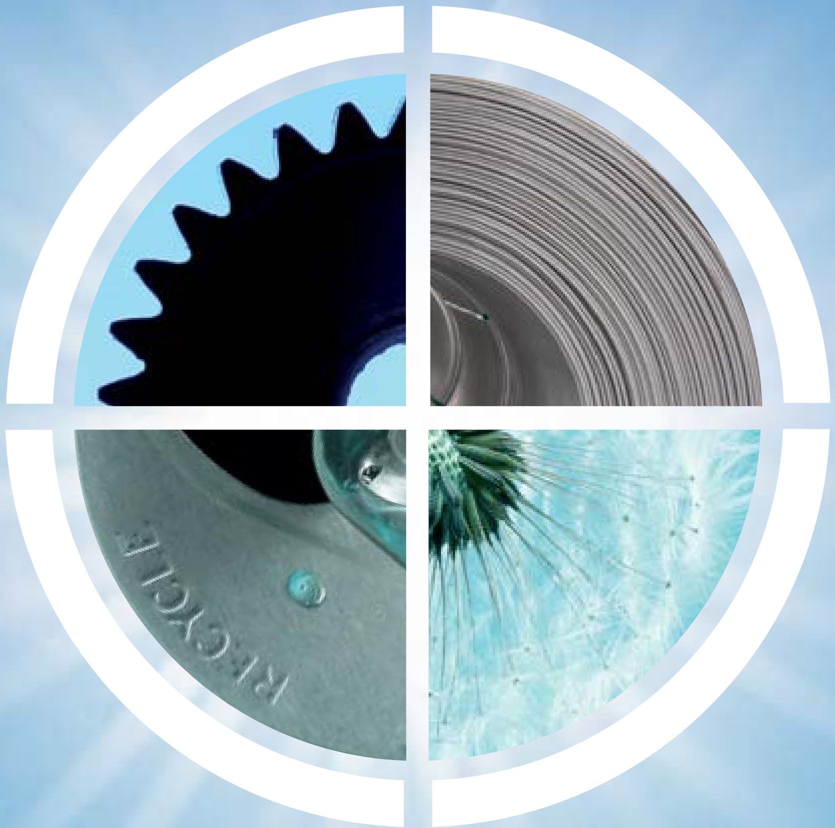
# GRI Index 2015



We have aligned our 2015 sustainability report to conform to the Global Reporting Initiative (GRI) G4 Sustainability Reporting Guidelines at the Comprehensive level.

We did not seek third-party assurance of this report; however, we systematically gathered our data with future assurance in mind. Some of the data we disclose has undergone various forms of internal and third-party verification. For example, most financial data was derived from financial statements included in the Annual Report on Form 10-K, and some environmental data was reported to regulatory authorities.

Novelis

## General Standard Disclosures

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| Aspect: Strategy and Analysis | | | | | |
| G4-1 | CEO statement on sustainability. | Letter from Our Chief Executive Officer | 2–3 | | |
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| Aspect: Organizational Profile | | | | | |
| G4-3 | Name of the organization. | About Novelis | 6 | | |
| G4-4 | Primary brands, products, and/or services. | About Novelis | 6 | | |
| | | Our Key Market Segments | 7 | | |
| | | Corporate website: Who We Are | | | |
| G4-5 | Location of organization's headquarters. | About Novelis | 6 | | |
| G4-6 | Number of countries where the organization operates, and countries with major operations or relevant to sustainability issues covered in the report. | About Novelis<br>Our Key Market Segments | 6<br>7 | **Operating Segments**<br>The company operates in nine countries on four continents.<br>**North America**<br>Headquartered in Atlanta, Georgia, Novelis North America operates eight aluminum rolled product facilities, including two fully dedicated recycling facilities and one facility with recycling operations; and manufactures a broad range of aluminum sheet and light gauge products. End-use markets for this segment include beverage and food cans, containers and packaging, automotive and other transportation applications, architectural and other industrial applications. The majority of North America's volumes are currently directed toward the beverage can sheet market.<br>**Europe**<br>Headquartered in Küsnacht, Switzerland, Novelis Europe operates 10 aluminum rolled product facilities, including two fully dedicated recycling facilities and two facilities with recycling operations; and manufactures a broad range of sheet and foil products. We also have distribution centers in Italy and sales offices in several European countries. End-use markets for this segment include beverage and food can, automotive, architectural and industrial products, foil and technical products and lithographic sheet. Beverage and food can represent the largest end-use market in terms of shipment volume for Europe.<br>**Asia**<br>Headquartered in Seoul, South Korea, Novelis Asia operates five facilities, including three facilities with recycling operations; and manufactures a broad range of sheet and light gauge products. End-use markets include beverage and food can, electronics, architectural, automotive, foil, industrial and other products. The beverage can market represents the largest end-use market in terms of volume. Recycling is an important part of our operations, with recycling facilities at both the Ulsan and Yeongju, South Korea plants. Additionally, we have a facility in Binh Duong, Vietnam, which handles the collection and processing of used beverage cans (UBCs).<br>**South America**<br>Headquartered in Sao Paulo, Brazil, Novelis South America operates two aluminum rolled product facilities, including one facility with recycling operations, both of which are located in Brazil. Novelis South America manufactures aluminum rolled products, including can sheet, industrial sheet and light gauge. The main markets are beverage and food can, specialty, industrial, foil and other packaging and transportation end-use applications. Beverage can represents the largest end-use application in terms of shipment volume. | |
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| G4-7 | Nature of ownership and legal form. | About Novelis | 6 | | |
| | | Sustainability Management and Governance | 21 | | |
| G4-8 | Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries). | About Novelis | 6 | | |
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| | | Customers | 58–65 | | |

| G4 Indicator | Description | Report Section or Location | Page(s) | Additional Information | Omission |
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| G4-9 | Scale of the reporting organization. | About Novelis<br>Appendix A<br>Corporate website: Investors<br>Novelis FY15 10-K | 6 | **Total Number of Employees: 11,560**<br>North America: 3,210<br>Europe: 4,890<br>Asia: 1,970<br>South America: 1,490<br>**Number of Operations: 25**<br>Net Sales (in millions): $11,147<br>North America: $3,483<br>Europe: $3,783<br>Asia: $2,340<br>South America: $1,850<br>**Total Capitalization Broken Down in Terms of Debt and Equity**<br>Adjusted FY15 EBITDA: $902 million<br>Total debt: $5.30 billion as of March 31, 2015<br>**Quantity of Products or Services Provided**<br>FY15 3,050 kt flat rolled products shipped<br>**Total Assets**<br>Total liquidity: $1.14 billion as of March 31, 2015<br>Free cash flow: $71 million for FY15<br>**Beneficial Ownership**<br>Net income attributable to common shareholder: $148 million FY15<br>$1 million dividends declared and paid in FY15<br>Return of capital to shareholder: $250 million paid in Q1 of FY15 | |
| G4-10 | Employees by employment contract and gender. | Appendix B | | | |
| G4-11 | % employees covered by collective bargaining agreements. | Employee Engagement | 51 | Approximately 49% of our employees are represented by labor unions, and their employment conditions are governed by collective bargaining agreements. Collective bargaining agreements are negotiated on a site, regional or national level, and are of varying durations. As of March 31, 2015, approximately 1,829 of our employees were covered under collective bargaining agreements that expire within one year. | |
| G4-12 | Supply chain. | Sourcing | 22–29 | | |
| G4-13 | Significant changes during the reporting period regarding size, structure, or ownership. | Our Operating Environment and Business Performance | 12–14 | | |
| | | Novelis FY15 10-K | 7–9 | We focus on capturing the global growth we see in our premium product markets of beverage can, automotive and specialty products. We plan to continue improving our product mix and margins by leveraging our world-class assets and technical capabilities. Our management approach helps us to systematically identify opportunities to improve the profitability of our operations through product portfolio analysis. This ensures that we focus on growing in attractive market segments, while also taking actions to exit unattractive ones. During fiscal year 2013, we sold three foil and packaging plants in Europe. During fiscal year 2015, we sold our consumer foil operations in North America. Additionally, we have taken steps to exit certain non-core operations in Brazil, including ceasing operations at the smelter in Ouro Preto, Brazil, and selling certain hydroelectric facilities. We will continue to focus on our core products while investing in growth markets.<br>Novelis is in the process of shifting our business model from a traditional linear structure to a circular economy, closed-loop model. Although creating a true closed-loop business model will take some time and require working with many stakeholders in our value chain, we are focusing right now on the most material aspects, which will have the most impact. To embark upon tackling our biggest issues, we have set 10 goals, which address recycled inputs, greenhouse gas emissions, energy, water and waste; as well as social targets for health and safety, ethical guidelines, employee performance and the communities where we operate. One of our goals is to reach 80% recycled content in our products, which significantly reduces our environmental footprint. Since 2011, we have invested approximately $500 million to increase our global recycling capacity. The results of these investments are beginning to be realized, as our recycled input has increased from 33% in fiscal year 2011 to 53% by the end of fiscal year 2015. We report our progress against these targets annually through our global sustainability report. | |
| G4-14 | Whether and how the precautionary approach or principle is addressed. | | | The precautionary approach is addressed by the organization and detailed in its internal audit plan, which is fully aligned with the company's Enterprise Risk Assessment. The Enterprise Risk Assessment is developed on a quarterly basis by conducting in-depth interviews with the top 140 leaders of the company across regions and functions. This is reported to the Audit Committee on a quarterly basis.<br>Another critical way in which the precautionary approach is applied is through our approach to EHS and ISO certification. Our manufacturing sites are certified according to the ISO 14001 Environmental Management Standard; the OHSAS 18001 Occupational Health and Safety Specification; and either the ISO 9001 or ISO/TS 16949 Quality Management System Standards. The only current exception is a newly commissioned site in Changzhou, China, which is in the process of earning these certifications. | |

| G4 Indicator | Description | Report Section or Location | Page(s) | Additional Information | Omission |
|---|---|---|---|---|---|
| G4-15 | Externally developed economic, environmental, and social charters, principles, or initiatives the organization subscribes to or endorses. | Stakeholder Engagement and Partnerships | 17–20 | Novelis became a signatory of the UN Global Compact in October 2011. In February 2013, Novelis became a signatory of the UN Global Compact Caring for Climate initiative, the UN Global Compact and UN Environment Programme's initiative aimed at advancing the role of business in addressing climate change. In June 2014, Novelis became a signatory of Ceres' BICEP (Business for Innovative Climate and Energy Policy) Climate Declaration. In July 2014, Novelis confirmed support of the UN Global Compact 10th Principle Call to Action, which urges governments to underscore anti-corruption and good governance as fundamental pillars of a sustainable and inclusive global economy. Novelis joined the WWF Climate Savers Program, WWF's global platform to engage business and industry on climate and energy. In 2015, Novelis was inducted into the Ellen MacArthur Foundation's Circular Economy 100 (CE100), a global platform bringing together leading companies, emerging innovators, cities and regions to accelerate the transition to a circular economy. | |
| | | Responsible Sourcing | 25 | | |
| Aspect: Identified Material Aspects and Boundaries | | | | | |
| G4-16 | Association memberships. | Stakeholder Engagement and Partnerships | 17–20 | Novelis is active in many associations, particularly aluminum groups that focus on the sustainability and related issues of our products. Memberships include the global International Aluminium Institute, the Associação Brasileira do Alumínio, and the European Aluminium Association, as well as other national aluminum associations, where we operate. We are also members and participate in a number of sustainability/environment associations with our customers and other stakeholders (e.g., Europen, Metal Packaging Europe). | |
| G4-17 | Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures. | About Novelis | 6 | In May 2007, Hindalco Industries Limited, the flagship company of the Aditya Birla Group's conglomeration of businesses, acquired Novelis and it became a privately held, wholly owned Hindalco subsidiary and a member of the Mumbai-based ABG conglomerate. | |
| | | Scope and Boundaries | 74 | The three most significant joint ventures that Novelis is a partner in are as follows:<br>Aluminum Norf GmbH (Alunorf)<br>Logan Aluminum Inc.<br>Consorcio Candonga (sold December 2014) | |
| | | Novelis FY15 10-K | Exhibit 21.1 | a. Novelis Inc., Novelis Corporation, Novelis de Mexico, S.A. de C.V., Novelis PAE Corporation, Logan Aluminum Inc., Novelis South America Holdings LLC, Aluminum Upstream Holdings LLC, Novelis Acquisitions LLC, Novelis Holdings Inc., Novelis Delaware LLC, Novelis Services (North America) Inc., Eurofoil Inc. (USA), Novelis AG, Novelis Switzerland S.A., Novelis Italia SpA, Novelis Europe Holdings Limited, Novelis UK Ltd., Novelis Services Limited, Novelis Aluminium Holding Company, Novelis Deutschland GmbH, Aluminium Norf GmbH, Novelis Aluminium Beteiligungs GmbH, Deutsche Aluminium Verpackung Recycling GmbH, Novelis Sheet Ingot GmbH, France Aluminium Recyclage S.A., Novelis Laminés France S.A.S., Novelis PAE S.A.S., 4260848 Canada Inc., 4260856 Canada Inc., 8018227 Canada Inc., 8018243 Canada Limited, Novelis Korea Limited, Aluminium Company of Malaysia Berhad, Al Dotcom Sdn Berhad, Alcom Nikkei Specialty Coatings Sdn Berhad, Novelis (China) Aluminum Products Co., Ltd., Novelis (Shanghai) Aluminum Trading Co., Ltd., Novelis Vietnam Company Limited, Novelis MEA Ltd, Novelis do Brasil Ltda., Albrasilis — Alumínio do Brasil Indústria e Comércio Ltda., Brecha Energetica Ltda, Brito Energetica Ltda, Novelis (India) Infotech Ltd., Novelis Asia Holdings (Singapore) Pte. Ltd.<br>b. None | |
| G4-18 | How define report content and aspect boundaries. How implement Defining Report Content principles. | Materiality | 16 | We report operational data from our facilities, but that is not the only aspect we consider material or where we have an impact. For example, we also have an absolute target for Scope 3 emissions. Our approach is to look at impacts on a lifecycle basis, including within our facilities, in our incoming supply chain, within our customers' facilities, in the customer use phase, and at end of life. | |
| | | Stakeholder Engagement and Partnerships | 17–20 | We identify stakeholder groups who are expected to use the report by engaging with a variety of stakeholders through the following ways: | |
| | | | | **Employees:** Employee engagement and satisfaction surveys; annual "Shop talk" visits by regional presidents; plant EHS committees; quarterly CEO update calls with management. | |
| | | | | **Customers:** Direct engagement; sustainability questionnaires, scoring and rating systems. | |
| | | | | **Suppliers:** As some of our suppliers are also our customers and competitors, we engage with them in a wide variety of ways; our Supplier Code of Conduct is one new way in which we are engaging with our suppliers. | |
| | | | | **Regulators and Policymakers:** Through membership in industry associations. | |
| | | | | **Communities:** Through Novelis Neighbor, the heart of our community engagement program, which covers donations, employee volunteerism and recycling education. | |
| | | | | **Sustainability Organizations:** Membership in industry associations; direct engagement with environmental NGOs; membership in local, regional, national and global sustainability organizations. | |
| G4-19 | Material aspects. | Materiality | 16 | | |
| G4-20 | Material aspects within the organization. | Materiality | 16 | Boundary of report includes sustainability performance in all areas mentioned under G4-17 except where noted otherwise. | |
| | | Scope and Boundaries | 74 | | |
| | | Reporting Period | 74 | | |
| G4-21 | Material aspects outside the organization. | Materiality | 16 | Boundary of report includes sustainability performance in all areas mentioned under G4-17 except where noted otherwise. | |
| | | Scope and Boundaries | 74 | | |
| | | Reporting Period | 74 | | |
| G4-22 | Effect of restatements. | Reporting Period | 74 | Data may have changed slightly since FY14 report due to the following: improved processes for calculations, estimations, conversion factors, reporting periods (calendar year to fiscal year), or improved methodologies (e.g., tracking actual numbers instead of using estimates). | |
| | | Scope and Boundaries | 74 | | |
| G4-23 | Significant changes from previous reporting period. | Reporting Period | 74 | No significant changes. | |

