by 2020.

We have reduced our water intensity by 22% since our baseline, resulting in a 17% reduction in absolute water usage during that timeframe.

Figure 3: Water Use Intensity
(cubic meters/metric ton FRP sales)

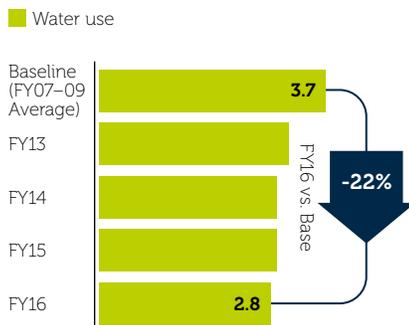
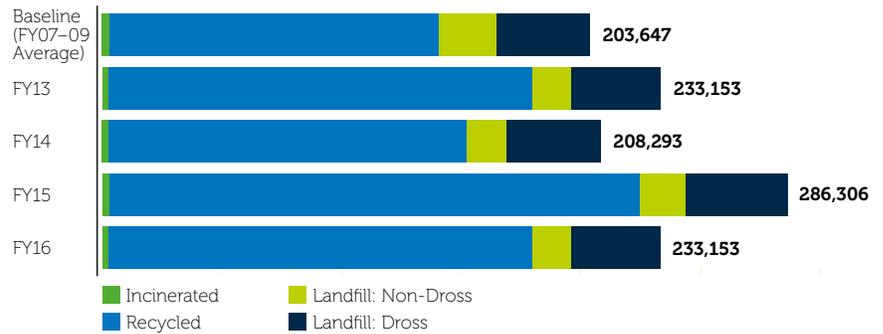


Figure 4: Waste
(metric tons)



Waste

Novelis’ approach to managing waste is two-fold: First, we work to increase the efficiency of our manufacturing processes so that we minimize the amount of waste we produce. Second, for the waste we do generate, we seek to maximize the amount that is recycled, rather than send it to landfill.

Making meaningful progress toward this second objective is proving challenging. This is due primarily to our inability in many regions to find commercially viable options for recycling dross, which forms when we remove impurities from molten metal and is a by-product of our recycling operations. Dross represents approximately 70% of our waste stream.

To account for the unique challenges related to dross, in FY16, we modified our waste to landfill goal. We are replacing our aspirational goal of zero landfill waste with a goal to reduce our non-dross waste by 30% on an intensity basis by 2020, compared to our FY07–09 average baseline. We believe this updated goal will continue to drive progress, but that it more realistically reflects our ability to improve within the timeframe of our 2020 goals. Since our baseline, we have reduced our non-dross waste by 24% per unit FRP sales.

Based on our updated goal, we are now measuring and reporting dross and non-dross waste data separately. In FY16, we recycled 82% of our non-dross waste and 84% of dross.

While we have made progress in some areas – for example, in North America we are now recycling the majority of our refractory waste – we have more work to do. We are continuing to investigate solutions for reducing dross and seeking markets where we can sell or recycle it, alongside a variety of other efforts aimed at reducing waste and increasing recycling across our operations.

In FY16, we recycled 82% of our non-dross waste and 84% of dross.

In our **Global Reporting Initiative (GRI) Index**, Novelis provides significant performance information and data on our environmental performance related to the issues covered in this report and other topics, such as renewable energy use, non-GHG air emissions, biodiversity and more. Our 2016 GRI Index can be found at novelis.com/gri2016.



Colleagues

Our company's most important asset is our people.

Keeping our employees and contractors healthy and safe on the job is our first and most critical priority. We use a systematic approach for identifying, managing and mitigating safety risks in our operations. FY16 was a record year for safety performance within Novelis. Our total recordable incident rate was at a three-year low, and we improved our days away from work rate by more than 25% compared to the year prior.

We are proud of our progress, but we know that in order to maintain and improve upon our record, we must be vigilant and keep safety our top priority.

