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## **Use an ERP Foundation to Drive Operational Excellence for Mill Products**

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Novelis 2.0

# Novelis

# Global Footprint

11,620



Employees

\$11.1b



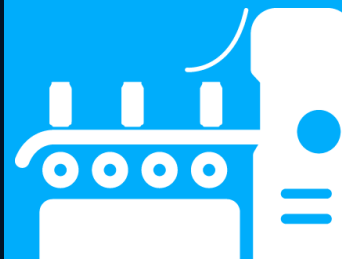
Revenues

2,838 Kt



Shipments

25



Operations

9



Countries

# Global Footprint



Employees

**North  
America**

3,100

**South  
America**

1,710

**Europe**

5,210

**Asia**

1,600



Revenues

\$4 Billion

\$1.3 Billion

\$3.8 Billion

\$1.8 Billion



Shipments

1,064 Kt

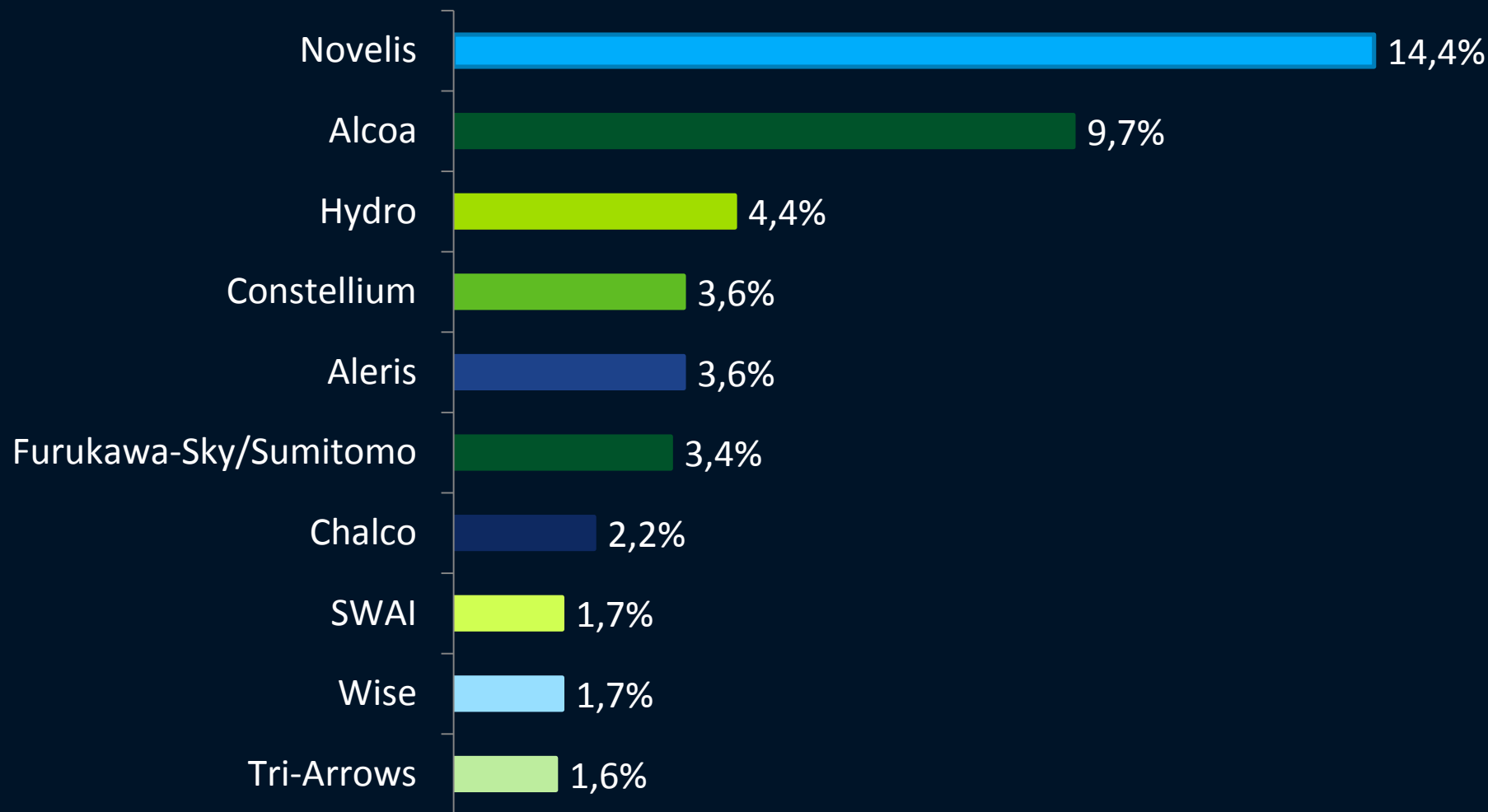
375 Kt

875 Kt

524 Kt

# Industry Leadership

## Top 10 Global Rolled Aluminum Producers (by Shipments)



Source: CRU and Novelis estimates for CY 2012

# Our Focus On Recycling

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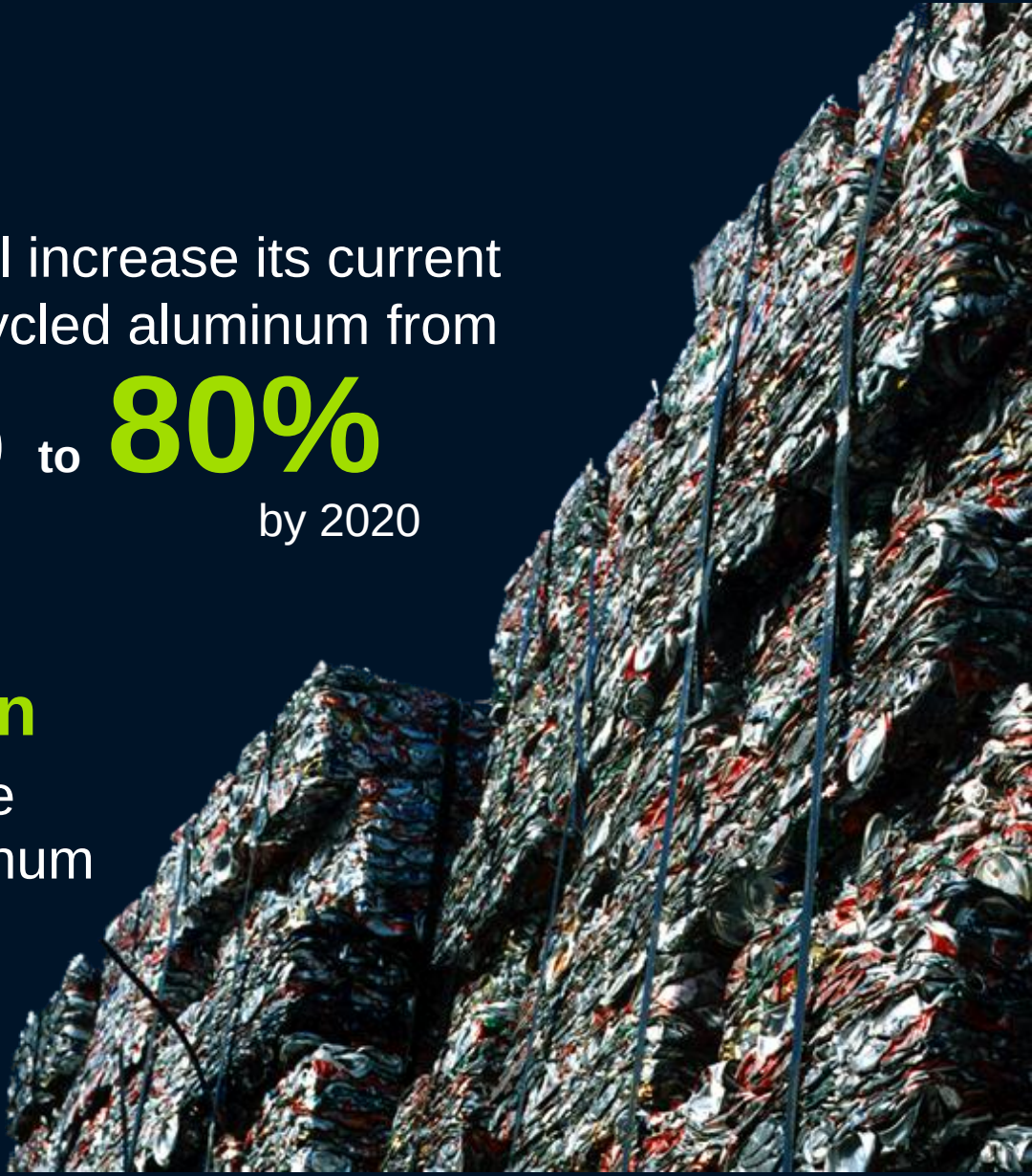