| G4 Indicator | Description | Report Section or Location | Page(s) | Additional Information | Omission |
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| Aspect: Stakeholder Engagement | | | | | |
| G4-24 | Stakeholder groups engaged by the organization. | Stakeholder Engagement and Partnerships | 17–20 | | |
| G4-25 | How these stakeholders are identified and selected. | Stakeholder Engagement and Partnerships | 17–20 | | |
| G4-26 | Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group. | Stakeholder Engagement and Partnerships | 17–20 | | |
| G4-27 | Key concerns raised through stakeholder engagement, and how the organization responded. | Stakeholder Engagement and Partnerships | 17–20 | | |
| Aspect: Report Profile | | | | | |
| G4-28 | Reporting period. | Reporting Period | 74 | April 1, 2014 – March 31, 2015 (plus relevant baseline data and context from preceding years). | |
| G4-29 | Most recent report (if any). | | | We published our FY14 Sustainability Report in November 2014. | |
| G4-30 | Reporting cycle (annual, biennial, etc.). | Reporting Period | 74 | We plan to report annually, publishing in the fall of each year. | |
| G4-31 | Contact point for questions regarding the report or its contents. | Report Back Cover | | Jessica Sanderson<br>Tel: +1 404 760 4129<br>jessica.sanderson@novelis.com | |
| G4-32 | Table identifying the location of the Standard Disclosures in the report. | GRI Index | 75–80 | | |
| G4-33 | External assurance statement | Assurance | 74 | We utilize the GRI methodology for this report, but did not engage a third party for assurance this year. We may seek third-party assurance in the key areas of sustainability data collection and reporting in the future. | |
| Aspect: Governance | | | | | |
| G4-34 | Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight. | Sustainability Management and Governance | 21 | | |
| | | Corporate Website: Executive Officers | | | |
| | | Corporate Website: Board of Directors | | | |
| | | Novelis FY15 10-K | 142–146 | As of March 31, 2015:<br>Our Board of Directors supervises the management of our business and affairs, and annually reviews corporate governance practices in light of developing requirements. As new provisions come into effect, our Board of Directors will reassess our corporate governance practices and implement changes as and when appropriate. The Novelis Global Operating Committee is responsible for overseeing the business with regard to the day-to-day global operation of the company.<br>Our Board has also established two standing committees:<br>• Our Audit Committee's main objective is to assist our Board of Directors in fulfilling its responsibilities for overseeing the integrity of our financial statements and our compliance with legal and regulatory requirements.<br>• Our Compensation Committee establishes our general compensation philosophy and oversees the development and implementation of compensation policies and programs. It also reviews and approves the compensation of individual executive officers, and the effectiveness of our overall management organization structure, succession planning, and development process for high-potential employees. | |
| G4-35 | Process for delegating authority. | Sustainability Management and Governance | 21 | Novelis has a detailed Delegation of Authority process, which includes details for rules on decision making across the company, including investment, procurement and sales contracts. | |
| | | Environment, Health and Safety (EHS) Management Systems | 32 | | |
| G4-36 | How organization appointed executive level position(s) responsible for sustainable issues, and if report to the organization. | Sustainability Management and Governance | 21 | Kim Adler, Vice President, Communications, Sustainability & Government Affairs, reports to the CEO and is responsible for sustainability issues. Jessica Sanderson, Director, Sustainability, reports to Ms. Adler. | |

| G4 Indicator | Description | Report Section or Location | Page(s) | Additional Information | Omission |
|---|---|---|---|---|---|
| G4-37 | Consultation between stakeholders and the highest governance body on sustainability issues. | Stakeholder Engagement and Partnerships | 17–20 | The sole shareholder of Novelis Inc., AV Metals Inc., appoints members of the Board on an annual basis.<br>There are no minority shareholders in Novelis Inc. Common stock is held by AV Metals Inc., which is a wholly owned subsidiary of Hindalco Industries Limited. Interested parties may communicate with the Board of Directors, a committee or individual director by writing to Novelis Inc., Two Alliance Center, 3560 Lenox Rd N.E., Suite 2000, Atlanta, GA 30326, Attn: Corporate Secretary – Board Communication. All such communicators will be compiled by the Corporate Secretary and submitted to the appropriate director or Board Committee. | |
| | | Public Policy Engagement | 17 | Corporate communications facilitates interactive employee meetings, which allow for submission of questions to our Chief Executive Officer and other executives on a regular basis. Town hall meetings are conducted often by the regional presidents and our senior leaders as well. Other mechanisms include periodic employee surveys, comments to announcements on the company's internal website, and discussions with line management. An anonymous, toll-free whistleblower hotline was introduced across the company in FY13.<br>The above includes the company's economic performance, sustainability, strategy, EHS, employee surveys, HR and other matters. | |
| G4-38 | Details on composition of organization's highest governance body and its committees. | Sustainability Management and Governance | 21 | The Novelis Inc. Board comprises four Indian residents and two Canadian residents, all male, none of which are executives of Novelis. The Novelis Global Operating Committee is composed of Novelis executives: 13 individuals (11 male, two female). | |
| | | Corporate Website: Executive Officers | | Steve Fisher, Steve Pohl, Shashi Maudgal, Erwin Mayr, Marco Palmieri, Tadeu Nardocci, H.R. Shashikant, Jack Clark, Nick Madden, Greg Schlicht, Randy Miller, Bob Nelson, Les Parrette, Karen K. Renner | |
| | | Corporate Website: Board of Directors | | Kumar Mangalam Birla, Askaran K. Agarwala, Clarence Chandran, Satish Pai, Donald A. Stewart | |
| | | Novelis FY15 10-K | 142–146 | | |
| G4-39 | Indicate whether the Chair of the highest governance body is also an executive officer. | | | Kumar Mangalam Birla has served as Chairman of the Board since May 15, 2007. He is the Chairman of the Aditya Birla Group and serves as Chairman of all of Aditya Birla Group's blue-chip companies in India and as a director of the Group's international companies. | |
| G4-40 | Processes for highest governance body and its committees. | Novelis FY15 10-K | 142–146 | All of our directors are appointed by our sole shareholder on an annual basis. | |
| G4-41 | Processes in place for the highest governance body to ensure conflicts of interest are avoided. | Corporate Website: Code of Conduct | | The bylaws of Novelis Inc. require that a director or officer who is a party to a material contract or material transaction with the corporation must disclose the nature and extent of the director's or officer's interest at the time and in the manner provided by the Canada Business Corporations Act and any other applicable law. | |
| | | Corporate Website: Code of Ethics | | | |
| G4-42 | Highest governance body's role in setting purpose, values and strategy. | Sustainability Management and Governance | 21 | The Novelis Board is the highest governance body and sets the company purpose, value and strategy. The Novelis CEO and the Global Operating Committee manage the company on a day-to-day basis. | |
| G4-43 | Highest governance body's competencies. | | | Our Board holds a minimum of four regularly scheduled Board meetings each year. At these meetings, the Board reviews the company's performance and objectives and discusses the business and economic environment in which the company operates. Where relevant, the Board is briefed on sustainability issues as part of Novelis' strategy review by Novelis' President and Chief Executive Officer. | |
| G4-44 | Highest governance body's performance evaluation. | | | Each year the sole shareholder of Novelis Inc. appoints/reappoints the members of the Board of Directors. The Board is not required to self assess on a regular basis. | |
| G4-45 | Highest governance body's role in risk management. | Novelis FY15 10-K | 142–146 | The Board meets quarterly to review the company's overall performance. The Board and Audit Committee receive quarterly signed compliance certificates from the Compliance Officer certifying the company's compliance with legal and policy requirements. The Enterprise Risk Assessment is reported to the Audit Committee on a regular basis. | |
| G4-46 | Report the highest governance body's role in reviewing the effectiveness of the organization's risk management processes for economic, environmental and social topics. | Novelis FY15 10-K | 142–146 | The Audit Committee reviews, monitors, reports and, where appropriate, provides recommendations to the Board on the corporation's processes for identifying, assessing and managing risk. The Enterprise Risk Assessment is reported to the Audit Committee on a regular basis. | |
| G4-47 | Report the frequency of the highest governance body's review of economic, environmental and social impacts, risks, and opportunities. | | | The Board meets quarterly to review the company's overall performance, including economic, environmental and social performance. The Board and Audit Committee receive quarterly signed compliance certificates from the Compliance Officer certifying the company's compliance with legal, securities law, credit agreement, delegation of authority policy, and policy requirements. The Enterprise Risk Assessment is reported to the Audit Committee on a regular basis. | |
| G4-48 | Report the highest committee or position that formally reviews and approves the organization's sustainability report and ensures that all material Aspects are covered. | Sustainability Management and Governance | 21 | The Director, Sustainability, is responsible for approving the sustainability report and ensures that all of the company's material aspects are covered by the report. The report is also reviewed by the Chief Executive Officer and all members of the Novelis Global Operating Committee. | |

| G4 Indicator | Description | Report Section or Location | Page(s) | Additional Information | Omission |
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| G4-49 | Report the process for communicating critical concerns to the highest governance body. | Novelis FY15 10-K | 142–146 | Quarterly Board meetings; ethics hotline (employees have forum for voicing their concerns); interested parties may communicate with the Board of Directors, a committee or an individual director by writing to Novelis Inc., Two Alliance Center, 3560 Lenox Road N.E., Suite 2000, Atlanta, GA 30326, Attention: Corporate Secretary – Board Communication.<br>All such communications will be compiled by the Corporate Secretary and submitted to the appropriate director or Board Committee.<br>Corporate communications facilitates interactive employee meetings, which allow for submission of questions to our Chief Executive Officer and other executives on a regular basis. Town hall meetings are conducted often by the regional presidents and our senior leaders as well. Other mechanisms include periodic employee surveys, comments to announcements on the company's internal website, and discussions with line management. An anonymous, toll-free whistleblower hotline was introduced across the company in FY13.<br>The above includes the company's economic performance, strategy, EHS, employee surveys and HR matters. | |
| G4-50 | Report the nature and total number of critical concerns that were communicated to the highest governance body and the mechanism(s) used to address and resolve them. | | | Incidents are reported through our whistleblower reporting mechanism, all of which are communicated to the highest governance body. In FY15, we had 12 incidents reported through our whistleblower mechanism, none of which were deemed critical by our business. By critical, we define financially as something that is reported in our 10-K, or a social incident that is a perpetual or recurring issue. | |
| G4-51 | Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance). | Novelis FY15 10-K | 147–162 | Under the bylaws of Novelis Inc., each director who is not a salaried officer of the corporation or of one of its subsidiaries may be paid such compensation as may be fixed by the Directors or by any committee to which the Directors may delegate power to do so, in addition to transportation and other expenses actually incurred in attending meetings of the Directors or of any committee of which they are a member or in otherwise performing the duties of their office.<br>The Compensation Committee of our Board is responsible for approving the compensation programs for our executive officers and making decisions regarding specific compensation to be paid or awarded to them. | |
| G4-52 | Report the process for determining remuneration. | Novelis FY15 10-K | 147–162 | Although the Committee did not independently engage a third-party compensation consultant to assist in developing our fiscal 2015 compensation program, management worked with Mercer LLC (a global human resource consulting firm) to evaluate and benchmark our executive compensation program, and management provided the Committee with the outcome of the Mercer analysis. Management also routinely reviews compensation surveys published by other leading global human resources consulting firms. Hay Group (a global human resource consulting firm) periodically assists management with the internal leveling of executive jobs to ensure internal equity and external competitiveness of pay opportunities based on an executive's job scope and complexity.<br>For executive compensation benchmarking purposes, in addition to large global companies headquartered in the southeastern United States with whom Novelis may compete for executive talent, management focuses on other major companies in the manufacturing and materials sectors having revenues in excess of $1 billion. The companies that comprise our peer group may change from year to year as a result of merger/acquisition activity or revenue growth of relevant companies that moves such companies into consideration. | |
| G4-53 | Report how stakeholders' views are sought and taken into account regarding remuneration, including the results of votes on remuneration policies and proposals, if applicable. | See G4-51 | | The sole shareholder of Novelis Inc., AV Metals Inc., appoints members of the Board on an annual basis.<br>There are no minority shareholders in Novelis Inc. Common stock is held by AV Metals Inc., which is a wholly owned subsidiary of A.V. Minerals B.V., which is a wholly owned subsidiary of Hindalco Industries Limited. | |
| | | Novelis FY15 10-K | 147–162 | The Compensation Committee of our Board of Directors (the "Committee") is responsible for approving the compensation programs for our named executive officers and making decisions regarding specific compensation to be paid or awarded to them. The Committee acts pursuant to a charter approved by our Board.<br>Our Chief Human Resources Officer serves as the primary management liaison officer for the Committee. Our human resources and legal departments provide assistance to the Committee in the administration of the Committee's responsibilities.<br>Our named executive officers have no direct role in setting their own compensation. The Committee, however, meets with members of our management team to evaluate performance against pre-established goals, and management makes recommendations to the Board regarding budgets, production/sales forecasts and other information, which affect certain goals. Our Principal Executive Officer may also share his observations and make recommendations to the Committee regarding individual performance, expected future contributions and compensation matters related to other named executive officers and provide input regarding executive compensation programs and policies generally.<br>Management assists the Committee by providing information needed or requested by the Committee (such as our performance against budget and objectives, historical compensation, compensation expense, current company policies and programs, country-specific prevalent compensation practices, peer group metrics and peer group target pay levels) and by providing input and advice regarding potential changes to compensation programs and policies and their impact on the company and its executives.<br>In the first quarter of each fiscal year, the Committee (1) reviews prior-year performance and approves the distribution of short-term incentive and long-term incentive earned payouts, if any, for the prior year, (2) reviews and approves base pay and short-term incentive targets for executives for the current year, and (3) recommends to the Board of Directors the form of long-term incentive award vehicles and vesting performance criteria for the current cycle of the program. The Committee may deviate from the above practice when appropriate under the circumstances.<br>The above includes the company's economic performance, strategy, EHS, employee surveys and HR matters. | |

| G4 Indicator | Description | Report Section or Location | Page(s) | Additional Information | Omission |
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| G4-54 | Report the ratio of the annual total compensation for the organization's highest-paid individual in each country of significant operations to the median annual total compensation for all employees (excluding the highest-paid individual) in the same country. | | | | Data is confidential. |
| G4-55 | Report the ratio of percentage increase in annual total compensation for the organization's highest-paid individual in each country of significant operations to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual) in the same country. | | | | Data is confidential. |
| Aspect: Ethics and Integrity | | | | | |
| G4-56 | Describe the organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics. | Sustainability Management and Governance | 21 | Novelis' Code of Conduct provides an outline of the expectations Novelis has of its employees when they are conducting company business. Every employee has an obligation to comply with the Code. Employees are instructed to direct questions about the Code of Conduct and acting ethically to their manager or human resources representative. Employees wishing to report a suspected violation of the Code can do so anonymously through the Novelis Ethics Hotline. | |
| | | Corporate Website: Code of Conduct | | | |
| | | Corporate Website: Code of Ethics | | | |
| G4-57 | Report the internal and external mechanisms for seeking advice on ethical and lawful behavior, and organizational integrity. | Sustainability Management and Governance | 21 | Both an Employee Code of Conduct and a Supplier Code of Conduct were rolled out in FY13. Novelis' Code of Conduct provides an outline of the expectations Novelis has of its employees when they are conducting company business. Every employee has an obligation to comply with the Code. Employees are instructed to direct questions about the Code of Conduct and acting ethically to their manager or human resources representative. Employees wishing to report a suspected violation of the Code can do so anonymously through the Novelis Ethics Hotline. | |
| | | Corporate Website: Code of Conduct | | | |
| | | Corporate Website: Code of Ethics | | | |
| G4-58 | Report the internal and external mechanisms for reporting concerns about unethical or unlawful behavior, and matters related to organizational integrity, such as escalation through line management, whistleblowing mechanisms or hotlines. | (See response for GA-57) | | Novelis' Code of Conduct provides an outline of the expectations Novelis has of its employees when they are conducting company business. Every employee has an obligation to comply with the Code. Employees are instructed to direct questions about the Code of Conduct and acting ethically to their manager or human resources representative. Employees wishing to report a suspected violation of the Code can do so anonymously through the Novelis Ethics Hotline. A 24-hour toll-free ethics hotline telephone number is provided to employees for every country in which Novelis has facilities. | |