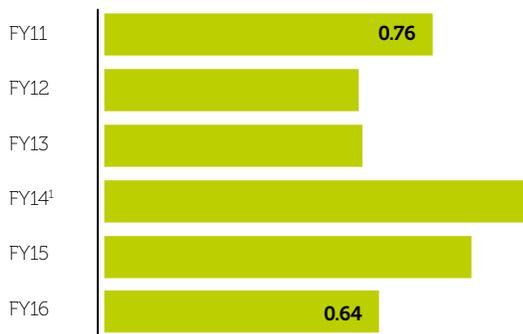
A key area of focus is identifying and eliminating serious injury and fatality risks in our facilities. Through our EHS auditing process, we identify key risk areas and put processes in place to reduce those risks, starting with those that present the highest potential for serious injury. To emphasize that the most critical focus of safety is ensuring that no one's life is lost or changed by an injury while working for Novelis, in FY16, we updated our safety target to be "Zero Serious Injuries and Fatalities (SIF)" and we are now measuring and reporting our SIF rate along with our recordable case rate. In addition, we have increased our internal reporting on "near miss" incidents, which allows plants to learn from one another and eliminate similar risks in their facilities. Lastly, we focus on creating a safety culture where individuals at all levels are engaged in making sure they and their colleagues go home safely every day.



Alongside ensuring the health and safety of our employees, Novelis focuses on providing them with opportunities to develop and enhance their skills and grow professionally. Novelis' operations require a uniquely skilled workforce, so developing and retaining talent is a strategic imperative for our company. We have a range of talent development programs that focus on both technical and leadership training.

For example, in FY16, we launched the Global Operations Leadership Development (GOLD) program, designed to broaden the knowledge and experience of Novelis' operations and supply chain professionals by exposing them to all areas of our operations and plant management. The program not only helps participants be more effective in their current roles, it also strengthens Novelis' talent pipeline by preparing individuals to advance and move into roles in different parts of the company.

Figure 5: Recordable Case Rate (cases per 200,000 hours)



1 A new, stricter system for recording injuries was adopted in FY14 and used thereafter.

FY16 was a record year for safety performance within Novelis.



Leveraging Aluminum's Potential Together

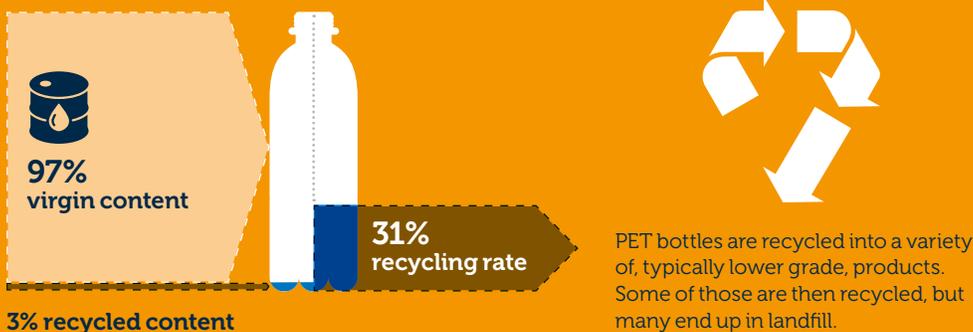
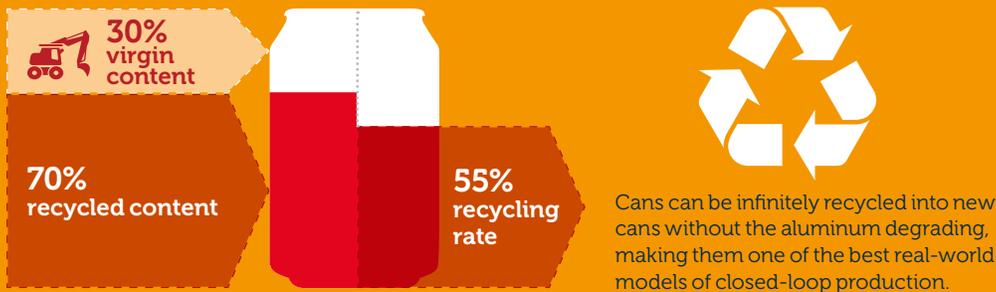
Novelis' customers are at the center of everything we do, because we know their success means our success. We provide high-value aluminum flat rolled products (FRP) to customers in three primary markets – beverage cans, automotive and high-end specialties – and our goal is to be synonymous with the best quality in the industry.