Novelis will increase its current use of recycled aluminum from

**33%** to **80%**

by 2020

This will remove **10 million metric tons** of greenhouse gas emissions from the aluminum product value chain annually.



# Working Closely With Our Customers On Next-Generation Products

## Beverage Cans



## High-End Specialties



## Automotive



# Working Closely With Our Customers On Next-Generation Products

**4-5%**

**Beverage  
Cans**

**6%**

**High-End  
Specialties**

**>25%**

**Automotive**

# Expanding For The Future

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# Our Vision

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**Building our seamlessly integrated, global Novelis**

**Delivered by common business processes that  
will enable Novelis to realize its potential and  
exceed our strategic goals**

# Challenges Addressed by our Novelis 2.0 Transformation

## Decentralized to Region & Center-Led

- Local-to-Region and Region-to-Global Matrix
- Region and Global Performance Management
- Creating a “One Novelis” Culture

## Varied Operating Practices

- Manufacturing Excellence Councils
- Common Operating Model and Policy Playbooks
- Global Programs for Talent Development

## Proverbial “Islands of Technology”

- SAP at Enterprise & Operating Level
- Single global instance
- Manufacturing Execution System Standards
- Global Governance

**Consistent Quality Insight to Improve Responsiveness**

# The Scope of Our Transformation

**D2D****Design to Deploy:**

Owns product lifecycle processes from concept to realization, including obsolescence

**C2C****Contract to Cash:**

Owns customer processes from sales strategy to, receivables, including ongoing support.

**S2P****Source to Pay:**

Owns suppliers of materials, goods, and services from strategy to requisition to payment

**P2S****Plan to Ship:**

Owns plant assets that convert materials from long-term planning to tolling to shipment