## Specific Standard Disclosures

| G4 Indicator | Description | Report Section or Location | Page(s) | Additional Information | Omission |
|---|---|---|---|---|---|
| **Category: Economic** | | | | | |
| Aspect: Economic Performance | | | | | |
| DMA | | Our economic performance (specifically our EBITDA) is one of our 2020 sustainability targets, and our overall financial performance is also reviewed quarterly by the Novelis Board of Directors. | | | |
| | | Performance Summary | 5 | | |
| | | About Novelis | 6 | | |
| | | Sustainability Management and Governance | 21 | | |
| EC1 | Direct economic value generated and distributed. | About Novelis | 6 | | |
| | | Novelis' Charitable Contributions | 53 | | |
| | | [Novelis FY15 10-K] | | | |

| **Direct Economic Value Generated** | | **FY15** |
|---|---|---|
| a) Revenues | Net sales plus revenues from financial investments and sales of assets | Net sales: $11,147 million<br>Proceeds from the sale of assets, net of transaction fees and hedging: $117 million |
| **Economic Value Distributed** | | |
| b) Operating costs | Payments to suppliers, non-strategic investments, royalties and facilitation payments | Total cost of goods sold: $9,793 million (includes employee wages and benefits) |
| c) Employee wages and benefits | Total monetary outflows for employees (current payments, not future commitments) | Salaries, bonus and benefits: $923 million |
| d) Payments to providers of capital | All financial payments made to the providers of the organization's capital | • Repayment of long-term and short-term borrowings: $324 million<br>• Revolving credit facilities and other, net: $160 million (this represents a net increase in our borrowing position)<br>• Return of capital to AV Metals: $250 million<br>• Interest paid, net of capitalized interest: $303 million |
| e) Payments to government | Gross income taxes | $131 million |
| f) Community investments | Voluntary contributions and investment of funds in the broader community (includes donations) | Approximately $3,502,910 (including tax redirects in Brazil of $1,019,598) from Novelis; approximately $145,381 in employee donations |
| **Economic Value Retained** | | |
| (calculated as economic value generated less economic value distributed) | Investments, equity release, etc. | Adjusted EBITDA: $902 million<br>FY15 net income attributable to common shareholder: $148 million |

| G4 Indicator | Description | Report Section or Location | Page(s) | Additional Information | Omission |
|---|---|---|---|---|---|
| EC2 | Financial implications and other risks and opportunities for the organization's activities due to climate change. | Letter from Our Chief Executive Officer | 2–3 | At the company level, risk assessment is based on the lifecycle environmental impacts of our products and external climate change-related activities. | |
| | | Market Factors | 14 | At the asset level, risk is assessed based both on the potential for future growth and operational risks. Novelis has made significant investments in order to reduce our carbon footprint, including recycling and our product lines that we recognize as poised for growth with reduced overall contribution and liability toward climate change impacts. Novelis also continuously assesses the exposure of our facilities to climate change-related impacts. At each of our manufacturing locations an energy leader has been established. A global energy steering committee was initiated to ensure consistency between our regions on energy management and strategic direction. Novelis has also developed enterprise-wide environmental data management guidelines and systems to ensure comprehensive reporting. We have also evaluated the potential for physical climate-related impacts (i.e., sea level rise, droughts, extreme weather conditions, etc.) at each of our locations. Additionally, as a part of our general risk assessment practices we have evaluated and put into practice ways to prevent and mitigate losses due to flooding based on common types of damage resulting from flooding. | |
| | | Public Policy Engagement | 17 | Regulatory risks (e.g., the cost of activities and systems to comply with new regulations): Consumer preferences, government regulations and natural resource constraints all point toward the need to reduce the environmental footprint of the products our customers make and position their companies to succeed in a low-carbon economy. Increasing recycling rates and using our lightweight technologies to aide automobile and other transportation users to reduce fuel use and emissions and meet fuel efficiency regulations is a major focus. | |
| | | Greenhouse Gas Emissions | 33–36 | Opportunities to provide new technologies, products, or services to address challenges related to climate change: We started this effort at a pivotal time in our industry. Demand for our products is expected to grow due in large part to sustainability drivers such as climate change, rising energy demands and natural resource scarcity, along with economic growth in emerging markets. Aluminum is strong, malleable, conductive, infinitely recyclable and – critically, in an energy- and carbon-constrained world – lightweight. Car manufacturers are turning to aluminum for lightweighting vehicles, as lightweighting is a key enabler of significant fuel efficiency increases. As a result, aluminum stands poised to play a central role in the transition to the lower-carbon economy of the future – and to be an increasingly important component of the products consumers around the world are demanding. | |

<table>
<tr><th>G4 Indicator</th><th>Description</th><th>Report Section or Location</th><th>Page(s)</th><th>Additional Information</th><th>Omission</th></tr>
<tr><td>EC2 (continued)</td><td>Financial implications and other risks and opportunities for the organization's activities due to climate change.</td><td>Energy Use</td><td>37–39</td><td>Potential competitive advantages created for the organization by regulatory or other technology changes linked to climate change: Our customers include many of the most well-known and respected brands in the world, and they are facing the same set of sustainability drivers as Novelis. Consumer preferences, government regulations and natural resource constraints all point toward the need to reduce the environmental footprint of the products they make and position their companies to succeed in a low-carbon economy. Increasing recycling rates and using our lightweight technologies to aid automobile and other transportation users to reduce fuel use and emissions and meet fuel efficiency regulations is a major focus.<br><br>The financial implications of the opportunity exist in the long-term reduction of our operating costs compared to our competitors. In order to achieve a lower operating cost, we are investing in recycling capacity and energy efficiency today. To manage this opportunity we are increasingly taking a long-term strategic view on our carbon footprint reduction investments with a focus on expanding recycling and budget for energy-efficiency projects.<br><br>The costs associated with these actions are considered upfront costs with even greater long-term savings. Each facility is required to invest in energy efficiency, which will be an ongoing cost. Some projects require more or less investment depending on the existing technology at the plant. Although the steps to recycle result in an addition to our emissions, when you take a lifecycle view the embedded carbon is dramatically reduced (by more than 90%) when comparing recycled to primary aluminum. As our suppliers are impacted by the financial burden of the emissions trading schemes, our commitment to increase recycle content will limit the degree to which these costs are passed along to Novelis. We anticipate that these future savings will be more significant than our own costs related to the emissions trading schemes.</td><td></td></tr>
<tr><td>EC3</td><td>Coverage of the organization's defined benefit plan obligations.</td><td>Novelis FY15 10-K</td><td></td><td>
<table>
<tr><td>a. Where the plan's liabilities are met by the organization's general resources, report the estimated value of those liabilities.</td><td>Global net unfunded position of $769 million as of March 31, 2015 per US GAAP.</td></tr>
<tr><td>b. Where a separate fund exists to pay the plan's pension liabilities, report:</td><td></td></tr>
<tr><td>- The extent to which the scheme's liabilities are estimated to be covered by the assets that have been set aside to meet them</td><td>0.79</td></tr>
<tr><td>- The basis on which that estimate has been arrived at</td><td>Fair value of plan assets at March 31, 2015</td></tr>
<tr><td>- When that estimate was made.</td><td>March 31, 2015</td></tr>
<tr><td>c. Where a fund set up to pay the plan's pension liabilities is not fully covered, explain the strategy, if any, adopted by the employer to work toward full coverage, and the timescale, if any, by which the employer hopes to achieve full coverage.</td><td>For pension plans, our policy is to fund an amount required to provide for contractual benefits attributed to service to date, and amortize unfunded actuarial liabilities typically over periods of 15 years or less.</td></tr>
<tr><td>d. Report the percentage of salary contributed by employee or employer.</td><td>Per company policy, this information is confidential.</td></tr>
<tr><td>e. Report the level of participation in retirement plans (such as participation in mandatory or voluntary schemes, regional or country-based schemes, or those with financial impact).</td><td>Per company policy, this information is confidential.</td></tr>
</table>
</td><td></td></tr>
<tr><td>EC4</td><td>Significant financial assistance received from government.</td><td></td><td></td><td>Other than in the form of tax holidays, tax credits and expansion grants, Novelis has received no significant* assistance from governments in FY15.<br><br>The government is not present anywhere in the company's shareholding structure.<br><br>*The materiality level for significance in financial reporting is generally greater than $1 million.
<table>
<tr><th>Significant estimated aggregate financial value on an accruals basis for the following:</th><th>FY15</th></tr>
<tr><td>• Tax relief/credits</td><td>We receive the benefits of favorable tax holidays in various jurisdictions, which resulted in a $9 million reduction to tax expense for the year ended March 31, 2015, and phase out as of December 31, 2015.<br><br>We earn tax credits in a number of the jurisdictions in which we operate. Primarily comprising empire zone credits in New York in the current year of $8 million, and foreign tax credits in the U.K. of $11 million. The impact on our income tax provision of these credits during the year ended March 31, 2015 was a benefit of $22 million. However, the current year empire zone credits in New York are offset with a corresponding valuation allowance of $8 million.<br><br>On March 31, 2014, New York State enacted corporate tax reform legislation that overhauls the State corporate tax rate. One of the changes is the enactment of a zero tax rate for qualified New York manufacturers effective for tax years beginning on or after January 1, 2014.<br><br>We continue to maintain valuation allowances in Canada and certain foreign jurisdictions primarily related to tax losses where we believe it is more likely than not that we will be unable to utilize those losses. The impact on our income tax provision of the change in these valuation allowances during the year ended March 31, 2015 was an increase of $95 million.</td></tr>
<tr><td>• Subsidies</td><td>Not relevant to Novelis</td></tr>
<tr><td>• Investment grants, research and development grants, and other relevant types of grants</td><td>None</td></tr>
<tr><td>• Awards</td><td>Not relevant to Novelis</td></tr>
<tr><td>• Royalty holidays</td><td>Not relevant to Novelis</td></tr>
<tr><td>• Financial assistance from Export Credit Agencies (ECAs)</td><td>Not significant</td></tr>
<tr><td>• Financial incentives</td><td>None</td></tr>
<tr><td>• Other financial benefits received or receivable from any government for any operation</td><td>Not significant</td></tr>
</table>
</td><td></td></tr>
</table>

| G4 Indicator | Description | Report Section or Location | Page(s) | Additional Information | Omission |
|---|---|---|---|---|---|
| Aspect: Market Presence | | | | | Aspect did not meet threshold for materiality. |
| Aspect: Indirect Economic Impacts | | | | | Aspect did not meet threshold for materiality. |
| Aspect: Procurement Practices | | | | | Aspect did not meet threshold for materiality. |
| **Category: Environmental** | | | | | |
| Aspect: Materials | | | | | |
| DMA | | Novelis has a Senior Vice President and Chief Supply Chain Officer who manages our material inputs. Novelis' Global Supply Chain framework's goal is to minimize our costs and our footprint as we deliver our products. | | | |
| | | Sustainability Management and Governance | 21 | | |
| | | Mainstreaming Recycling | 9 | | |
| | | Sourcing | 22–29 | | |
| EN1 | Materials used by weight or volume. | | | **Total purchases for production are 3,492.5 kilotons, of which 97% is aluminum. The breakdown of our most significant material inputs (both purchased and produced) by weight is in the following table:** | |

| Material | Unit | FY15 | Direct Materials | Renewable |
|---|---|---|---|---|
| Aluminum | metric kilotons | 3,393.2 | Yes | No |
| Alumina | metric kilotons | 24.9 | Yes | No |
| Alloys | metric kilotons | 39.9 | Yes | No |
| Can coatings | metric kilotons | 24.2 | Yes | No |
| Architectural and foil coatings (industrial) | metric kilotons | 4.5 | Yes | No |
| Pretreatments | metric kilotons | 5.8 | Yes | No |
| Total amount of material inputs | metric kilotons | 3,492.5 | | |

| G4 Indicator | Description | Report Section or Location | Page(s) | Additional Information | Omission |
|---|---|---|---|---|---|
| EN2 | Percentage of materials used that are recycled input materials. | Our Global Recycling Strategy | 24 | **Percentage using GRI requirements (EN1 data = Total aluminum materials used [based on purchases and aligns with EN1])** | |

| Indicator | Unit | FY15 |
|---|---|---|
| Total amount of materials used | metric kilotons | 3,493 |
| Total weight of recycled input materials | metric kilotons | 1,530 |
| Recycled input materials | percentage | 44% |

**Percentage using NVL methodology (FRP sales = Total aluminum materials used)**

| Indicator | Unit | FY15 |
|---|---|---|
| Total volume of aluminum FRP shipments | metric kilotons | 3,049 |
| Total weight of recycled input materials | metric kilotons | 1,496 |
| Recycled input materials | percentage | 49% |

| G4 Indicator | Description | Report Section or Location | Page(s) | Additional Information | Omission |
|---|---|---|---|---|---|
| Aspect: Energy | | | | | |
| DMA | | Novelis has a Global Energy Manager who oversees Novelis' global energy use, who ultimately reports to our Chief Technical Officer. Our standards and protocols for environmental protection and health and safety management are based on relevant government requirements and Novelis policies, which may exceed them. Our global performance standards are implemented following site-specific evaluation of issues and hazards. Plants are responsible for training employees on the requirements backed up by EHS specialists. Training is tailored to the employee's job requirements and carried out through a variety of methods, including online and hands-on training. All training is tracked to completion, and results are analyzed annually. | | | |
| | | Sustainability Management and Governance | 21 | | |
| | | Environment, Health and Safety (EHS) Management Systems | 32 | | |
| | | Energy Use | 37–39 | | |

