

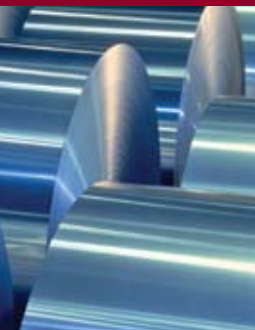
Novelis

A World Leader in Aluminum Rolling and Recycling

Novelis is the global leader in aluminum rolled products and beverage can recycling. With world-class rolling mills and advanced manufacturing technology, Novelis produces aluminum sheet and foil products for high-value market applications. The company serves customers in key sectors, including: automotive, transportation, packaging, construction, industrial, electronics and printing.

Novelis is a wholly owned subsidiary of Hindalco Industries Limited – one of Asia’s largest integrated producers of aluminum and a leading producer of copper. Hindalco is the flagship company of the Aditya Birla Group, a \$29 billion multinational conglomerate with 130,000 employees, and operations in 25 countries.

Markets We Serve



Consumer and Industrial



Building and Construction



Can Packaging and Recycling



Flexible Packaging and Light Gauge Foil



Automotive and Transportation



Printing

Our Business Strategy

Our mission is to be the most innovative and profitable aluminum rolled products company in the world. To achieve this, Novelis is committed to:

- Growing its premium product portfolio
- Expanding its global leadership in the can, automotive and recycling markets
- Driving constant improvement in operations
- Capturing growth in emerging markets

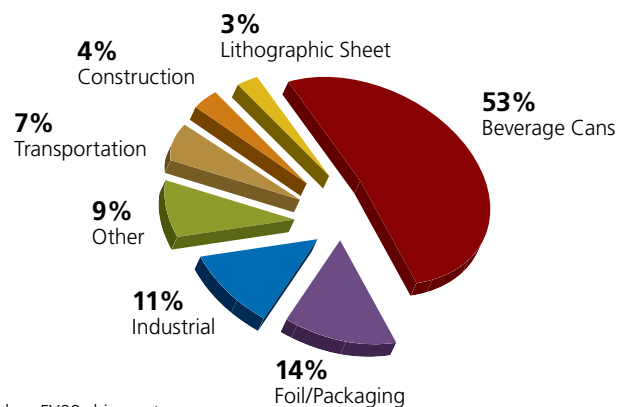
Leading the World in Aluminum Rolled Products

- Novelis produces an estimated 19% of the world’s total aluminum rolled products
- The only company capable of producing technologically sophisticated, high-end rolled products in all four major market regions of the world
- Novelis is #1 in Europe and South America; and #2 in North America and Asia
- State-of-the-art rolling and metal solidification technologies
- Recycles over 35 billion used beverage cans annually

Earning Customer Preference

Novelis enjoys long-standing customer relationships. We continue to strengthen those relationships by listening to our customers, anticipating their needs, and consistently delivering precision and quality – in our products, our performance and our thinking. Novelis is proud to count among our customers some of the world’s most well-known brands, including Agfa-Gevaert, Anheuser-Busch, Audi, Ball Corporation, BMW, Coca-Cola, Crown Cork & Seal, Ford, General Motors, Hyundai, Jaguar, Kodak, Pactiv, Rexam, Tetra Pak and others.

Shipments by End Market*



*Based on FY09 shipments.

Incorporated in Canada,
with the Executive Office in
Atlanta, Georgia.

US \$10.2 Billion in Revenues FY 2009

Four Operating Segments:

- North America
- South America
- Europe
- Asia

31 Manufacturing Facilities
in 11 Countries

Approximately 12,300 Employees

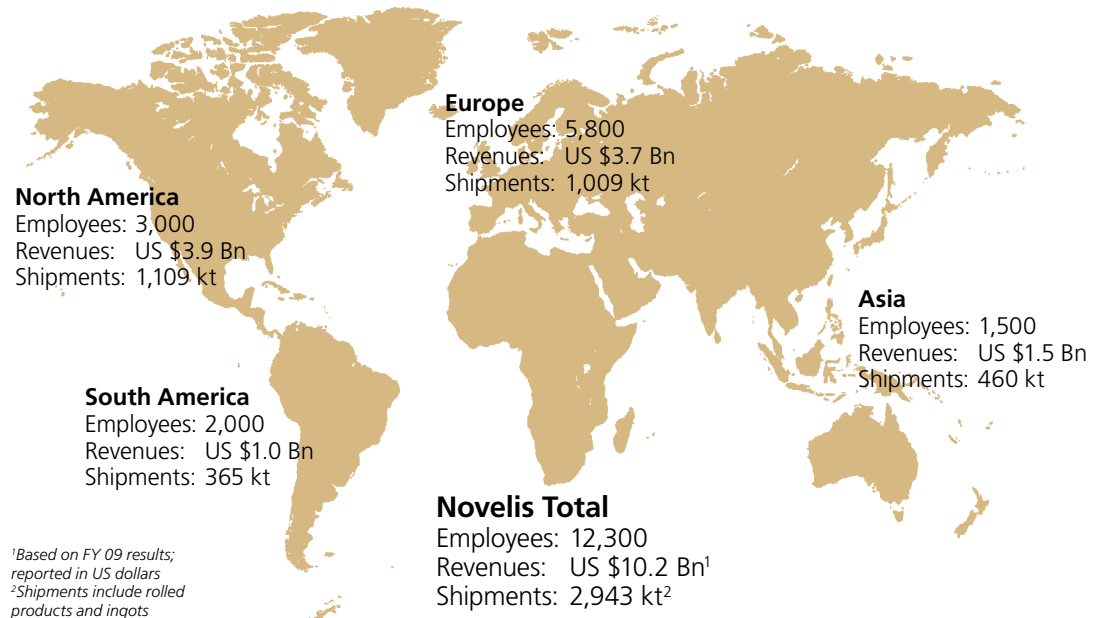
All manufacturing sites are
ISO 14001 and OHSAS 18001
certified, and nearly all
ISO 9001 certified.

Strong management systems:

- Environment, Health and Safety
- Continuous Improvement
- Value-Based Management



International Presence and Scale



Manufacturing Excellence

Novelis is strategically located on the four continents where aluminum demand is the greatest – North America, South America, Europe and Asia. We are the only company of our size and scope focused solely on aluminum rolled products and their markets, producing an estimated 19% of the world's total aluminum rolled products. Our facilities are among the most modern in the industry, efficiently producing high-quality products around the world.

Recycling

Novelis operates seven recycling centers around the world, primarily focused on the recycling of used beverage cans. Every year, Novelis recycles more than 35 billion aluminum cans, not only providing an important source of metal for the company, but also helping to combat global climate change. By recycling used cans instead of making new metal, Novelis saves the energy equivalent of more than 11 million barrels of oil and prevents the production of more than four million tonnes of greenhouse gas emissions annually.

Innovation

In order to deliver superior solutions, our R&D philosophy and structure are focused on being customer-driven. Novelis has a modern network of global research facilities that includes state-of-the-art material analysis and testing, as well as mini-scale production lines equipped with ingot casting, hot mills, can lines, coating facilities and continuous casters.

In 2006, the company launched its breakthrough Novelis Fusion™ technology for the world's first production of multi-alloy layered rolling ingots, enabling premium sheet products with previously unattainable performance.

Novelis Fusion™ technology is in production at the company's plants in Oswego, New York; Ulsan, Korea; and Sierre, Switzerland. Novelis

is working with customers worldwide on hundreds of potential applications for the technology.

Management Systems

Environment, Health and Safety

Novelis fosters a safe and healthy work environment and seeks ways to minimize our impact on the environment, while continually working to enhance product and service quality for our customers. Health, safety and environmental issues are key components of our management operating system.

Our passion for excellence is reflected in our success in meeting internationally recognized standards. All Novelis manufacturing sites are registered to ISO 14001 and OHSAS 18001. In addition, most of the sites are registered to an internationally recognized ISO Quality Standard.

Continuous Improvement

Novelis is dedicated to excellence, execution and continuous improvement through the application of lean manufacturing and six sigma — Lean Six Sigma. These management tools help us drive improvement throughout our manufacturing and management processes to maximize value.

Value-Based Management

Novelis' Value-Based Management (VBM) process provides a common set of procedures and metrics for understanding our markets, setting targets, defining strategies and allocating resources. Rooted in a rigorous fact-base, Novelis' business systems are grounded in a deep understanding of the drivers of market profitability, growth and competitive positioning. Through VBM we identify and develop the highest value options for our business.