* Partnering with Purpose

We design, innovate and continually improve our products based on what our customers want and need, including helping them leverage the inherent properties of aluminum to improve the sustainability profiles of their products.

Aluminum Cans: A Sustainable Packaging Choice



Based on U.S. aluminum can and PET production and recycling rates. Globally, recycling rates vary, reaching more than 95% in some countries.

Source: aluminum.org

"At Novelis, we put our customers at the center of our R&D. Our customers are innovating and launching new products at an amazing pace, and they are turning to us for support. Our job is to really understand their most critical needs and meet them."

Todd Summe, Vice President of Global Research & Development at Novelis

Beverage Cans

Aluminum beverage cans and bottles are the model of sustainable packaging and, with an average “can-to-can” cycle of just a few months, one of the biggest and best real-world examples of closing the loop. Beverage cans are, and will remain, the core of Novelis’ product portfolio. We are a long-time leader in the can market – and we are leading the way on innovating to meet the ever-evolving needs of our customers, whether for new shapes and sizes, alternative coatings or more.

For example, Novelis is working closely with our customers to design and produce distinctive aluminum bottles, which offer the same portability, light weight and recyclability as aluminum cans, but with the added benefit of being re-sealable.

In addition, to support our customers seeking to meet consumer desire for drink packages without bisphenol A (BPA), Novelis developed a new solution that uses a polyethylene terephthalate wax laminate for coating can ends.

Alongside our industry-leading research and technology capabilities, Novelis’ high-recycled-content can sheet provides value to customers seeking to respond to consumer demand for ever-more sustainable packaging.

Specialties

Novelis’ Specialties group has a highly diverse portfolio with more than 50 end-use markets, ranging from architecture and building materials to industrial products to consumer electronics. With thousands of specialties customers around the world, we take a regionally focused approach to meeting their unique needs – but with a consistent emphasis on product quality and innovation.



Coloris™

In 2015, Novelis introduced a pre-painted product line called Coloris™ for the architectural market in Asia. Coloris offers high-strength construction material at a lower thickness or in larger panel spans. It also maintains its color and surface quality longer than competing materials and is weather-resistant, non-combustible and recyclable. Coloris was used in the construction of the Qingdao International Port in China and the Taichung Railway Station in Taiwan.

Automotive

The automotive sector is in the midst of a rapid transformation, and aluminum is playing a key role. In the face of more stringent fuel economy standards, automakers and the commercial trucking industry are increasingly turning to aluminum to lightweight their vehicles. Novelis – which in 2015 became the first aluminum company to be named to Automotive News’ Top 100 Global Automotive Suppliers list – is at the center of this transformation, with our products being used in more than 180 vehicle models in production today.

Novelis has aggressively expanded our capacity to serve the automotive industry. Since FY13, we have commissioned five new automotive finishing lines – three in Oswego, New York; one in Nachterstedt, Germany; and one in Changzhou, China – enabling us to increase automotive shipments by 300 kilotons and putting us on track to have automotive products represent 25% of our portfolio within the next few years.

High-Recycled-Content Alloy for Jaguar Land Rover

In 2015, Jaguar Land Rover (JLR) began using a high-recycled-content version of Novelis’ standard 5754 aluminum alloy across its lineup. Novelis and JLR worked together to develop the alloy, named RC5754 and designed it to contain up to 75% recycled content, as part of JLR’s REALCAR – or recycled aluminum car – program. First introduced in the new Jaguar XE, the RC5754 alloy will now be featured in all-new and legacy Jaguar Land Rover models. Novelis is also offering RC5754 to automakers around the world.

Novelis processes roughly

25 million pounds

of automotive aluminum scrap per month as part of our closed-loop recycling program with Ford.