<table>
<tr><th>G4 Indicator</th><th>Description</th><th>Report Section or Location</th><th>Page(s)</th><th>Additional Information</th><th>Omission</th></tr>
<tr><td>EN3</td><td>Energy consumption within the organization.</td><td>Energy Use</td><td>37–39</td><td>
<table>
<tr><th>Consolidated Group</th><th>Unit</th><th>Baseline</th><th>FY13</th><th>FY14</th><th>FY15</th></tr>
<tr><td>Heavy fuel oil (number 4 or 6)</td><td>GJ</td><td>2,599,107</td><td>1,118,114</td><td>305,594</td><td>377,179</td></tr>
<tr><td>Hydro</td><td>GJ</td><td>1,169,302</td><td>1,938,854</td><td>1,482,215</td><td>792,972</td></tr>
<tr><td>Natural gas</td><td>GJ</td><td>10,360,031</td><td>15,557,751</td><td>17,145,620</td><td>19,382,648</td></tr>
<tr><td>Other gases</td><td>GJ</td><td>515,545</td><td>231,872</td><td>52,117</td><td>39,470</td></tr>
<tr><td>Other liquid fuels</td><td>GJ</td><td>469,693</td><td>469,199</td><td>539,628</td><td>515,998</td></tr>
<tr><td>Total non-renewable</td><td>GJ</td><td>13,944,375</td><td>17,376,936</td><td>18,042,959</td><td>20,315,295</td></tr>
<tr><td>Total renewable</td><td>GJ</td><td>1,169,302</td><td>1,938,854</td><td>1,482,215</td><td>792,972</td></tr>
</table>
<table>
<tr><th>Measure</th><th>Unit</th><th>Baseline</th><th>FY13</th><th>FY14</th><th>FY15</th></tr>
<tr><td>Electricity consumption (third-party)</td><td>GJ</td><td>9,067,720</td><td>8,278,688</td><td>7,620,706</td><td>8,191,799</td></tr>
<tr><td>Electricity consumption (company-owned hydro)</td><td>GJ</td><td>1,169,302</td><td>1,938,854</td><td>1,482,215</td><td>277,952</td></tr>
<tr><td>Steam consumption</td><td>GJ</td><td>255,750</td><td>240,684</td><td>306,328</td><td>792,972</td></tr>
<tr><td>Heating consumption</td><td>GJ</td><td>–</td><td>–</td><td>–</td><td>–</td></tr>
<tr><td>Cooling consumption</td><td>GJ</td><td>–</td><td>–</td><td>–</td><td>–</td></tr>
<tr><td>Electricity, heating, cooling or steam sold: not applicable</td><td>GJ</td><td></td><td></td><td></td><td></td></tr>
</table>
Standards, methodologies and assumptions are reported in the Novelis Environmental Metrics Reporting and Management Guidelines.<br>
Conversion factors used are reported in the Novelis Environmental Metrics Reporting and Management Guidelines.
</td><td></td></tr>
<tr><td>EN4</td><td>Energy consumption outside of the organization.</td><td>Greenhouse Gas Emissions<br>Energy Use</td><td>33–36<br>37–39</td><td>
<table>
<tr><th colspan="2">Currently the Scope 3 emissions associated with purchased primary aluminum and downstream transport and distribution are reported:</th></tr>
<tr><td>• Purchased primary aluminum</td><td>16,005,320 GJ</td></tr>
<tr><td>• Downstream transport and distribution</td><td>233,031 GJ</td></tr>
<tr><td colspan="2">Other Scope 3 emissions that have been evaluated but are not considered to be high impact:</td></tr>
<tr><td>• Capital goods</td><td></td></tr>
<tr><td>• Fuel and energy</td><td></td></tr>
<tr><td>• Upstream transport and distribution</td><td></td></tr>
<tr><td>• Waste</td><td></td></tr>
<tr><td>• Business travel</td><td></td></tr>
<tr><td>• Employee commuting</td><td></td></tr>
<tr><td>• Upstream lease</td><td></td></tr>
<tr><td>• Other downstream transport and distribution</td><td></td></tr>
<tr><td>• Process intermediate production</td><td></td></tr>
<tr><td>• Sold products</td><td></td></tr>
<tr><td>• End of life sold products</td><td></td></tr>
<tr><td>• Downstream lease</td><td></td></tr>
<tr><td>• Franchises</td><td></td></tr>
<tr><td>• Investments</td><td></td></tr>
</table>
Avoided energy consumption due to lightweighting in automotive industry is also considered to be significant but difficult to calculate.<br>
Standards, protocols, assumptions used:<br>
The GHG Protocol, A Corporate Accounting and Reporting Standard, revised Edition. World Business Council for Sustainable Development (WBCSD) and World Resource Institute (WRI), March 2004, Geneva, Switzerland. The protocol is available at www.ghgprotocol.org.<br>
GHG Protocol, Corporate Value Chain (Scope 3) Accounting and Reporting Standard, Supplement to the GHG Protocol Corporate Accounting and Reporting Standard, World Business Council for Sustainable Development (WBCSD) and World Resource Institute (WRI), September 2010. The protocol is available at www.ghgprotocol.org.<br>
International standard ISO 14064-1, Greenhouse gases — Part 1: Specification with guidance at the organization level for quantification and reporting of greenhouse gas emissions and removals. International Organization for Standardization (ISO). March 2006, Geneva, Switzerland. The standard is available at www.iso.org.
</td><td></td></tr>
</table>

<table>
<tr><th>G4 Indicator</th><th>Description</th><th>Report Section or Location</th><th>Page(s)</th><th>Additional Information</th><th>Omission</th></tr>
<tr><td rowspan="5">EN5</td><td rowspan="5">Energy intensity.</td><td rowspan="5">Energy Use</td><td rowspan="5">37–39</td><td><table><tr><th></th><th>Unit</th><th>Baseline</th><th>FY13</th><th>FY14</th><th>FY15</th></tr><tr><td>Energy intensity</td><td>(GJ/mt FRP sales)</td><td>12.4</td><td>10.0</td><td>9.5</td><td>9.7</td></tr></table></td><td rowspan="5"></td></tr>
<tr><td>As stated in the Novelis Environmental Metrics Reporting and Management Guideline, November 2013, “The divisor for the intensity metric is the volume of flat rolled product (FRP) sales (as provided by the Novelis corporate finance department). FRP sales are defined as metric tons of rolled products shipped by Novelis facilities to a third party. FRP sales do not include intersegment rolled products and non-rolled products.”</td></tr>
<tr><td>All energy types are included in the intensity ratio including: fuel, electricity, heating, cooling, steam. Novelis measures and records the energy usage for Scope 1 (direct energy sources), Scope 2 (indirect energy sources) and Scope 3 (transportation energy only). For external energy reporting, only Scope 1 and Scope 2 energy usage is considered. Refer to the Novelis Environmental Metrics Reporting and Management Guideline for the collection, calculation and reporting of energy data. Energy is reported as an intensity metric with the units of GJ energy per kiloton of FRP sales.</td></tr>
<tr><td>Notes: In South America, Novelis owns hydro generation facilities. Electrical energy generated at these facilities and used at the Ouro Preto plant is counted for energy totals. Also, the Norf facility generates hot water that is used by the local community. The energy content of this water is not reflected as a reduction of overall energy usage.</td></tr>
<tr><td>The ratio uses energy consumed within the organization.</td></tr>
<tr><td rowspan="2">EN6</td><td rowspan="2">Reduction of energy consumption.</td><td>Mainstreaming Recycling</td><td>9</td><td>Total amount of reductions in energy consumption achieved as a direct result of conservation and efficiency initiatives: 641,812 GJ</td><td rowspan="2"></td></tr>
<tr><td>Energy Use</td><td>37–39</td><td>Types of energy included: electricity and fuel<br>Projected annual savings based on previous energy consumption of processes and equipment.<br>As reported by facility energy managers and Global Energy Manager.</td></tr>
<tr><td rowspan="2">EN7</td><td rowspan="2">Reductions in energy requirements of products and services.</td><td>Energy Use</td><td>37–39</td><td>Our two major initiatives to reduce the energy requirements of major products are:<br>1. Recycling aluminum<br>2. Decreasing use-phase energy requirements such as through lightweighting<br>The use of recycled aluminum reduces the embedded carbon or energy requirements of the material by more than 90% compared to primary aluminum.<br>As a general indicator, 1 kg of automotive aluminum substituted for a heavier material in a vehicle typically avoids 20 kg (44 lbs) of greenhouse gas emissions during its operating life. Global transport-related greenhouse gas emissions amount to 7.6 billion metric tons annually. A 2004 study by Helms and Lambrecht concluded that about 660 million metric tons of greenhouse gas could be saved during the use phase if all transport units (including road vehicles, trains and aircraft) were replaced by lightweight vehicles of current design with the same functional properties.<br>Lightweight design will be particularly important as the market for electric vehicles develops over the next 10 to 20 years: Using aluminum to design electric vehicles from the ground up will allow either smaller battery packs or improved range.</td><td></td></tr>
<tr><td>Customers</td><td>58–65</td><td>Assumption: Vehicle = car or light truck. For other vehicles, such as trains, ferries and aircraft, the potential savings are even greater.</td><td></td></tr>
<tr><td colspan="6">Aspect: Water</td></tr>
<tr><td rowspan="4">DMA</td><td rowspan="4"></td><td colspan="3">Novelis has a Global Environmental Manager who oversees Novelis’ global water use, and ultimately reports to our Chief Technical Officer, but receives input from our Chief Sustainability Officer as well. Our standards and protocols for environmental protection and health and safety management are based on relevant government requirements and Novelis policies, which may exceed them. Our global performance standards are implemented following site-specific evaluation of issues and hazards. Plants are responsible for training employees on the requirements backed up by EHS specialists. Training is tailored to the employee’s job requirements and carried out through a variety of methods, including online and hands-on training. All training is tracked to completion, and results are analyzed annually.</td><td rowspan="4"></td></tr>
<tr><td>Sustainability Management and Governance</td><td>21</td><td></td></tr>
<tr><td>Environment, Health and Safety (EHS) Management Systems</td><td>32</td><td></td></tr>
<tr><td>Water</td><td>40–41</td><td></td></tr>
<tr><td>EN8</td><td>Total water withdrawal by source.</td><td>Water</td><td>40–41</td><td><table><tr><th>Measure</th><th>Unit</th><th>Baseline</th><th>FY13</th><th>FY14</th><th>FY15</th></tr><tr><td>Ground water</td><td>$m^3$</td><td>3,527,463</td><td>4,227,857</td><td>4,300,942</td><td>4,072,748</td></tr><tr><td>Surface water</td><td>$m^3$</td><td>4,925,643</td><td>2,832,361</td><td>2,564,421</td><td>2,779,730</td></tr><tr><td>Water from public net</td><td>$m^3$</td><td>2,179,695</td><td>1,477,711</td><td>1,657,942</td><td>1,839,368</td></tr><tr><td>Total</td><td>$m^3$</td><td>10,632,801</td><td>8,537,928</td><td>8,523,306</td><td>8,691,846</td></tr><tr><td>Rainwater</td><td>not measured</td><td></td><td></td><td></td><td></td></tr><tr><td>Waste water</td><td>not applicable</td><td></td><td></td><td></td><td></td></tr></table>Standards, methodologies and assumptions are reported in the Novelis Environmental Metrics Reporting and Management Guidelines.</td><td></td></tr>
</table>

| G4 Indicator | Description | Report Section or Location | Page(s) | Additional Information | Omission |
|---|---|---|---|---|---|
| EN9 | Water sources significantly affected by withdrawal of water. | | | | Not available: we expect this data to be available in the next three to five years |
| EN10 | Percentage and total volume of water recycled and reused. | Water | 40–41 | See table below | |
| Aspect: Biodiversity | | | | Aspect did not meet threshold for materiality. | |
| Aspect: Emissions | | | | | |
| DMA | | Novelis' global emissions are a combination of our operational energy use and material inputs: See DMAs for Materials and Energy Use. Our standards and protocols for environmental protection and health and safety management are based on relevant government requirements and Novelis policies, which may exceed them. Our global performance standards are implemented following site-specific evaluation of issues and hazards. Plants are responsible for training employees on the requirements backed up by EHS specialists. Training is tailored to the employee's job requirements and carried out through a variety of methods, including online and hands-on training. All training is tracked to completion, and results are analyzed annually. | | | |
| | | Sustainability Management and Governance | 21 | | |
| | | Greenhouse Gas Emissions | 33–36 | | |
| | | Non-GHG Air Emissions | 45 | | |
| EN15 | Direct greenhouse gas (GHG) emissions (Scope 1). | Greenhouse Gas Emissions | 33–36 | See below | |

EN10:

| Water Recycled/Reused ($m^3$) | FY13 | FY14 | FY15 |
|---|---|---|---|
| Recycled water used in the same process | 219,618,028 | 247,586,160 | 251,182,846 |
| Recycled/reused water used in a different process | 319,733 | 365,318 | 241,285 |
| Water input | 8,537,928 | 8,523,306 | 8,691,846 |
| Total volume of water recycled and reused as a percentage of the total water withdrawal reported under indicator G4-EN8 | | | 2,893% |

EN15:

| GHG Type | Unit | Baseline | FY13 | FY14 | FY15 |
|---|---|---|---|---|---|
| Scope 1 | metric tons $CO_2e$ | 1,592,220 | 1,138,953 | 1,022,473 | 1,077,390 |

Novelis reports emissions for $CO_2e$ (fuels combustion, VOC destruction), $CH_4$ (fuels combustion) and $N_2O$ (fuels combustion). PFCs are currently and have historically been emitted by the Novelis South American smelters in Ouro Preto and Aratu (closed).

Since Novelis is not in the business of gas transport, $CH_4$ emissions from natural gas leaks are nonexistent. Novelis has performed an assessment of the significance of global warming impacts associated with releases from refrigerant systems (HFCs/$CO_2$) and fire suppression systems ($CO_2$/FM200) and emissions associated with VOC release and destruction and have found them to be insignificant sources.

For more detailed information on GHG gases see the Novelis Environmental Metrics Reporting and Management Guidelines.

No biogenic $CO_2$ emissions.

Novelis reports all sustainability data in fiscal year format. The Novelis fiscal year begins on April 1 and ends on March 31. In establishing progress toward environmental sustainability goals, Novelis has designated the average of fiscal year 2007 through fiscal year 2009 as a baseline period.

Novelis was created in 2005 as a spin-off from aluminum producer Alcan Inc. In 2007, Novelis was acquired by Hindalco Industries Limited, another veteran of the aluminum business. Hindalco is the flagship company of the Aditya Birla Group of companies, a multinational conglomerate headquartered in Mumbai, India. Following the merger, Novelis became a wholly owned subsidiary of Hindalco. Our baseline period is in line with the change in ownership using an average of the first three years to account for any volatile results due to the change in management.

