Century @ a Glance

Chicago, IL USA (CENX: Listed on NASDAQ and ICEX)
Corporate Headquarters
Century Aluminum was formed in 1995 by Glencore International as a holding company for its aluminum-producing assets

Hawesville, Ky USA (1969)
Aluminum Smelter with a rated production capacity of 244,000 mtpy.

Sebree, Ky USA (1973)
Aluminum Smelter with a rated production capacity of 205,000 mtpy.

Mt. Holly, SC USA (1980)
Aluminum Smelter with a rated production capacity of 224,000 mtpy.

Norðurál, Iceland (1998)
Aluminum Smelter at Grundartangi with 299,000 mtpy (2014). Greenfield site at Helguvik 360,000 mtpy when completed

BHH, China 40% (2008)
Baise Haohai Carbon Co., Ltd., a carbon anode and cathode manufacturing facility. Anode production capacity of up to 180,000 mtpy and cathode baking and graphitization capacity of up to 20,000 mtpy.

Carbon anode manufacturing facility with a capacity of approximately 150,000 mtpy
Founded in 1997 by Columbia Ventures

<table>
<thead>
<tr>
<th>Year</th>
<th>Production (mt)</th>
<th>Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>1998</td>
<td>60,000</td>
<td>160</td>
</tr>
<tr>
<td>2001</td>
<td>90,000</td>
<td>200</td>
</tr>
</tbody>
</table>

Century Aluminum Company bought Norðurá in 2004

<table>
<thead>
<tr>
<th>Year</th>
<th>Production (mt)</th>
<th>Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>220,000</td>
<td>320</td>
</tr>
<tr>
<td>2007</td>
<td>260,000</td>
<td>480</td>
</tr>
<tr>
<td>2009</td>
<td>276,000</td>
<td>500</td>
</tr>
<tr>
<td>2012</td>
<td>285,000</td>
<td>530</td>
</tr>
<tr>
<td>2013</td>
<td>294,000</td>
<td>568</td>
</tr>
<tr>
<td>2014</td>
<td>299,000</td>
<td>565</td>
</tr>
</tbody>
</table>
## Global Aluminum Production

<table>
<thead>
<tr>
<th>Region</th>
<th>2010</th>
<th>2015</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Africa</td>
<td>1.742</td>
<td>1.695</td>
<td>-3%</td>
</tr>
<tr>
<td>China</td>
<td>17.560</td>
<td>31.551</td>
<td>80%</td>
</tr>
<tr>
<td>Asia (excl. China)</td>
<td>4.998</td>
<td>8.586</td>
<td>72%</td>
</tr>
<tr>
<td>Oceania</td>
<td>2.277</td>
<td>1.994</td>
<td>-12%</td>
</tr>
<tr>
<td>Central and South America</td>
<td>2.306</td>
<td>1.360</td>
<td>-41%</td>
</tr>
<tr>
<td>Russia &amp; other CIS</td>
<td>4.554</td>
<td>4.011</td>
<td>-12%</td>
</tr>
<tr>
<td>West Europe</td>
<td>4.396</td>
<td>4.364</td>
<td>-1%</td>
</tr>
<tr>
<td>North America</td>
<td>4.689</td>
<td>4.575</td>
<td>-2%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>42.522</td>
<td>58.136</td>
<td>37%</td>
</tr>
</tbody>
</table>

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*Source: Century Aluminum*
Aluminum smelters in Iceland
Production 2014 was 850,000 mt

2014
Alcoa 360,000 mtpy
Norðurál 300,000 mtpy
Alcan 190,000 mtpy
Total 850,000 mtpy
Norðurál
• The plant is fully driven by **renewable energy**
  1/3 hydro power and 2/3 geo-thermal power
• Extensive monitoring of the environmental impact in plant neighborhood
• The goal is to be best in class in the aluminum industry in terms of environmental performance

Vlissingen
• **Regenerative Thermal Oxidizer (RTO)** for treatment of exhaust air, as Best Available Technique (BAT) in the Industry
• **Recycled Butts** % is the highest in the Industry
• **Gas usage** is among the most efficient in the Industry due to Fire Control System
Mission, Vision and Values

Mission
• to create value in a competitive way
• to produce aluminum that meets the needs of customers
• to be socially responsible for employees, environment and the people in the vicinity

Vision
• to be best in class
• to be a role model in safety and environmental affairs
• to be the employer of choice

Values
• H agsýni   (Value Focused)
• L iðsheild  (Team Work)
• H eilindi   (Integrity)
Focus on a goal of ZERO incidents and Creating a culture of safe behavior

- Behavior based safety program
- Employee rewarding program includes safety metrics
- Clean and safe working environment
- Pre-job risk assessment
- Active follow-up of all incidents, root cause analysis and preventive actions taken
- Training is a key word when it comes to safety
- Daily, weekly and monthly safety meetings involving both management and staff
- Daily and weekly management tours
From Pechiney to Alcan to Zalco to Century

The assets of Century Aluminum Vlissingen BV were formerly a part of Pechiney Netherlands NV. This company was established in 1969 in Vlissingen-Oost. This location was chosen because of its location on deep water which enables the supply of raw materials and shipment of end products. In April 1971 the first aluminum was produced and in October 1971 the plant was officially opened by Prince Bernhard. Annual production capacity was 235,000 tonnes of primary aluminum, produced in the form of billets and rolling slabs. Hunter Douglas had a 15% interest in this facility.

By the end of 2003, 85% of the shares in Pechiney Netherlands NV, became ownership of Canadian multinational Alcan. Just three years later, in October 2006, Alcan put this 85% majority stake for sale. Hunter Douglas also decided to sell her 15% stake.

In July 2007, the transfer took place of all shares to a UK private equity firm Klesch & Company Ltd. from London. The company was renamed in Zalco NV, which stands for Zeeland Aluminium Company. On 13 December 2011, it was announced that Zalco had been declared bankrupt.

In June 2012, Century Aluminum purchased, through a wholly owned subsidiary “Century Aluminum Vlissingen BV”, all of the assets of the anode production facility formerly owned by Zalco NV.
Vision - Century Vlissingen

- Safe Behavior
- Small and Lean organization
- Training programs from the start
- Multifunctional personnel
- Flexibility and hands-on mentality
- Motivated, proud and skilled workers that are broadly trained
- Competitive benefits package for employees
- Teambuilding
- Preferred supplier
- Preferred employer
Vlissingen
Start up

• Start up
  – Demolition
  – New installations
  – Deferred maintenance

• Safety First
  – BBS (Behavior Based Safety)

• Phoenix project
  – Multicraft organization
  – Training and education
  – Multiple roles
  – Lean

Demolition of former oven A+B
Installation of RTO
Key Projects – Phase 1

- Obtain Operating Permit
- Bake furnace fume treatment
- Low NOx firing controls
- Anode handling
- Paste plant fume treatment
- Vibroformer modifications
- Power supply modification
- Various other infrastructure modifications
Key Projects Phase 2 - Baking Furnace C