

The Honorable Tony Evers
Governor of Wisconsin
P.O. Box 1879,
Madison, WI 53701-1879

18th April 2019

Dear Governor Evers,

I am writing to you as Executive Chairman of En+ Group PLC, which is listed on the London Stock Exchange. We are the world's largest producer of aluminium outside of China and the largest private sector owner and operator of hydropower installations globally. We generate more than 15 gigawatts of hydroelectricity from which our metals subsidiary, Rusal, creates high quality, low-carbon aluminium. In total, we employ more than 100,000 people through our operations in 13 countries on five continents—from our state of the art smelters in Siberia, to our bauxite mines in Jamaica and West Africa to Europe's largest alumina plant in Ireland.

As part of our international growth strategy, we see significant opportunities across the whole aluminium industry value chain in North America. As you can see from the attached news articles, just this week we announced plans to become a cornerstone investor and strategic partner in the largest new aluminium rolling plant to be built in the U.S. in nearly forty years. Located in Kentucky, this \$1.6 billion project is a first of its kind and will bring hundreds of new high-quality manufacturing jobs to the region.

This investment is just the beginning of our long-term ambitions. Given the growing global demand for high quality, low carbon aluminium and the opportunity for growth in the U.S., we are eager to evaluate other opportunities around the country and in your state in particular. If appropriate, I would be delighted to explore these issues in more detail with you and your staff.

I look forward to hearing from you.

Yours sincerely,

Rt Hon Lord Barker of Battle
Executive Chairman
EN+ plc

DISSEMINATED BY MERCURY, LLC, A REGISTERED FOREIGN AGENT, ON BEHALF OF THE RT. HON. LORD GREGORY BARKER. MORE INFORMATION IS ON FILE WITH THE U.S. DEPARTMENT OF JUSTICE, WASHINGTON, D.C.

8 Cleveland Row
SW1A 1DH London
Tel: +44 207 747 4900
lordbarker@enplus.co.uk



8 Cleveland Row
SW1A 1DH London
Tel: +44 207 747 4900
lordbarker@enplus.co.uk



The Honorable Tom Wolf
Governor of Pennsylvania
225 Main Capitol Building
501 North 3rd Street
Harrisburg, PA 17120

18th April 2019

Dear Governor Wolf,

I am writing to you as Executive Chairman of En+ Group PLC, which is listed on the London Stock Exchange. We are the world's largest producer of aluminium outside of China and the largest private sector owner and operator of hydropower installations globally. We generate more than 15 gigawatts of hydroelectricity from which our metals subsidiary, Rusal, creates high quality, low-carbon aluminium. In total, we employ more than 100,000 people through our operations in 13 countries on five continents—from our state of the art smelters in Siberia, to our bauxite mines in Jamaica and West Africa to Europe's largest alumina plant in Ireland.

As part of our international growth strategy, we see significant opportunities across the whole aluminium industry value chain in North America. As you can see from the attached news articles, just this week we announced plans to become a cornerstone investor and strategic partner in the largest new aluminium rolling plant to be built in the U.S. in nearly forty years. Located in Kentucky, this \$1.6 billion project is a first of its kind and will bring hundreds of new high-quality manufacturing jobs to the region.

This investment is just the beginning of our long-term ambitions. Given the growing global demand for high quality, low carbon aluminium and the opportunity for growth in the U.S., we are eager to evaluate other opportunities around the country and in your state in particular. If appropriate, I would be delighted to explore these issues in more detail with you and your staff.

I look forward to hearing from you.

Yours sincerely,

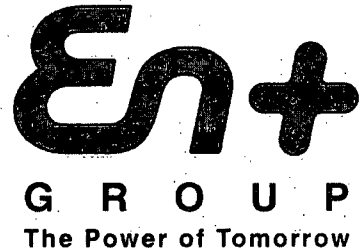
Rt Hon Lord Barker of Battle
Executive Chairman
EN+ plc

DISSEMINATED BY MERCURY, LLC, A REGISTERED FOREIGN AGENT, ON BEHALF OF THE RT. HON. LORD GREGORY BARKER. MORE INFORMATION IS ON FILE WITH THE U.S. DEPARTMENT OF JUSTICE, WASHINGTON, D.C.