Novelis has not experienced any significant change in emissions that has triggered recalculations of base year emissions. For more information on our approach to this issue see the Novelis Environmental Metrics Reporting and Management Guidelines.

| | |
|---|---|
| Standards, methodologies and assumptions are reported in the following guidelines: | Novelis Environmental Metrics Reporting and Management Guidelines |
| Emission factors used and the global warming potential (GWP) rates are reported in the following guidelines: | |
| The chosen consolidation approach for emissions is equity share. For a more detailed answer see the following guidelines: | |

<table>
<tr><th>G4 Indicator</th><th>Description</th><th>Report Section or Location</th><th>Page(s)</th><th>Additional Information</th><th>Omission</th></tr>
<tr><td>EN16</td><td>Energy indirect greenhouse gas (GHG) emissions (Scope 2).</td><td>Greenhouse Gas Emissions</td><td>33–36</td><td>
<table>
<tr><th>GHG Type</th><th>Unit</th><th>Baseline</th><th>FY13</th><th>FY14</th><th>FY15</th></tr>
<tr><td>Scope 2</td><td>metric tons $CO_2e$</td><td>1,077,426</td><td>923,487</td><td>839,523</td><td>919,504</td></tr>
</table>
Indirect GHG emissions from electricity generation and steam include the following gases: $CO_2$, $CH_4$, $N_2$, HFCs, PFCs, $SF_6$ and $NF_3$.
For more detailed information on GHG gases see the Novelis Environmental Metrics Reporting and Management Guideline in Appendix 2F – Management Plan for External Sustainability Reporting and Appendix 2G – PDM Greenhouse Gas and Energy Calculation Guide.
No biogenic $CO_2$ emissions.
Novelis reports all sustainability data in fiscal year format. The Novelis fiscal year begins on April 1 and ends on March 31. In establishing progress toward environmental sustainability goals, Novelis has designated the average of fiscal year 2007 through fiscal year 2009 as a baseline period.
Novelis was created in 2005 as a spin-off from aluminum producer Alcan Inc. In 2007, Novelis was acquired by Hindalco Industries Limited, another veteran of the aluminum business. Hindalco is the flagship company of the Aditya Birla Group of companies, a multinational conglomerate headquartered in Mumbai, India. Following the merger, Novelis became a wholly owned subsidiary of Aditya Birla Group. Our baseline period is in line with the change in ownership using an average of the first three years to account for any volatile results due to the change in management.
Novelis has not experienced any significant change in emissions that has triggered recalculations of base year emissions. For more information on our approach to this issue see the Novelis Environmental Metrics Reporting and Management Guidelines.
<table>
<tr><td>Standards, methodologies and assumptions are reported in the following guidelines:</td><td rowspan="3">Novelis Environmental Metrics Reporting and Management Guidelines</td></tr>
<tr><td>Emission factors used and the global warming potential (GWP) rates are reported in the following guidelines:</td></tr>
<tr><td>The chosen consolidation approach for emissions is equity share. For a more detailed answer see the following guidelines:</td></tr>
</table>
</td><td></td></tr>
<tr><td>EN17</td><td>Other indirect greenhouse gas (GHG) emissions (Scope 3).</td><td>Greenhouse Gas Emissions</td><td>33–36</td><td>
<table>
<tr><th>GHG Type</th><th>Unit</th><th>Baseline</th><th>FY13</th><th>FY14</th><th>FY15</th></tr>
<tr><td>Scope 3</td><td>metric tons $CO_2e$</td><td>18,311,746</td><td>16,037,995</td><td>15,520,640</td><td>16,238,351</td></tr>
</table>
GHG emissions from primary aluminum production and transportation include the following gases: $CO_2$, $CH_4$, $N_2$, HFCs, PFCs, $SF_6$ and $NF_3$.
For more detailed information on GHG gases see the Novelis Environmental Metrics Reporting and Management Guideline in Appendix 2F – Management Plan for External Sustainability Reporting and Appendix 2G – PDM Greenhouse Gas and Energy Calculation Guide.
No biogenic $CO_2$ emissions.
Scope 3 includes the transportation of Novelis products and purchases of primary aluminum. Refer to the Novelis Environmental Metrics Reporting and Management Guidelines.
<table>
<tr><td>Standards, methodologies and assumptions are reported in the following guidelines:</td><td rowspan="3">Novelis Environmental Metrics Reporting and Management Guidelines</td></tr>
<tr><td>Emission factors used and the global warming potential (GWP) rates are reported in the following guidelines:</td></tr>
<tr><td>The chosen consolidation approach for emissions is equity share. For a more detailed answer see the following guidelines:</td></tr>
</table>
</td><td></td></tr>
<tr><td>EN18</td><td>Greenhouse gas (GHG) emissions intensity.</td><td>Greenhouse Gas Emissions</td><td>33–36</td><td>
<table>
<tr><th>GHG Type</th><th>Unit</th><th>Baseline</th><th>FY13</th><th>FY14</th><th>FY15</th></tr>
<tr><td>GHG emissions intensity (Scope 1)</td><td>mt $CO_2e$/mt FRP sales</td><td>0.55</td><td>0.41</td><td>0.35</td><td>0.35</td></tr>
<tr><td>GHG emissions intensity (Scope 2)</td><td>mt $CO_2e$/mt FRP sales</td><td>0.37</td><td>0.33</td><td>0.29</td><td>0.30</td></tr>
<tr><td>GHG emissions intensity (Scope 3)</td><td>mt $CO_2e$/mt FRP sales</td><td>6.30</td><td>5.76</td><td>5.36</td><td>5.33</td></tr>
</table>
<table>
<tr><td>The divisor for the intensity metric is the volume of flat rolled product (FRP) sales (as provided by the Novelis corporate finance department). FRP sales are defined as metric tons of rolled products shipped by Novelis facilities to a third party. FRP sales do not include intersegment rolled products and non-rolled products.</td><td>Novelis Environmental Metrics Reporting and Management Guidelines</td></tr>
</table>
The types of GHG emissions are reported individually for direct (Scope 1), energy indirect (Scope 2), other indirect (Scope 3). GHG emissions include the following gases: $CO_2$, $CH_4$, $N_2$, HFCs, PFCs, $SF_6$ and $NF_3$.
</td><td></td></tr>
<tr><td>EN19</td><td>Reduction of greenhouse gas (GHG) emissions.</td><td>Greenhouse Gas Emissions</td><td>33–36</td><td>
<table>
<tr><td>Company total metric tons $CO_2$ savings</td><td>37,275</td></tr>
<tr><td>Gases included</td><td>all</td></tr>
</table>
Projected annual savings based on previous energy consumption of processes and equipment.
Source United States: eGRID2012 Version 1.0, April 2012
Canada National Inventory Report (1990–2011) Part 3, Annex 14 – Greenhouse gas sources and sinks in Canada
Source $CO_2$ factors: International Energy Agency Data Services. 2012. "$CO_2$ Emissions from Fuel Combustion (2012 Edition)"
Source International $CH_4$/$N_2O$ factors: International Electricity Emission Factors by Country, 1999–2002.xls
Source Malaysia: Study on Grid Connected Electricity Baselines in Malaysia, 2004–2008
Source South Korea: Korea Energy Management Corporations, 2005–2008
Reductions included were in Scope 1 and 2 emissions
</td><td></td></tr>
</table>

| G4 Indicator | Description | Report Section or Location | Page(s) | Additional Information | Omission |
|---|---|---|---|---|---|
| EN20 | Emissions of ozone-depleting substances (ODS). | | | ODS identified: HCFC-22, HCFC-124 and FREON 113; ODS totals: metric tons 1.6; CFC equivalents: metric tons 0.09 | |
| | | | | Novelis surveyed its plants to estimate their emissions of ozone-depleting substances (ODSs) for the first time in FY12. ODSs are primarily used in the heating and cooling of buildings and also some process and fire fighting operations. The survey was conducted following EN20 guidance. Plants surveyed operations to identify any ODS materials used on site. ODS emissions were estimated using equipment refill records or volumes purchased (minus initial equipment charges). For each ODS identified, its corresponding ozone-depleting potential was obtained as established by the Montreal Protocol. Total emissions by ODS were multiplied by the appropriate ODP to obtain the total Novelis CFC-11 equivalent emissions in metric tons. ODSs considered not material to Novelis operations and therefore not measured for FY15. | |
| EN21 | NOx, SOx, and other significant air emissions. | Non-GHG Air Emissions | 45 | See tables below. Mobile sources are not applicable to Novelis. | |

| ODS identified: | HCFC-22, HCFC-124 and FREON 113 | |
|---|---|---|
| ODS totals | metric tons | 1.6 |
| CFC equivalents | metric tons | 0.09 |

| Novelis Total Air Emissions (Metric tons) – stack only | FY13 | FY14 | FY15 |
|---|---|---|---|
| Hydrogen Chloride – FY | 182 | 180 | 178 |
| Methyl Ethyl Ketone (MEK) – FY | 3 | 5 | 9 |
| NOx – FY | 1,446 | 1,609 | 1,940 |
| PAHs – FY | 0 | 0 | 0 |
| Particulate Materials – FY | 2,045 | 849 | 642 |
| $SO_2$ – FY | 91 | 192 | 201 |
| Toluene – FY | 6 | 5 | 6 |
| Total Fluorides – FY | 93 | 31 | 21 |
| VOC – FY | 2,324 | 1,917 | 2,131 |
| POP | Not measured | Not measured | Not measured |
| **Total** | **6,190** | **4,789** | **5,128** |

Mobile sources are not applicable to Novelis.

| | |
|---|---|
| Standards, methodologies and assumptions are reported in the following guidelines: | Novelis Environmental Metrics Reporting and Management Guidelines |
| Emission factors used and the global warming potential (GWP) rates are reported in the following guidelines: | |
| The chosen consolidation approach for emissions is equity share. For a more detailed answer see the following guidelines: | |

Aspect: Effluents and Waste

| G4 Indicator | Description | Report Section or Location | Page(s) | Additional Information | Omission |
|---|---|---|---|---|---|
| DMA | | Our standards and protocols for environmental protection and health and safety management are based on relevant government requirements and Novelis policies, which may exceed them. Our global performance standards are implemented following site-specific evaluation of issues and hazards. Plants are responsible for training employees on the requirements backed up by EHS specialists. Training is tailored to the employee's job requirements and carried out through a variety of methods, including online and hands-on training. All training is tracked to completion, and results are analyzed annually. | | | |
| | | Sustainability Management and Governance | 21 | | |
| | | Environment, Health and Safety (EHS) Management Systems | 32 | | |
| | | Waste | 42–44 | | |
| EN22 | Total water discharged by quality and destination. | Water | 40–41 | Through metering or estimates, Novelis reports water discharge (either to a sewer system or trucked) by the following destinations:<br>• Ground water: Water discharged beneath the earth's surface.<br>• Surface water: Water discharged to the atmosphere.<br>• Water discharged to off-site treatment facilities: Water that is discharged to an offsite third-party facility for subsequent treatment. | |

| | Unit | FY13 | FY14 | FY15 |
|---|---|---|---|---|
| Ground water discharge | $m^3$ | 25,832 | 38,531 | 86,923 |
| Surface water discharge | $m^3$ | 3,962,323 | 4,379,230 | 3,729,776 |
| Water discharged to off-site treatment facilities | $m^3$ | 1,452,917 | 1,544,334 | 1,456,697 |
| **Total** | **$m^3$** | **5,441,072** | **5,962,095** | **5,273,396** |

We did a water quality survey in 2010 and we have plans to standardize our water quality reporting in the future. This water was not reused by another organization.

| | |
|---|---|
| Standards, methodologies and assumptions are reported in the following guidelines: | Novelis Environmental Metrics Reporting and Management Guidelines |
| The chosen consolidation approach for water discharge is equity share. For a more detailed answer see the following guidelines: | |

<table>
<tr><th>G4 Indicator</th><th>Description</th><th>Report Section or Location</th><th>Page(s)</th><th>Additional Information</th><th>Omission</th></tr>
<tr><td>EN23</td><td>Total weight of waste by type and disposal method.</td><td>Waste</td><td>42–44</td><td>
<table>
<tr><th>(In metric tons)</th><th>Measure</th><th>Baseline</th><th>FY13</th><th>FY14</th><th>FY15</th></tr>
<tr><td>Hazardous</td><td>Incinerated</td><td>2,036</td><td>1,228</td><td>733</td><td>914</td></tr>
<tr><td>Hazardous</td><td>Landfilled</td><td>1,127</td><td>262</td><td>180</td><td>510</td></tr>
<tr><td>Hazardous</td><td>Recycled</td><td>58,524</td><td>58,601</td><td>69,170</td><td>82,118</td></tr>
<tr><td>Non-hazardous</td><td>Incinerated</td><td>959</td><td>1,266</td><td>1,486</td><td>1,934</td></tr>
<tr><td>Non-hazardous</td><td>Landfilled</td><td>22,935</td><td>16,215</td><td>22,771</td><td>18,531</td></tr>
<tr><td>Non-hazardous</td><td>Recycled</td><td>78,993</td><td>118,457</td><td>140,168</td><td>139,586</td></tr>
<tr><td>Dross</td><td>Landfilled</td><td>39,073</td><td>37,125</td><td>39,084</td><td>42,714</td></tr>
<tr><td>Total</td><td></td><td>203,647</td><td>233,153</td><td>273,591</td><td>286,306</td></tr>
</table>
<table>
<tr><th></th><th>Measure</th><th>Baseline</th><th>FY13</th><th>FY14</th><th>FY15</th></tr>
<tr><td></td><td>Incinerated</td><td>2,995</td><td>2,494</td><td>2,219</td><td>2,848</td></tr>
<tr><td></td><td>Landfilled</td><td>62,508</td><td>53,602</td><td>62,034</td><td>61,754</td></tr>
<tr><td></td><td>Recycled</td><td>137,518</td><td>177,058</td><td>209,338</td><td>221,704</td></tr>
<tr><td></td><td>Reuse</td><td>not measured</td><td>not measured</td><td>not measured</td><td>not measured</td></tr>
<tr><td></td><td>Composted</td><td>not significant</td><td>not significant</td><td>not significant</td><td>not significant</td></tr>
<tr><td></td><td>Recovery, including energy recovery</td><td>not significant</td><td>not significant</td><td>not significant</td><td>not significant</td></tr>
<tr><td></td><td>Deep well injection</td><td>NA</td><td>NA</td><td>NA</td><td>NA</td></tr>
<tr><td></td><td>On-site storage</td><td>not measured</td><td>not measured</td><td>not measured</td><td>not measured</td></tr>
<tr><td></td><td>Total</td><td>203,020</td><td>233,153</td><td>273,591</td><td>286,306</td></tr>
</table>
Determination of Type of Disposal:
Depending on your local jurisdiction’s solid waste definitions, some materials will be reported in different manners from site to site. In particular, there are significant differences in how used oils, oily wastes, dross and scrap metals are classified in the local regulations. In some regions in Novelis, these materials are not defined as wastes and are not reported under any of the broad categories of hazardous and non-hazardous waste identified below. For example, the United States does not define dross, hot mill used emulsion, cold mill used oil and scrap metal as a waste (therefore it is not in the Novelis Performance Data Management database).
<table>
<tr><td>Hazardous waste incinerated</td><td>Incineration is defined as the destruction of wastes that have a low British Thermal Unit (BTU) content. A low BTU content waste is defined as a waste that requires additional fuel to effectively destroy. Therefore the estimate of total hazardous waste incinerated should include the quantity of any incinerated specific material (section 2.5.3) that is classified as hazardous waste by local government regulations.</td></tr>
<tr><td>Hazardous waste recycled</td><td>The processing of high BTU content materials which allow for a self-sustaining process is an alternative fuel and should be included in this figure (as a recycling activity). Therefore the estimate of total hazardous waste recycled should include the quantity of any recycled specific material that is classified as hazardous waste by local government regulations.</td></tr>
<tr><td>Hazardous waste landfilled</td><td>The estimate of total hazardous waste landfilled should include the quantity of any landfilled specific material (section 2.5.3) that is classified as hazardous waste by local government regulations.</td></tr>
<tr><td>Non-hazardous waste incinerated</td><td>Incineration is defined as the destruction of wastes that have a low BTU content. A low BTU content waste is defined as a waste that requires additional fuel to effectively destroy. The estimate of total non-hazardous waste incinerated should include the quantity of any incinerated specific material (section 2.5.3) that is classified as non-hazardous waste by local government regulations.</td></tr>
<tr><td>Non-hazardous waste recycled</td><td>The processing of high BTU content materials which allow for a self-sustaining process is an alternative fuel and should be included in this figure (as a recycling activity). The estimate of total non-hazardous waste recycled should include the quantity of any recycled specific material (section 2.5.3) that is classified as non-hazardous waste by local government regulations.</td></tr>
<tr><td>Non-hazardous waste landfilled</td><td>The estimate of total non-hazardous waste landfilled should include the quantity of any landfilled specific material (section 2.5.3) that is classified as non-hazardous waste by local government regulations.</td></tr>
</table>
</td><td></td></tr>
<tr><td>EN24</td><td>Total number and volume of significant spills.</td><td></td><td></td><td> No significant spills recorded in FY15. Novelis has an established practice for reporting of significant spills as defined in the Novelis Environmental Event Management Guideline. A significant spill is a spill that meets the Novelis definition of “Major Environmental Event.” All environmental events are reviewed by management, with corrective steps put in place where required. </td><td></td></tr>
</table>