Ford F-Series Super Duty®

Expanding on our long-time relationship with Ford Motor Company, Novelis is supplying high-strength, military-grade aluminum for the all-new 2017 Ford F-Series Super Duty® lineup of pickups. The Super Duty® line will represent the second-highest-volume aluminum application in automotive to date – surpassed only by the Ford F-150, which also features Novelis aluminum.

Novelis is producing aluminum sheet for the Super Duty® at our third newly commissioned automotive finishing line in Oswego, New York. Our Oswego plant also includes the world’s largest closed-loop recycling program, through which we buy back Ford’s production scrap and recycle, re-roll and deliver it back to Ford’s manufacturing facility in Dearborn, Michigan.



The automotive lightweighting revolution is just the beginning of a transition toward a new model of mobility that will include increased automation, alternative fuel sources, and changing vehicle ownership and use patterns. No one knows yet exactly what this future will look like, but it is clear that lightweight materials, technological innovation, close partnerships between automakers and suppliers, and life cycle thinking will be critical. All of which means Novelis will remain an essential partner to our automotive customers.

Partnering with Our Communities

Everywhere Novelis operates around the world, we work to be a good neighbor and contribute to our communities by making charitable investments and volunteering our time. We target our efforts in three focus areas that align with our business: safety, STEM (science, technology, engineering and math) education and recycling.



Novelis Neighbor Program

Novelis Neighbor is our global program for coordinating our community engagement and investment efforts. Through the program, each Novelis region is provided with funds for charitable giving; individual Novelis facilities then determine where and how to distribute the funds in their local communities, in line with our focus areas. As part of the program, we also organize an annual One Novelis Volunteer Month, which is a focused effort to fund and execute large-scale employee volunteer projects during October.

FY16 resulted in record levels of charitable giving, hours volunteered and projects supported. Collectively, Novelis and our employees supported 350 community projects at 32 sites in 11 countries during the year, for a total of more than \$5.5 million in community investments.



* Partnering with Purpose

Our investments and volunteer activities are informed by engagement with community members about their needs and, more and more, we are planning these activities in collaboration with customers, suppliers and other partners.

*Novelis contributions include those made through Novelis Neighbor and other corporate contributions. Also, in certain locations we have the opportunity, at the encouragement of the government, to earmark a portion of our corporate taxes each year to benefit nongovernmental organizations. The Novelis contributions include \$2,211,749 of these "tax redirects," nearly all of which were in Brazil.



The following are examples of how we invested in our communities in FY16:



Safety



We support organizations that make our communities safer, whether through education, by improving the well-being of individuals and families, or by making physical improvements in housing and recreation.

► For more than a decade, Novelis has supported and partnered with **Habitat for Humanity**, a nonprofit that builds or refurbishes homes for low-income families, with labor provided by the families themselves and community volunteers. In FY16, Novelis fulfilled a five-year, \$500,000 commitment we had made to Habitat in 2011 – and our partnership with the organization is still going strong. More than 10 Novelis sites in North America and Asia volunteer and help fund Habitat projects annually.



STEM Education



To address the global need for more scientists, engineers and technologists, we provide support for STEM education at all school levels.

► Since 2012, Novelis has been an international partner of **FIRST** (“For Inspiration and Recognition of Science and Technology”), an organization dedicated to sparking students’ interest in STEM through robotics. Novelis supports FIRST engineering competitions, mentors students, donates aluminum and provides financial assistance to robotics teams across our regions.

In FY16, we provided FIRST with \$200,000 in financial support – for a total of \$600,000 since 2012. For the past two years, we have also donated Novelis aluminum for all robotics competition kits worldwide, an approximately \$120,000 in-kind contribution in FY16 alone.



Recycling



We provide recycling education in schools and communities, and fund programs that encourage and facilitate recycling.

► In FY16, Novelis partnered with **Discovery Education** – a sister company of the Discovery Channel – to develop resources to educate our communities about the value and importance of recycling. The all-digital materials available on Discovery Education’s website include a video, lesson plans, at-home activity suggestions and an online tool through which students, teachers, parents and others can learn about the life cycle of a can.