8 Cleveland Row
SW1A 1DH London
Tel: +44 207 747 4900
lordbarker@enplus.co.uk



8 Cleveland Row
SW1A 1DH London
Tel: +44 207 747 4900
lordbarker@enplus.co.uk



The Honorable Mike Dunleavy
Governor of Alaska
607 Old Steese Highway, Number101
Fairbanks, AK 99701

18th April 2019

Dear Governor Dunleavy,

I am writing to you as Executive Chairman of En+ Group PLC, which is listed on the London Stock Exchange. We are the world's largest producer of aluminium outside of China and the largest private sector owner and operator of hydropower installations globally. We generate more than 15 gigawatts of hydroelectricity from which our metals subsidiary, Rusal, creates high quality, low-carbon aluminium. In total, we employ more than 100,000 people through our operations in 13 countries on five continents—from our state of the art smelters in Siberia, to our bauxite mines in Jamaica and West Africa to Europe's largest alumina plant in Ireland.

As part of our international growth strategy, we see significant opportunities across the whole aluminium industry value chain in North America. As you can see from the attached news articles, just this week we announced plans to become a cornerstone investor and strategic partner in the largest new aluminium rolling plant to be built in the U.S. in nearly forty years. Located in Kentucky, this \$1.6 billion project is a first of its kind and will bring hundreds of new high-quality manufacturing jobs to the region.

This investment is just the beginning of our long-term ambitions. Given the growing global demand for high quality, low carbon aluminium and the opportunity for growth in the U.S., we are eager to evaluate other opportunities around the country and in your state in particular. If appropriate, I would be delighted to explore these issues in more detail with you and your staff.

I look forward to hearing from you.

Yours sincerely,

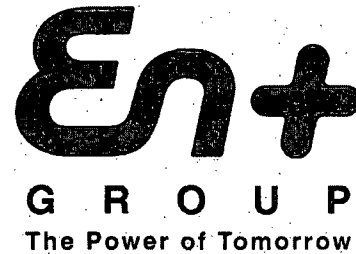
Rt Hon Lord Barker of Battle
Executive Chairman
EN+ plc

DISSEMINATED BY MERCURY, LLC, A REGISTERED FOREIGN AGENT, ON BEHALF OF THE RT. HON. LORD GREGORY BARKER. MORE INFORMATION IS ON FILE WITH THE U.S. DEPARTMENT OF JUSTICE, WASHINGTON, D.C.

8 Cleveland Row
SW1A 1DH London
Tel: +44 207 747 4900
lordbarker@enplus.co.uk



8 Cleveland Row
SW1A 1DH London
Tel: +44 207 747 4900
jordbarker@enplus.co.uk



The Honorable Mark DeWine
Governor of Ohio
2587 Conley Road
Cedarville, OH 45314

18th April 2019

Dear Governor DeWine,

I am writing to you as Executive Chairman of En+ Group PLC, which is listed on the London Stock Exchange. We are the world's largest producer of aluminium outside of China and the largest private sector owner and operator of hydropower installations globally. We generate more than 15 gigawatts of hydroelectricity from which our metals subsidiary, Rusal, creates high quality, low-carbon aluminium. In total, we employ more than 100,000 people through our operations in 13 countries on five continents—from our state of the art smelters in Siberia, to our bauxite mines in Jamaica and West Africa to Europe's largest alumina plant in Ireland.

As part of our international growth strategy, we see significant opportunities across the whole aluminium industry value chain in North America. As you can see from the attached news articles, just this week we announced plans to become a cornerstone investor and strategic partner in the largest new aluminium rolling plant to be built in the U.S. in nearly forty years. Located in Kentucky, this \$1.6 billion project is a first of its kind and will bring hundreds of new high-quality manufacturing jobs to the region.

This investment is just the beginning of our long-term ambitions. Given the growing global demand for high quality, low carbon aluminium and the opportunity for growth in the U.S., we are eager to evaluate other opportunities around the country and in your state in particular. If appropriate, I would be delighted to explore these issues in more detail with you and your staff.

I look forward to hearing from you.

Yours sincerely,

Rt Hon Lord Barker of Battle
Executive Chairman
EN+ plc

DISSEMINATED BY MERCURY, LLC, A REGISTERED FOREIGN AGENT, ON BEHALF OF THE RT. HON. LORD GREGORY BARKER. MORE INFORMATION IS ON FILE WITH THE U.S. DEPARTMENT OF JUSTICE, WASHINGTON, D.C.