<table>
<tr><th>G4 Indicator</th><th>Description</th><th>Report Section or Location</th><th>Page(s)</th><th colspan="2">Additional Information</th><th>Omission</th></tr>
<tr><td>EN25</td><td>Weight of transported, imported, exported or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally.</td><td></td><td></td><td colspan="2">Novelis ships hazardous waste offsite for disposal.<br>
<table>
<tr><th>Novelis Hazardous Waste (kg)</th><th>FY13</th><th>FY14</th><th>FY15</th></tr>
<tr><td>Hazardous waste (incinerated)</td><td>1,227,804</td><td>732,590</td><td>914,011</td></tr>
<tr><td>Hazardous waste (landfilled)</td><td>261,823</td><td>179,899</td><td>509,627</td></tr>
<tr><td>Hazardous waste (recycled)</td><td>58,600,656</td><td>69,169,704</td><td>82,118,124</td></tr>
<tr><td>Total</td><td>60,090,283</td><td>70,082,193</td><td>83,541,762</td></tr>
</table>
Hazardous waste imported, exported, treated and percentage shipped internationally not measured.<br>
<table>
<tr><td>Standards, methodologies and assumptions are reported in the following guidelines:</td><td>Novelis Environmental Metrics Reporting and Management Guidelines</td></tr>
</table></td><td></td></tr>
<tr><td>EN26</td><td>Identity, size, protected status and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff.</td><td></td><td></td><td colspan="2">We know where our water is being discharged when it leaves our facilities in all significant locations of operation, and there are no known significant impacts resulting from our discharge of water. All of our facilities are in compliance with regulations for our discharge of water. We are not discharging water into any wetlands listed in the Ramsar Convention or any other nationally or internationally proclaimed conservation area.</td><td></td></tr>
<tr><td colspan="7">Aspect: Products and Services</td></tr>
<tr><td rowspan="5">DMA</td><td rowspan="5"></td><td colspan="4">Novelis has a Global Supply Chain framework, managed by our Senior Vice President and Chief Supply Chain Officer and which includes a Vice President of Global Recycling and head of logistics, whose goal is to minimize our costs and our footprint while we deliver our products. Our Chief Sustainability Officer also works with our Commercial Vice Presidents for can, auto and specialties to manage the environmental impacts of our products and services.<br>See DMA for Materials and all other Environmental aspect DMAs.</td><td rowspan="5"></td></tr>
<tr><td>Strategy</td><td>8–21</td><td colspan="2"></td></tr>
<tr><td>Sustainability Management and Governance</td><td>21</td><td colspan="2"></td></tr>
<tr><td>Customers</td><td>58–65</td><td colspan="2"></td></tr>
<tr><td>Consumers</td><td>66–73</td><td colspan="2"></td></tr>
<tr><td rowspan="7">EN27</td><td rowspan="7">Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.</td><td>Mainstreaming Recycling</td><td>9</td><td colspan="2">Report initiatives to mitigate the most significant environmental impacts of products/service groups.</td><td></td></tr>
<tr><td>Sourcing</td><td>22–29</td><td>• Materials use (e.g., use of non-renewable, energy-intensive, toxic materials)</td><td>Due to the fact that using recycled aluminum reduces the embedded carbon in the material by 95% compared to primary aluminum, Novelis is seeking to source 80% of our aluminum inputs from recycled metal. Novelis is the world's largest aluminum can recycler with approximately 50 billion cans recycled in FY15. In FY15, Novelis utilized about 1.53 million metric tons of scrap in its global operations, which was 49% of our aluminum input. Similarly, we are working with our customers to increase the allowance for recycled content in their products.</td><td></td></tr>
<tr><td>Our Environmental Performance</td><td>33–45</td><td>• Water use</td><td>Due to the fact that using recycled aluminum also reduces the embedded water use of the material by 95% compared to primary aluminum, Novelis is seeking to increase our aluminum inputs from recycled metal.</td><td></td></tr>
<tr><td>Customers</td><td>58–65</td><td>• Emissions (e.g., GHG, toxic, ozone-depleting emissions)</td><td>We are partnering with our automotive customers to bring about the next generation of aluminum applications for lightweighting – accelerating the virtuous cycle of reduced weight enabling smaller engine size and better fuel efficiency. For example, Novelis has developed a number of new, higher-strength alloys that are driving vehicle weight down while maintaining – and sometimes improving – safety performance. We have also developed a groundbreaking technology for creating tailored welded blanks that enables individual aluminum sheets of different grades, thicknesses and coatings to be joined to produce customized stamping blanks that automakers can use for lightweight body parts and structural components. Although the savings ultimately depends on many factors associated with the overall car design such as aerodynamics and road resistance, we estimate that every kilogram of aluminum in a car that replaces heavier materials such as iron or steel helps save an average of 19 kg of carbon emissions over the lifecycle of the car. We are also working with our beverage can customers to develop a laminate can-end coating to replace the liquid coatings typically used. The new laminate coating uses significantly less energy to produce, resulting in reduced life cycle greenhouse gas (GHG) emissions. It also contains no volatile organic compounds (VOCs). And, it provides a potential alternative to the Bisphenol-A-based coatings that are used currently.</td><td></td></tr>
<tr><td rowspan="3">Efforts to Increase Post-consumer Recycling</td><td rowspan="3">69–72</td><td>• Effluents</td><td>No direct initiatives to address this issue at this time.</td><td></td></tr>
<tr><td>• Noise</td><td>No direct initiatives to address this issue at this time.</td><td></td></tr>
<tr><td>• Waste (e.g., non-reclaimable, toxic materials/compounds)</td><td>We are partnering with our automotive customers to increase the use of scrap in auto specifications. We are optimizing our alloys and processes to increase recycled content in our products, while our customers are working with us to facilitate the take-back of both process and post-consumer scrap. See above for work on the laminate can-end coating we are working with our beverage can customers on.</td><td></td></tr>
</table>

| G4 Indicator | Description | Report Section or Location | Page(s) | Additional Information | Omission |
|---|---|---|---|---|---|
| EN28 | Percentage of products sold and their packaging materials that are reclaimed by category. | Efforts to Increase Post-Consumer Recycling | 69–72 | Novelis is the world's largest aluminum can recycler with approximately 50 billion cans recycled in FY15. In FY15, Novelis utilized about 1.5 million metric tons of scrap in its global operations, which was 49% of our aluminum input. | |

| Global Percentage of Reclaimed Products and Their Packaging Materials for Each Category of Product | 2012 |
|---|---|
| Building and construction** | 96% |
| Transport (auto and light truck)** | 94% |
| Transport – truck/bus/trailer/rail/marine/other | 83% |
| Packaging – cans** | 71% |
| Packaging – other (foil)** | 31% |
| Electrical – cable | 72% |
| Electrical – other | 56% |
| Consumer durables | 48% |
| Total | 66% |

* From IAI Mass Flow Model released in 2014, amount of post-consumer scrap (old) collected – does not include process scrap.

** Latest global weighted average estimates.

| G4 Indicator | Description | Report Section or Location | Page(s) | Additional Information | Omission |
|---|---|---|---|---|---|
| Aspect: Compliance | | | | | |
| DMA | | Our standards and protocols for environmental protection and health and safety management are based on relevant government requirements and Novelis policies, which may exceed them. Our global performance standards are implemented following site-specific evaluation of issues and hazards. Plants are responsible for training employees on the requirements backed up by EHS specialists. Training is tailored to the employee's job requirements and carried out through a variety of methods, including online and hands-on training. All training is tracked to completion, and results are analyzed annually. | | | |
| | | Sustainability Management and Governance | 21 | | |
| | | Environment, Health and Safety (EHS) Management Systems | 32 | | |
| EN29 | Monetary value of fines and nonmonetary sanctions. | | | We are party to, and may in the future be involved in or subject to, disputes, claims and proceedings that arise in the ordinary course of our business, including some that we assert against others, such as environmental, health and safety, product liability, employee, tax, personal injury and other matters. We have established a liability with respect to, contingencies for which a loss is probable and we are able to reasonably estimate such loss. While the ultimate resolution of, and liability and costs related to, these matters cannot be determined with certainty due to the considerable uncertainties that exist, we do not believe that any of these pending actions, individually or in the aggregate, will materially impair our operations or materially affect our financial condition or liquidity. | |
| Aspect: Transport | | | | | Aspect did not meet threshold for materiality. |
| Aspect: Overall | | | | | Aspect did not meet threshold for materiality. |
| Aspect: Supplier Environmental Assessment | | | | | |
| DMA | | Novelis' Senior Vice President and Chief Supply Chain Officer is responsible for managing our suppliers. Together in FY13, the Procurement department and the Sustainability department began to roll out a Supplier Code of Conduct and have continued the rollout through FY15. | | | |
| | | Sustainability Management and Governance | 21 | | |
| | | Sourcing | 22–29 | | |
| | | Responsible Sourcing | 25 | | |
| EN32 | Percentage of new suppliers screened. | | | None of our suppliers have been subject to independent global corporate environmental impact assessments. Many of our suppliers have been screened for numerous criteria, which includes some EHS and Sustainability. We have recently rolled out the Supplier Code of Conduct. | |
| EN33 | Actual and potential negative environmental impacts in supply chain. | | | None of our suppliers have been subject to independent global corporate environmental impact assessments. Many of our suppliers have been assessed for numerous criteria, which includes some EHS and Sustainability. We have recently rolled out a Supplier Code of Conduct, which we are working to have all of our suppliers globally acknowledge. | |
| | | | | We have identified our primary aluminum suppliers as having actual and potential negative environmental impacts. We purchase primary aluminum from 25 different suppliers. | |
| | | | | There is a high carbon, energy and water (thus environmental) footprint associated with primary aluminum production. | |
| | | | | We have approximately 5,000 unique suppliers globally. Our primary aluminum suppliers total less than 1% of our suppliers, of whom create nearly 90% of our total (Scope 1, 2 and 3) GHG emissions. | |
| Aspect: Environmental Grievance Mechanisms | | | | | Aspect did not meet threshold for materiality. |

| G4 Indicator | Description | Report Section or Location | Page(s) | Additional Information | Omission |
|---|---|---|---|---|---|
| **Category: Social** | | | | | |
| Labor Practices and Decent Work | | | | | |
| Aspect: Employment | | | | | |
| DMA | | Our Senior Vice President and Chief Human Resources Officer is responsible for managing the aspects of our company regarding employment. With regards to employment policies related to contractors, Novelis has created a Supplier Code of Conduct, to which contractors are expected to adhere. We also expect suppliers and contractors to have legally compliant employment policies and those that are fair for the local market. | | | |
| | | Sustainability Management and Governance | 21 | | |
| | | Our People | 46–51 | | |
| G4-LA1 | Total number and rate of new employee hires | | | We do not have this data available globally with our current HR data systems. We plan to have this data available as our system investment is implemented in the next two to three years. Our aim is to be as open and transparent as our data allows. We have a strong belief in gender equality, and we work toward this in our operations. | |
| G4-LA2 | Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations. | | | As an organization, we believe that healthy, engaged and motivated employees drive a high-performing organization. Our benefit programs and resources assist our employees in achieving their highest potential at work, home and the communities in which they live. Our strategy for improving the health of our employees, while keeping costs in check, varies by country but often has the following core elements:<br>• Health and wellness: medical; life insurance; business travel accident insurance; short-term and long-term disability coverage; wellness and work-life support programs.<br>• Retirement plans.<br>• Tuition assistance.<br>• Paid time off.<br>• Employee discounts.<br>• Relocation programs.<br>Availability of these programs may vary by location depending on local requirements and employee position. The vast majority of our workforce is permanent, full-time employees. Most benefits are available only to full-time employees, and only some benefits are available to part-time employees. Temporary employees and seasonal workers are not eligible. Stock appreciation rights are only available to senior managers. Our union employees bargain collectively for their benefits via their union representatives. We continue to implement and enhance various activities based on employee needs and satisfaction on an ongoing basis. | |
| G4-LA3 | Return to work and retention rates after parental leave, by gender. | | | | Per company policy, this information is confidential. |
| Aspect: Labor/Management Relations | | | | | |
| DMA | | Our Senior Vice President and Chief People Officer is responsible for managing the aspects of our company regarding labor management relations. | | | |
| | | Sustainability Management and Governance | 21 | | |
| | | Employee Engagement | 50–51 | | |
| MM4 | Number of strikes and lock-outs exceeding one week's duration, by country. | | | Zero. | |
| G4-LA4 | Minimum notice periods regarding operational changes, including whether these are specified in collective agreements. | | | The minimum notice period for significant operational changes usually varies by location depending on local regulations and customs and the significance of the issue. In Germany, this ranges from one to seven months dependent on the change. In France, Italy and the UK it's two months, one month in Brazil, and three months in Switzerland.<br>The notice period/provision for consultation is usually determined by local regulations/customs. See SO1 regarding processes in place for support as a result of closure of operations. | |
| Aspect: Occupational Health and Safety | | | | | |
| DMA | | Our Vice President of Environment, Health and Safety is responsible for managing the aspects of our company regarding occupational health and safety. | | | |
| | | Sustainability Management and Governance | 21 | | |
| | | Environment, Health and Safety (EHS) Management Systems | 32 | | |
| | | Health and Safety | 48–49 | | |
| G4-LA5 | Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs. | Environment, Health and Safety (EHS) Management Systems | 32 | Between 5% and 15% of our total workforce is represented on occupational health and safety committees. 100% of our plants have health and safety committees/work groups, with participation ranging from 1% to 25% by location. Committees operate at plant level. The committees will review health and safety performance, incidents, corrective actions and training. We have been increasingly using a behavior-based safety approach in many of our plants. | |