► In Brazil we support collector cooperatives, members of which sort, separate and sell recyclable materials – facilitating recycling while also providing a livelihood for the members. In FY16, we supported 10 cooperatives – which include roughly 350 sorters – investing approximately \$56,000 to help improve safety and working conditions for the collectors.

Post-Consumer Recycling

Consumers are not only end users of aluminum products, they are also critical in “closing the loop” on aluminum production. That’s why we participate in and fund organizations and industry efforts aimed at strengthening recycling infrastructure, making used beverage can recycling more convenient and educating consumers about its importance.

For example, Novelis is a member of the Recycling Partnership, a nonprofit industry collaboration focused on improving curbside recycling in the United States. Since 2015, the Recycling Partnership has completed or is working on projects catalyzing \$21 million of new recycling infrastructure that positively impacts 2.4 million households across more than 100 communities. In Europe, we support Every Can Counts, an industry effort to increase away-from-home recycling by providing collection points at businesses, schools, concerts and sporting events.

Engaging with Stakeholders

Stakeholder engagement is an important tool for Novelis to gain insight into the issues facing our company and the expectations of those we touch through our operations and products. From the formal community engagement processes in place at all our sites as part of Novelis Neighbor to our regular interactions with customers and suppliers, Novelis engages with stakeholders in a variety of ways.

We also partner with nonprofit organizations to advance common objectives. For example, Novelis is a member of the World Wildlife Fund’s Climate Savers Program, an initiative to encourage companies to reduce their operational carbon footprint and advance climate protection more broadly. In addition, Novelis is a member of the Ellen MacArthur Foundation’s Circular Economy 100 (CE100), a global, multi-stakeholder program designed to advance and scale circular business models.

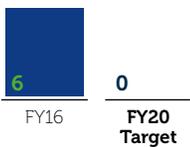


Performance Summary

In FY11, we established a set of corporate-wide 2020 sustainability targets. In FY16 – the mid-way point of our 10-year journey – we adjusted some of our targets to reflect what we have learned and how our operating environment has changed in recent years.

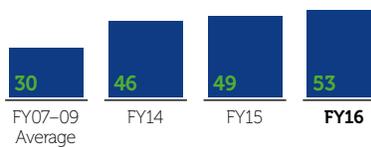
Safety*

Zero serious injuries and fatalities



Recycled metal content* %

Optimize our use of recycled inputs



Energy usage*

GJ/mt

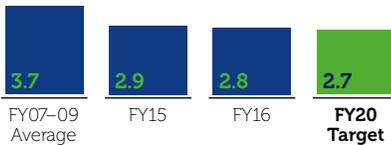
Reduce by 8% between FY16 and FY20



Water usage

m³/mt

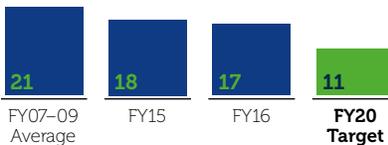
Reduce by 25% per metric ton of sales



GHG emissions

M mt

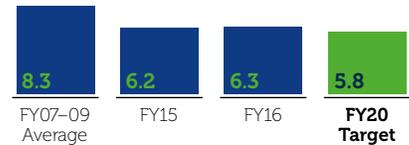
Halve our absolute amount (Scope 1, 2 and 3)



Landfill*

kg/mt

Reduce our non-dross waste by 30% per metric ton of sales



Community

100% of operations have implemented a local community engagement process

Code of Conduct

Employee and supplier codes rolled out a process in place for noncompliance

Employees

Our goal is that 100% of eligible employees receive annual performance feedback. We are in the process of redefining the eligible employee population.

Our goal is to have a world-class leadership development program, benchmarked in the top 10% of companies.

Key

- Kg = kilogram
- M = million
- mt = metric tons
- m³ = cubic meters
- GJ = gigajoules
- GHG = greenhouse gas

*Target was updated in FY16 and, where relevant, baseline was reset.

Contact: We welcome your feedback or partnership on sustainability. Please contact:

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