8 Cleveland Row
SW1A 1DH London
Tel: +44 207 747 4900
lordbarker@enplus.co.uk



8 Cleveland Row
SW1A 1DH London
Tel: +44 207 747 4900
lordbarker@enplus.co.uk



The Honorable Kate Brown
Governor of Oregon
900 Court Street, NE, Suite 254
Salem, OR 97301-4047

18th April 2019

Dear Governor Brown,

I am writing to you as Executive Chairman of En+ Group PLC, which is listed on the London Stock Exchange. We are the world's largest producer of aluminium outside of China and the largest private sector owner and operator of hydropower installations globally. We generate more than 15 gigawatts of hydroelectricity from which our metals subsidiary, Rusal, creates high quality, low-carbon aluminium. In total, we employ more than 100,000 people through our operations in 13 countries on five continents—from our state of the art smelters in Siberia, to our bauxite mines in Jamaica and West Africa to Europe's largest alumina plant in Ireland.

As part of our international growth strategy, we see significant opportunities across the whole aluminium industry value chain in North America. As you can see from the attached news articles, just this week we announced plans to become a cornerstone investor and strategic partner in the largest new aluminium rolling plant to be built in the U.S. in nearly forty years. Located in Kentucky, this \$1.6 billion project is a first of its kind and will bring hundreds of new high-quality manufacturing jobs to the region.

This investment is just the beginning of our long-term ambitions. Given the growing global demand for high quality, low carbon aluminium and the opportunity for growth in the U.S., we are eager to evaluate other opportunities around the country and in your state in particular. If appropriate, I would be delighted to explore these issues in more detail with you and your staff.

I look forward to hearing from you.

Yours sincerely,

Rt Hon Lord Barker of Battle
Executive Chairman
EN+ plc

DISSEMINATED BY MERCURY, LLC, A REGISTERED FOREIGN AGENT, ON BEHALF OF THE RT. HON. LORD GREGORY BARKER. MORE INFORMATION IS ON FILE WITH THE U.S. DEPARTMENT OF JUSTICE, WASHINGTON, D.C.

8 Cleveland Row
SW1A 1DH London
Tel: +44 207 747 4900
lordbarker@enplus.co.uk



8 Cleveland Row
SW1A 1DH London
Tel: +44 207 747 4900
lordbarker@enplus.co.uk



The Honorable Jared Polis
Governor of Colorado
136 State Capitol Building
Denver, CO 80203

18th April 2019

Dear Governor Polis,

I am writing to you as Executive Chairman of En+ Group PLC, which is listed on the London Stock Exchange. We are the world's largest producer of aluminium outside of China and the largest private sector owner and operator of hydropower installations globally. We generate more than 15 gigawatts of hydroelectricity from which our metals subsidiary, Rusal, creates high quality, low-carbon aluminium. In total, we employ more than 100,000 people through our operations in 13 countries on five continents—from our state of the art smelters in Siberia, to our bauxite mines in Jamaica and West Africa to Europe's largest alumina plant in Ireland.

As part of our international growth strategy, we see significant opportunities across the whole aluminium industry value chain in North America. As you can see from the attached news articles, just this week we announced plans to become a cornerstone investor and strategic partner in the largest new aluminium rolling plant to be built in the U.S. in nearly forty years. Located in Kentucky, this \$1.6 billion project is a first of its kind and will bring hundreds of new high-quality manufacturing jobs to the region.

This investment is just the beginning of our long-term ambitions. Given the growing global demand for high quality, low carbon aluminium and the opportunity for growth in the U.S., we are eager to evaluate other opportunities around the country and in your state in particular. If appropriate, I would be delighted to explore these issues in more detail with you and your staff.

I look forward to hearing from you.

Yours sincerely,

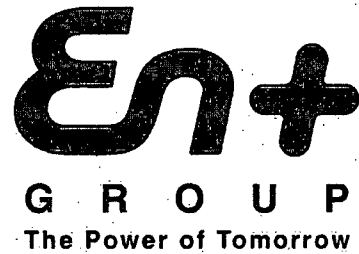
Rt Hon Lord Barker of Battle
Executive Chairman
EN+ plc

DISSEMINATED BY MERCURY, LLC, A REGISTERED FOREIGN AGENT, ON BEHALF OF THE RT. HON. LORD GREGORY BARKER. MORE INFORMATION IS ON FILE WITH THE U.S. DEPARTMENT OF JUSTICE, WASHINGTON, D.C.