| G4 Indicator | Description | Report Section or Location | Page(s) | Additional Information | Omission |
|---|---|---|---|---|---|
| G4-LA6 | Rates of injury, occupational diseases, lost days, absenteeism, and number of work-related fatalities by region. | Health and Safety | 48–49 | We currently do not have systems in place to aggregate global data for gender, occupational disease rate or absentee rate. We plan to have systems in place to gather this type of information in the next five years. | |

| Total Workforce | Cases/200,000 Hours | | |
|---|---|---|---|
| | **Injury Rate (IR)** | **Lost Day Rate (LDR)** | **Work-Related Fatalities** |
| Total | 0.85 | 0.18 | 2 |
| Asia | 0.5 | 0.18 | 1 |
| Europe | 0.69 | 0.21 | 0 |
| North America | 1.45 | 0.12 | 1 |
| South America | 0.83 | 0.18 | 0 |

| Independent Contractors | Cases/200,000 Hours | | |
|---|---|---|---|
| | **Injury Rate (IR)** | **Lost Day Rate (LDR)** | **Work-Related Fatalities** |
| Total | 1.17 | 0.5 | 0 |

| G4 Indicator | Description | Report Section or Location | Page(s) | Additional Information | Omission |
|---|---|---|---|---|---|
| G4-LA7 | Workers with high incidence or high risk of diseases related to their occupation. | | | No, we do not have workers that are at a high risk of specific diseases.<br>We generally have less than 10 hearing loss cases annually. | |
| G4-LA8 | Health and safety topics covered in formal agreements with trade unions. | | | Many of our formal agreements with trade unions include EHS elements. These agreements are local and not global, so the percentage varies by region. Many would include items like protective equipment. We are increasingly working well with unions and other representative bodies to focus on behavioral-based safety techniques. Per company policy, the percentage of contracts with, versus without, health and safety topics is proprietary. | |
| Aspect: Training and Education | | | | | |
| DMA | | Our Senior Vice President and Chief People Officer is responsible for managing the aspects of our company regarding training, education, performance and career development reviews, except functional-specific training as related to our facility operations, which is managed by our Chief Technical Officer. | | | |
| | | Sustainability Management and Governance | 21 | | |
| | | Employee Evaluations | 49 | | |
| | | Talent Management | 46–47 | | |
| G4-LA9 | Average hours of training per year per employee by employee category. | | | | |

| Employee Region | Employee Category | Total Number of Employees by Gender | Total Number of Employees | Total Hours Devoted to Training | Average Number of Hours of Training per Year per Employee | Total Hours Devoted to Training Personnel per Gender | Average Number of Training Hours per Year per Gender |
|---|---|---|---|---|---|---|---|
| Corporate | Manager | N/A | 469 | 2,132 | 5 | N/A | N/A |
| | Non-Manager | N/A | 3 | 824 | 275 | N/A | N/A |
| Novelis South America | Manager | N/A | 440 | 948 | 2 | N/A | N/A |
| | Non-Manager | N/A | 1,007 | 53,804 | 53 | N/A | N/A |
| Novelis Europe | Manager | N/A | 524 | 6,287 | 12 | N/A | N/A |
| | Non-Manager | N/A | 3,217 | 15,565 | 5 | N/A | N/A |
| Novelis Asia | Manager | N/A | 621 | 272 | 0 | N/A | N/A |
| | Non-Manager | N/A | 1,362 | 3,640 | 3 | N/A | N/A |
| Novelis North America | Manager | N/A | 771 | 4,996 | 6 | N/A | N/A |
| | Non-Manager | N/A | 1,395 | 19,040 | 14 | N/A | N/A |
| Total | Manager | N/A | 2,825 | 14,635 | 5 | N/A | N/A |
| | Non-Manager | N/A | 6,984 | 92,873 | 13 | N/A | N/A |
| | All* | N/A | 9,809 | 107,508 | 11 | N/A | N/A |

* This total for employees excludes Logan and Norf. Also, this employee data broken down by region comes from HR training records for FY15, so the total varies slightly from other HR employee data totals that come from our HR benefits group.

We currently do not have systems in place to aggregate all of this global data by gender. We plan to have systems in place to gather this type of information in the next three to four years.

| G4 Indicator | Description | Report Section or Location | Page(s) | Additional Information | Omission |
|---|---|---|---|---|---|
| G4-LA10 | Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing their careers. | Talent Management | 46–47 | In FY11, we launched our Global Leadership Architecture with a philosophy of "invest in all leaders, differentially invest in some". The foundation of our Leadership Architecture is based on the Novelis Leadership Essentials – our framework for what successful leadership looks like at Novelis. The Novelis Leadership Essentials are: leads as One Novelis, demonstrates character, delivers results, drives operational excellence, puts safety first, champions talent, accelerates change. With our philosophy of investing in all leaders, our Global Leadership Architecture consists of five global leadership development programs, both open enrollment and high-potential, for different levels within the organization in all four of our regions, and an engineering development program (EDP) that focuses on accelerating the development and assimilation of early career engineers and is intended to increase our engineering bench strength. Details on each of our programs are listed below. As we continue to develop the program in future years we will benchmark ourselves on our leadership programs compared to other multinational corporations of similar scope. These formal leadership and development programs are supported and complemented by training and development programs at regional and local level, run in-house or at external learning institutions. At the plant level, training will include EHS and be job and individual/team need specific. Continuous improvement, finance, IT and language training are some of the most attended courses. Sabbaticals are not common. Novelis also has apprentice programs at a number of its locations. | |
| | | | | 1. Leadership Essentials I (LEI): This is a program designed to provide foundational leadership skills for first-line leaders at Novelis. | |
| | | | | 2. Leadership Essentials II (LEII): This is a leadership program for middle managers. | |
| | | | | 3. Leadership Launch Program (LLP): This is a high-potential program for first-line leaders. | |
| | | | | 4. Accelerated Leadership Program (ALP): This is a global high-potential program for leaders with potential to become future executives. | |
| | | | | 5. Global Leadership Program (GLP): This is a high-potential program designed to provide executives with the tools to optimize global performance. | |
| | | | | 6. Engineering Development Program: This is a two-year program for recent college graduates interested in beginning an exciting career with Novelis. From formal classroom instruction to hands-on experience, our engineers work with experts in every area of the aluminum rolling process during this training program. | |
| | | | | **Leadership Programs ALL Participants** | |

| | FY10 | FY13 | FY14 | FY15 | Total (Since Inception) |
|---|---|---|---|---|---|
| LEI 1 | | 124 | 36 | 57 | 444 |
| LEI 2 | | 27 | 19 | 12 | 70 |
| LLP | 23 | 16 | 24 | 0 | 82 |
| ALP | | 23 | 22 | 30 | 113 |
| GLP | | 0 | 41 | 20 | 105 |
| EDP | | 83 | 88 | 77 | 286 |
| **Total** | **23** | **272** | **126** | **196** | **989** |

| G4 Indicator | Description | Report Section or Location | Page(s) | Additional Information | Omission |
|---|---|---|---|---|---|
| | | | | **Transition assistance programs to support employees who are retiring or who have been terminated**: In a plant closure, Novelis will consider a fair and appropriate way of supporting employees. For example, in some closures or divestments, support or placement services were offered to employees to help them prepare for future employment outside Novelis. Severance depends on the contracts and local regulations but will usually vary by length of service. Training support to retirees is not common. | |
| G4-LA11 | Percentage of employees receiving regular performance and career development reviews. | Employee Evaluations | 49 | 40%<br>The definition of Employee Category has been reviewed and we have decided from now forward to use a different breakdown than we have in previous reports that more closely resembles our organization in its entirety. Starting in FY14, we have grouped employees into the category of Management and Non-Management. This breakdown more accurately reflects the banding structure we use to evaluate jobs within our organization and can more easily be reported on. Additionally, we have leverage to report on their performance reviews more accurately and prescribe a standard to which we are reporting. We do not currently have the data broken down by gender, but we plan to have the data available in the next two to three years.<br>Our percentage has decreased by 6% between this year and last. This decrease is due to a change in the overall composition in our workforce and the addition of more Non-Management employees than Management. | |

| G4 Indicator | Description | Report Section or Location | Page(s) | Additional Information | Omission |
|---|---|---|---|---|---|
| Aspect: Diversity and Equal Opportunity | | | | | |
| DMA | | Our Senior Vice President and Chief Human Resources Officer is responsible for managing the aspects of our company regarding diversity and equal opportunity. From the Novelis Code of Conduct: "Novelis is guided by principles of non-discrimination and respect for human rights and individual liberties of all citizens. All employees are expected to conduct themselves in a manner that assures customers, suppliers and fellow employees are treated with respect, fairness and dignity." In FY14, Novelis began to roll out training for our Code of Conduct, and established a whistleblower hotline. Our Chief Legal Officer is responsible for governing all issues related to diversity and equal opportunity. Novelis is also a member of the UN Global Compact. | | | |
| | | Sustainability Management and Governance | 21 | | |
| | | Employee Engagement | 51 | | |
| | | Novelis Code of Conduct | | | |
| | | Corporate Governance website | | | |
| G4-LA12 | Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity. | Corporate Website: Executive Officers<br>Corporate Website: Board of Directors<br>Novelis FY15 10-K | | | |

| Demographic Group | Board of Directors | Global Operating Committee | Management | Non-Management |
|---|---|---|---|---|
| **Gender** | | | | |
| Male | 100% | 83% | 73% | 93% |
| Female | 0% | 17% | 27% | 7% |
| **Age Group** | | | | |
| Under 30 years old | 0% | 0% | 58% | |
| 30–50 years old | 17% | 22% | 24% | 24% |
| Over 50 years old | 83% | 78% | 18% | 18% |
| **Minority Groups** | | | | |
| Hispanic or Latino | 0% | 17% | | |
| White (not Hispanic or Latino) | 33% | 65% | | |
| Black or African American (not Hispanic or Latino) | 0% | 6% | | |
| Native Hawaiian or Other Pacific Islander (not Hispanic or Latino) | 0% | 0% | | |
| Asian (not Hispanic or Latino) | 67% | 12% | | |
| American Indian or Alaska Native (not Hispanic or Latino) | 0% | 0% | | |
| Two or more races (not Hispanic or Latino) | 0% | 0% | | |

| | | | | | |
|---|---|---|---|---|---|
| Aspect: Equal Remuneration for Women and Men | | | | | |
| DMA | | Our Senior Vice President and Chief Human Resources Officer is responsible for managing the aspects of our company regarding equal remuneration for women and men. From the Novelis Code of Conduct: "Novelis is guided by principles of non-discrimination and respect for human rights and individual liberties of all citizens. All employees are expected to conduct themselves in a manner that assures customers, suppliers and fellow employees are treated with respect, fairness and dignity." Other aspects include Code of Conduct training and a whistleblower hotline. Our Chief Legal Officer is responsible for governing these issues. Novelis also a member of the UNGC. | | | |
| | | Sustainability Management and Governance | 21 | | |
| | | Employee Engagement | 51 | | |
| | | Corporate Governance website | | | |
| G4-LA13 | Ratio of basic salary of men to women by employee category. | | | | Per company policy, this information is confidential. |
| Aspect: Supplier Assessment for Labor Practices | | | | | |
| DMA | | Our Senior Vice President and Chief Supply Chain Officer is responsible for managing our suppliers. Together in FY13, the Procurement department and the Sustainability department began to roll out a Supplier Code of Conduct and have continued the rollout through FY15. | | | |
| | | Sustainability Management and Governance | 21 | | |
| | | Sourcing | 22–29 | | |
| | | Responsible Sourcing | 25 | | |
| | | Novelis Supplier Code of Conduct | | | |

| G4 Indicator | Description | Report Section or Location | Page(s) | Additional Information | Omission |
|---|---|---|---|---|---|
| G4-LA14 | Percentage of new suppliers that were screened using labor practices criteria. | | | Zero. We do not have independent global corporate labor practice screening for all suppliers that is recorded. Many of our suppliers have been screened for numerous criteria, although this is not a significant risk for the vast majority of our direct suppliers. We have recently rolled out the Supplier Code of Conduct, which includes labor practices. | |
| G4-LA15 | Significant actual and potential negative impacts for labor practices in the supply chain and actions taken. | | | We do not have an independent global corporate labor practice screening for all suppliers that is recorded. Many of our suppliers have been screened for numerous criteria, although this is not a significant risk for the vast majority of our direct suppliers. We have recently rolled out the Supplier Code of Conduct, which includes labor practices. | |
| Aspect: Labor Practices Grievance Mechanisms | | | | | Aspect did not meet threshold for materiality. |
| Human Rights | | | | | |
| Aspect: Investment | | | | | Aspect did not meet threshold for materiality. |
| Aspect: Non-Discrimination | | | | | Aspect did not meet threshold for materiality. |
| Aspect: Freedom of Association and Collective Bargaining | | | | | Aspect did not meet threshold for materiality. |
| Aspect: Child Labor | | | | | Aspect did not meet threshold for materiality. |
| Aspect: Forced and Compulsory Labor | | | | | Aspect did not meet threshold for materiality. |
| Aspect: Security Practices | | | | | Aspect did not meet threshold for materiality. |
| Aspect: Indigenous Rights | | | | | Aspect did not meet threshold for materiality. |
| Aspect: Assessment | | | | | Aspect did not meet threshold for materiality. |
| Aspect: Supplier Human Rights Assessment | | | | | |
| DMA | | Our Senior Vice President and Chief Supply Chain Officer is responsible for managing our suppliers. We set targets to roll out both a new employee and a supplier code of conduct, as well as put processes in place for compliance. In FY13, we initially rolled out the Employee Code of Conduct, and together the Procurement department and the Sustainability department began to roll out a Supplier Code of Conduct and have continued the rollouts through FY15. These codes will further strengthen our practices, and management and accountability in these areas. | | | |
| | | Sustainability Management and Governance | 21 | | |
| | | Sourcing | 22–29 | | |
| | | Responsible Sourcing | 25 | | |
| | | Novelis Supplier Code of Conduct | | | |
| G4-HR10 | Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken. | Responsible Sourcing | 25 | Zero. We do not have independent global corporate human rights screening for all suppliers that is recorded. Many of our suppliers have been screened for numerous criteria, although this is not a significant risk for the vast majority of our direct suppliers. We have recently rolled out the Supplier Code of Conduct, which includes human rights. | |
| G4-HR11 | Significant actual and potential negative human rights impacts in the supply chain and actions taken. | Responsible Sourcing | 25 | We do not have independent global corporate human rights screening for all suppliers that is recorded. Many of our suppliers have been screened for numerous criteria, although this is not a significant risk for the vast majority of our direct suppliers. We have recently rolled out the Supplier Code of Conduct, which includes human rights. | |
| Aspect: Human Rights Grievance Mechanisms | | | | | Aspect did not meet threshold for materiality. |
| Society | | | | | |
| Aspect: Local Communities | | | | | |
| DMA | | Our Corporate Social Responsibility Manager oversees our community engagement program, and reports to our Vice President and Chief Sustainability Officer. Other community development programs, specifically in the area of recycling, are managed by our regional Communications and Recycling departments. As we are no longer mining, the impacts from exiting local communities are no longer relevant for us. However, if we do withdraw from a manufacturing location, we do consider the impacts on the local community before making any decision on exiting. | | | |
| | | Sustainability Management and Governance | 21 | | |
| | | Our Communities | 52–57 | | |
| | | Consumers | 66–73 | | |