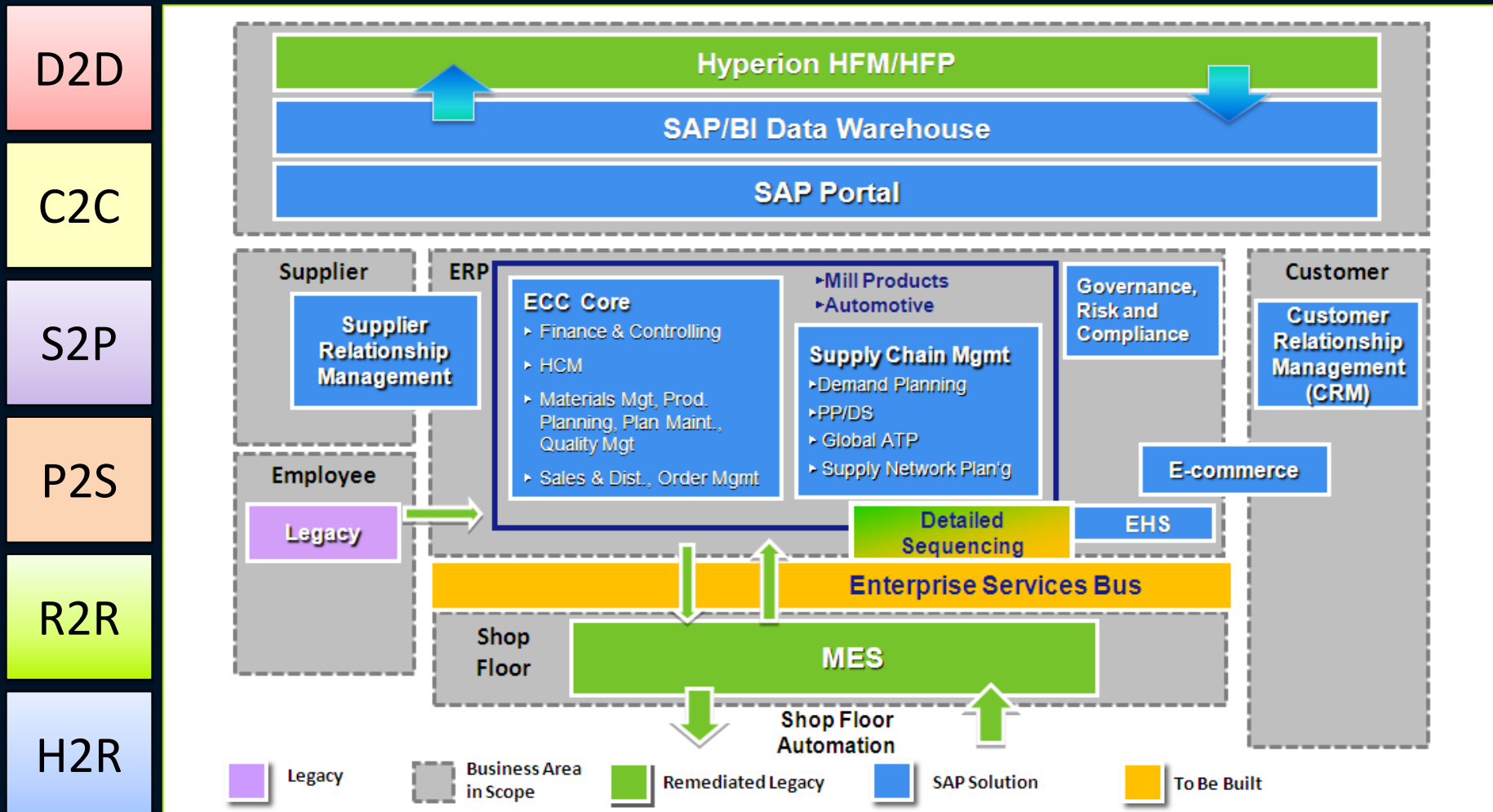
**R2R****Record to Report:**

Owns cash management and financial reporting processes from budgeting to reporting.

**H2R****Hire to Retire:**

Owns people processes from pre-hire to talent development to managing post-departure

# The Scope of Our Transformation



# Where We Are At On Our Journey

## Novelis Operating Model

- *Strategy Formulation (continuous)*
- *Novelis Operating Model Definition*
- *Operational Blueprint*
- End-to-End Operating Model Playbooks

## Regional Deployments

- *North America – Release 1 – Deploy 1*
- *Stabilize & Release 1.1*
- North America / Europe – Deploy 1, 2 & 3
- Asia / South America

## Transform The Business

- *Global Value-Stream Alignment*
- Common Region/Global Sales & Operations Planning
- Organization Alignment
- Ongoing Improvement

# Where We Are At On Our Journey

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## Regional Deployments

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## Transform The Business

- Program Structure Reshaped
- Global MES Solution Standards
- Global Business Process Councils

- Common Region/Global Sales & Operations Planning
- Organization Alignment
- Ongoing Improvement

**Reshaped The Program Going Forward**

Closing

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Novelis