8 Cleveland Row
SW1A 1DH London
Tel: +44 207 747 4900
lordbarker@enplus.co.uk



8 Cleveland Row
SW1A 1DH London
Tel: +44 207 747 4900
lordbarker@enplus.co.uk



The Honorable Gretchen Whitmer
Governor of Michigan
P.O. Box 30013
Lansing, MI 48909

18th April 2019

Dear Governor Whitmer,

I am writing to you as Executive Chairman of En+ Group PLC, which is listed on the London Stock Exchange. We are the world's largest producer of aluminium outside of China and the largest private sector owner and operator of hydropower installations globally. We generate more than 15 gigawatts of hydroelectricity from which our metals subsidiary, Rusal, creates high quality, low-carbon aluminium. In total, we employ more than 100,000 people through our operations in 13 countries on five continents—from our state of the art smelters in Siberia, to our bauxite mines in Jamaica and West Africa to Europe's largest alumina plant in Ireland.

As part of our international growth strategy, we see significant opportunities across the whole aluminium industry value chain in North America. As you can see from the attached news articles, just this week we announced plans to become a cornerstone investor and strategic partner in the largest new aluminium rolling plant to be built in the U.S. in nearly forty years. Located in Kentucky, this \$1.6 billion project is a first of its kind and will bring hundreds of new high-quality manufacturing jobs to the region.

This investment is just the beginning of our long-term ambitions. Given the growing global demand for high quality, low carbon aluminium and the opportunity for growth in the U.S., we are eager to evaluate other opportunities around the country and in your state in particular. If appropriate, I would be delighted to explore these issues in more detail with you and your staff.

I look forward to hearing from you.

Yours sincerely,

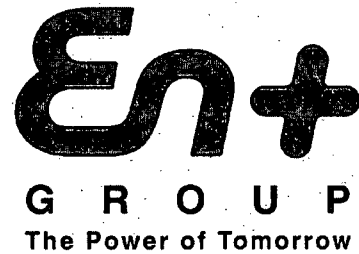
Rt Hon Lord Barker of Battle
Executive Chairman
EN+ plc

DISSEMINATED BY MERCURY, LLC, A REGISTERED FOREIGN AGENT, ON BEHALF OF THE RT. HON. LORD GREGORY BARKER. MORE INFORMATION IS ON FILE WITH THE U.S. DEPARTMENT OF JUSTICE, WASHINGTON, D.C.

8 Cleveland Row
SW1A 1DH London
Tel: +44 207 747 4900
lordbarker@enplus.co.uk



8 Cleveland Row
SW1A 1DH London
Tel: +44 207 747 4900
lordbarker@enplus.co.uk



The Honorable Eric Holcomb
Governor of Indiana
200 West Washington Street
Indianapolis, IN 46204

18th April 2019

Dear Governor Holcomb,

I am writing to you as Executive Chairman of En+ Group PLC, which is listed on the London Stock Exchange. We are the world's largest producer of aluminium outside of China and the largest private sector owner and operator of hydropower installations globally. We generate more than 15 gigawatts of hydroelectricity from which our metals subsidiary, Rusal, creates high quality, low-carbon aluminium. In total, we employ more than 100,000 people through our operations in 13 countries on five continents—from our state of the art smelters in Siberia, to our bauxite mines in Jamaica and West Africa to Europe's largest alumina plant in Ireland.

As part of our international growth strategy, we see significant opportunities across the whole aluminium industry value chain in North America. As you can see from the attached news articles, just this week we announced plans to become a cornerstone investor and strategic partner in the largest new aluminium rolling plant to be built in the U.S. in nearly forty years. Located in Kentucky, this \$1.6 billion project is a first of its kind and will bring hundreds of new high-quality manufacturing jobs to the region.

This investment is just the beginning of our long-term ambitions. Given the growing global demand for high quality, low carbon aluminium and the opportunity for growth in the U.S., we are eager to evaluate other opportunities around the country and in your state in particular. If appropriate, I would be delighted to explore these issues in more detail with you and your staff.

I look forward to hearing from you.

Yours sincerely,

Rt Hon Lord Barker of Battle
Executive Chairman
EN+ plc

DISSEMINATED BY MERCURY, LLC, A REGISTERED FOREIGN AGENT, ON BEHALF OF THE RT. HON. LORD GREGORY BARKER. MORE INFORMATION IS ON FILE WITH THE U.S. DEPARTMENT OF JUSTICE, WASHINGTON, D.C.

8 Cleveland Row
SW1A 1DH London
Tel: +44 207 747 4900
lordbarker@enplus.co.uk



8 Cleveland Row
SW1A 1DH London
Tel: +44 207 747 4900
lordbarker@enplus.co.uk