<table>
<tr><th>G4 Indicator</th><th>Description</th><th>Report Section or Location</th><th>Page(s)</th><th>Additional Information</th><th>Omission</th></tr>
<tr><td rowspan="2">G4-SO1</td><td rowspan="2">Percentage of operations with implemented local community engagement, impact assessments, and development programs.</td><td>Our Communities</td><td>52–57</td><td>Total Number of Operations<br>As of March 31, 2015, all of our operations are represented in the Novelis Neighbor program.</td><td></td></tr>
<tr><td>Consumers</td><td>66–73</td><td>Identify Organization-Wide Local Community Engagement, Impact Assessments and Development Programs<br>The Novelis Neighbor Program is executed at all of our manufacturing plants, research and development centers and major offices. Each local program is tailored to the needs of the community, based on our company’s CSR strategy.<br>Novelis’ community programs are specifically tailored to the local situation of the community, and we are increasingly targeting our charitable investments to organizations and initiatives focused in the three areas of safety, math and science education, and recycling. We have plants of different scale from 100 to 2,000 employees, operating in different communities with differing issues and priorities.<br>As developing mutually benefiting relationships with government officials, community leaders and citizens is a priority, we now have a more formalized process for routinely and proactively engaging in dialogue with neighbors, nongovernmental organizations, local government officials, other companies and community stakeholders. These dialogues are also recorded and analyzed so that we can stay in front of community issues and also alter our community engagement strategies as needed in response to local community norms and opportunities. Our objective remains to receive input that enables us to better identify, understand and address the most important issues in the communities where we operate.<br>To help us achieve our target, beginning in FY12, we conducted training for all of our Novelis Neighbor “site champions” to learn how to implement our newly formalized process of dialogue and engagement with members of their local communities. Additionally, the training included information on how to better measure the impacts of our community programs. In addition to monthly group calls and one-on-one coaching sessions with site champions, the CSR team also conducts ongoing training and has introduced new communication training tools including its quarterly newsletter focused on sharing community partnership best practices. An in-person training event has also taken place on June 29, 2015 in Leipzig, Germany.<br>In addition, as Novelis is highly focused on the health and safety of our employees, 100% of our sites have health and safety committees/workgroups in place to address the needs of employees at each location of operation.<br>A few highlights of some of the community programs that Novelis has continued to implement globally in FY15 include the following:<br>• Leadership development programs: CSR service projects continue to be integrated into all leadership development programs with the goal of strengthening and fostering a strong corporate culture with a passion for giving back in our communities. We have partnered with HR to integrate volunteer projects into all of our leadership programs.<br>• Habitat for Humanity International partnership.<br>• FIRST Robotics International partnership.<br>For more details on additional projects at the regional and local level, see full report.<br>In the future, we will continue to expand the program we started and address the following in these programs:<br>• Public disclosure of results of environmental and social impact assessments.<br>• Broad-based local community consultation committees and processes that include vulnerable groups.<br>• Formal local community grievance processes.<br>100% of our operating sites have a community program, and all sites have reported giving and volunteering activities for FY15. All major operating locations have dedicated "site champions."<br>Social impact assessments: Currently 0%.<br>Environmental impact assessments: At 100% of our plants/operating sites.<br>Public disclosure of results of environmental and social impact assessments: Currently 0%.<br>Local community development programs: 100%.<br>Stakeholder engagement plans: These continue to be expanded upon and formalized across all of our sites with the goal of having formalized plans in place by FY18.<br>Broad-based local community consultation committees: This will be extended and formalized across all of our sites in the next few years.<br>Works councils, occupational health and safety committees: At 100% of our plants/operating sites.<br>Formal local community grievance processes: 0%.
<table>
<tr><th>Volunteer Hours</th><th>FY13</th><th>FY14</th><th>FY15</th></tr>
<tr><td>Total</td><td>18,594</td><td>20,626</td><td>21,483</td></tr>
</table>
<table>
<tr><th>Charitable Investments</th><th>FY13</th><th>FY14</th><th>FY15</th></tr>
<tr><td>Novelis</td><td>$2,533,589</td><td>$3,034,990</td><td>$3,357,529</td></tr>
<tr><td>Employees</td><td>$226,063</td><td>$253,088</td><td>$145,381</td></tr>
<tr><td>Total</td><td>$2,759,652</td><td>$3,288,078</td><td>$3,502,910</td></tr>
</table>
</td><td></td></tr>
<tr><td>G4-SO2</td><td>Operations with significant potential or actual negative impacts on local communities.</td><td></td><td></td><td>Many of our impacts on communities are positive, such as employment creation. We do not believe our operations have significant actual or potential negative impacts on local communities.</td><td></td></tr>
</table>

| G4 Indicator | Description | Report Section or Location | Page(s) | Additional Information | Omission |
|---|---|---|---|---|---|
| Aspect: Anti-Corruption | | | | | Aspect did not meet threshold for materiality |
| Aspect: Public Policy | | | | | |
| DMA | | Our Chief Executive Officer ensures that Novelis does not make political contributions of any kind. Other engagement related to public policy is overseen by our Vice President of Communications and Government Relations and our Vice President and Chief Sustainability Officer. | | | |
| | | Sustainability Management and Governance | 21 | | |
| | | Public Policy Engagement | 17 | | |
| G4-SO6 | Total value of financial and in-kind contributions to political parties, politicians and related institutions by country. | | | $0 | |
| Aspect: Anti-Competitive Behavior | | | | | Aspect did not meet threshold for materiality. |
| Aspect: Compliance | | | | | Aspect did not meet threshold for materiality. |
| Aspect: Supplier Assessment for Impacts on Society | | | | | |
| DMA | | Our Senior Vice President and Chief Supply Chain Officer is responsible for managing our suppliers. We set targets to roll out both a new employee and a supplier code of conduct, as well as put processes in place for compliance. In FY13, the we initially rolled out the Employee Code of Conduct, and together the Procurement department and the Sustainability department began to roll out a Supplier Code of Conduct and have continued the rollouts through FY15. These codes will further strengthen our practices, and management and accountability in these areas. | | | |
| | | Sustainability Management and Governance | 21 | | |
| | | Sourcing | 22–29 | | |
| | | Responsible Sourcing | 25 | | |
| G4-SO9 | Report the percentage of new suppliers that were screened using criteria for impacts on society. | | | Zero. We do not have independent global corporate screening for all suppliers related to impacts on society that is recorded. Many of our suppliers have been screened for numerous criteria, although this is not a significant risk for the vast majority of our direct suppliers. We have recently rolled out the Supplier Code of Conduct, which includes human rights. Also, we are working to address the impacts on society of our suppliers and sourcing by replacing our primary inputs by recycled materials, which have a lower carbon footprint, as much as possible. In this way, we are reducing the impact our supply chain has on society. | |
| G4-SO10 | Significant actual and potential negative impacts on society in the supply chain and actions taken. | | | We do not have independent global corporate screening for all suppliers related to impacts on society that is recorded. Many of our suppliers have been screened for numerous criteria, although this is not a significant risk for the vast majority of our direct suppliers. We have recently rolled out the Supplier Code of Conduct, which includes human rights. Also, we are working to address the impacts on society of our suppliers and sourcing by replacing our primary inputs by recycled materials, which have a lower carbon footprint, as much as possible. In this way, we are reducing the impact our supply chain has on society. | |
| Aspect: Grievance Mechanisms for Impacts on Society | | | | | Aspect did not meet threshold for materiality |
| Product Responsibility | | | | | |
| Aspect: Materials Stewardship | | | | | |
| DMA | | Our Chief Sustainability Officer has overall responsibility for considering sustainability issues throughout the product life cycle, while our Senior Vice President and Chief Supply Chain Officer is responsible for managing our suppliers and materials procurement. | | | |
| | | Sustainability Management and Governance | 21 | | |
| | | Mainstreaming Recycling | 9 | | |
| | | Sourcing | 22–29 | | |
| | | Our Global Recycling Strategy | 24–29 | | |
| | | Waste | 42–44 | | |
| | | Efforts to Increase Post-Consumer Recycling | 69–72 | | |
| Aspect: Customer Health and Safety | | | | | |
| DMA | | Our Chief Sustainability Officer has overall responsibility for considering sustainability issues throughout the product life cycle, while the environmental, health and safety impacts records of our products and services are managed by our Vice President of Environmental, Health and Safety. | | | |
| | | Sustainability Management and Governance | 21 | | |
| | | Environment, Health and Safety (EHS) Management Systems | 32 | | |
| | | Product Safety and Health | 73 | | |

<table>
<tr><th>G4 Indicator</th><th>Description</th><th>Report Section or Location</th><th>Page(s)</th><th>Additional Information</th><th>Omission</th></tr>
<tr><td>G4-PR1</td><td>Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.</td><td>Product Safety and Health</td><td>73</td><td>Health and Safety impacts of products and services are assessed for improvement:
<table>
<tr><td>Development of Product Concept</td><td>When new products are conceived, health and safety impacts through the life cycle are evaluated as part of our R&D process. The basis of our product development in terms of health and safety considerations are dictated by local/country regulations, and all pertinent regulations specific to health and safety are considered. Evidence to this is that Novelis has not received a notice of legal non-compliance of any applicable requirement.</td></tr>
<tr><td>R&D</td><td>Novelis utilizes an internal approval process (Novelis alloy request) for all R&D related alloy changes. The request takes into consideration several product compliance considerations such as but not limited to: 1) CONEG, 2) RoHS, 3) IMDS (automotive), 4) other regulatory driven chemistry limitations.</td></tr>
<tr><td>Certification</td><td>Certification statements associated with regulatory conformance are routinely authored based on downstream customer inquiries. Novelis maintains a library of compliance certification statements.</td></tr>
<tr><td>Manufacturing</td><td>As described in LA8, Novelis utilizes several applications to assess and improve the health and safety impacts of its products and services. Risks are assessed through ISO certified applications (HIRARC, NOHERA, MOC, etc) as part of the process or product change. The intent of these procedures is to ensure that changes are understood and corrective actions are taken to mitigate risk. Hierarchy of control (Elimination, Substitution, Eng, Adm, PPE) are applied as a means to control risk and improve processes.</td></tr>
<tr><td>Marketing and Production</td><td>Novelis product Material Safety Data Sheets (MSDS) are authored and posted within the company’s internet site to all interested parties. The MSDS contain current and relevant health and safety information, disposal and recycling practices, regulatory footnotes, storage recommendations, etc.</td></tr>
<tr><td></td><td>MSDS content are reviewed periodically so that data sheets are not older than three years.</td></tr>
<tr><td>Storage Distribution and Supply</td><td>See Marketing and Production/MSDS Statements – Section 7:<br>“Handling: The lubricant that is coating the sheet can make it slippery. Use appropriate gloves and tools to ensure safe handling. Avoid contact with sharp edges and hot surfaces. Because of the risk of explosion, aluminum ingots and metal scrap should be thoroughly dried prior to remelting. Use standard techniques to check metal temperature before handling. Hot aluminum does not present any warning color change. Exercise great caution, since the metal may be hot. For more information on the handling and storage of aluminum, consult the following documents published by Aluminum Association. Guidelines for handling molten aluminum; Recommendation for storage and handling of aluminum powders and paste; and Guidelines for handling Aluminum Fines generated during various aluminum fabricating operations. For wetted coil of foil: Do not cut, transport or even approach any coil giving off a crackling sound or emitting steam vapor. Once a coil of foil has been partially or completely wetted: keep the coil cool until the interior is completely dry. If such cooling is impractical, leave the coil in place and keep people at least 30 meters away from it for at least 72 hours. Storage: Store in a dry place. Store away from incompatible materials.”</td></tr>
<tr><td>Use and Service</td><td>See Marketing and Production/MSDS Statements</td></tr>
<tr><td>Disposal, Reuse, or Recycling</td><td>See Marketing and Production/MSDS Statements – Section 13: General Information: Dispose of waste and residues in accordance with local authority requirements.<br>“Disposal Methods: Disposal recommendations are based on material as supplied. Disposal must be in accordance with current applicable laws and regulations, and material characteristics at time of disposal. Recover and reclaim or recycle, if practical. Aluminum in the form of particles may be reactive. Its hazardous characteristics, including fire and explosion, should be determined prior to disposal. The lubricant that has been washed off the aluminum sheets must be disposed of in accordance with federal, state or local regulations.”</td></tr>
<tr><td>Percentage of Significant Product or Service Covered By and in Compliance With Procedures</td><td>100%</td></tr>
</table></td><td></td></tr>
<tr><td>G4-PR2</td><td>Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and service during their life cycle, by type of outcomes.</td><td></td><td></td><td>Number of incidents resulting in fine or penalty: 0<br>Number of incidents resulting in a warning: 0<br>Number of incidents of non-compliance with voluntary codes: 0</td><td></td></tr>
<tr><td colspan="5">Aspect: Product and Service Labeling</td><td>Aspect did not meet threshold for materiality.</td></tr>
<tr><td colspan="5">Aspect: Marketing Communications</td><td>Aspect did not meet threshold for materiality.</td></tr>
<tr><td colspan="5">Aspect: Customer Privacy</td><td>Aspect did not meet threshold for materiality.</td></tr>
<tr><td colspan="5">Aspect: Compliance</td><td>Aspect did not meet threshold for materiality.</td></tr>
</table>

## Appendix A: Financial Data (Referenced by G4-9 and EC1)

The Sustainability Report and this GRI Index contain non-GAAP financial measures as defined by SEC rules. We think that these measures are helpful to investors in measuring our financial performance and liquidity and comparing our performance to our peers. However, our non-GAAP financial measures may not be comparable to similarly titled non-GAAP financial measures used by other companies. These non-GAAP financial measures have limitations as an analytical tool and should not be considered in isolation or as a substitute for GAAP financial measures.

**Reconciliation from Net Income (Loss) Attributable to our Common Shareholder to Adjusted EBITDA**

Novelis is providing disclosure of the reconciliation of reported non-GAAP financial measures to their comparable financial measures on a GAAP basis.

| **(In millions)** | **Year Ended March 31, 2015** |
|---|---|
| Net income attributable to our common shareholder | 148 |
| Income tax provision | (14) |
| Interest, net | (320) |
| Noncontrolling interest | 0 |
| Depreciation and amortization | (352) |
| **EBITDA** | **834** |
| Unrealized loss on derivatives | 0 |
| Realized gain on derivative instruments not included in segment income | (6) |
| Gain on assets held for sale | 22 |
| Loss on extinguishment of debt | 0 |
| Proportional consolidation | (33) |
| Restructuring and impairment, net | (37) |
| Other costs, net | (14) |
| **Adjusted EBITDA** | **$902** |

## Appendix B: Social Data (Referenced in G4-10)

| **Indicator Full Description** | **Male** | **Female** |
|---|---|---|
| Permanent, full-time employees* | 8,540 | 1,283 |
| **Breakdown by region:**** | | |
| North America | 2,186 | 431 |
| South America | 1,613 | 202 |
| Asia | 1,649 | 238 |
| Europe | 3,092 | 412 |

* Novelis does not have a significant portion of the organization’s work done by temporary, part-time, self-employed, seasonal or supervised workers.

** Excludes employees at joint ventures Logan and Norf.