



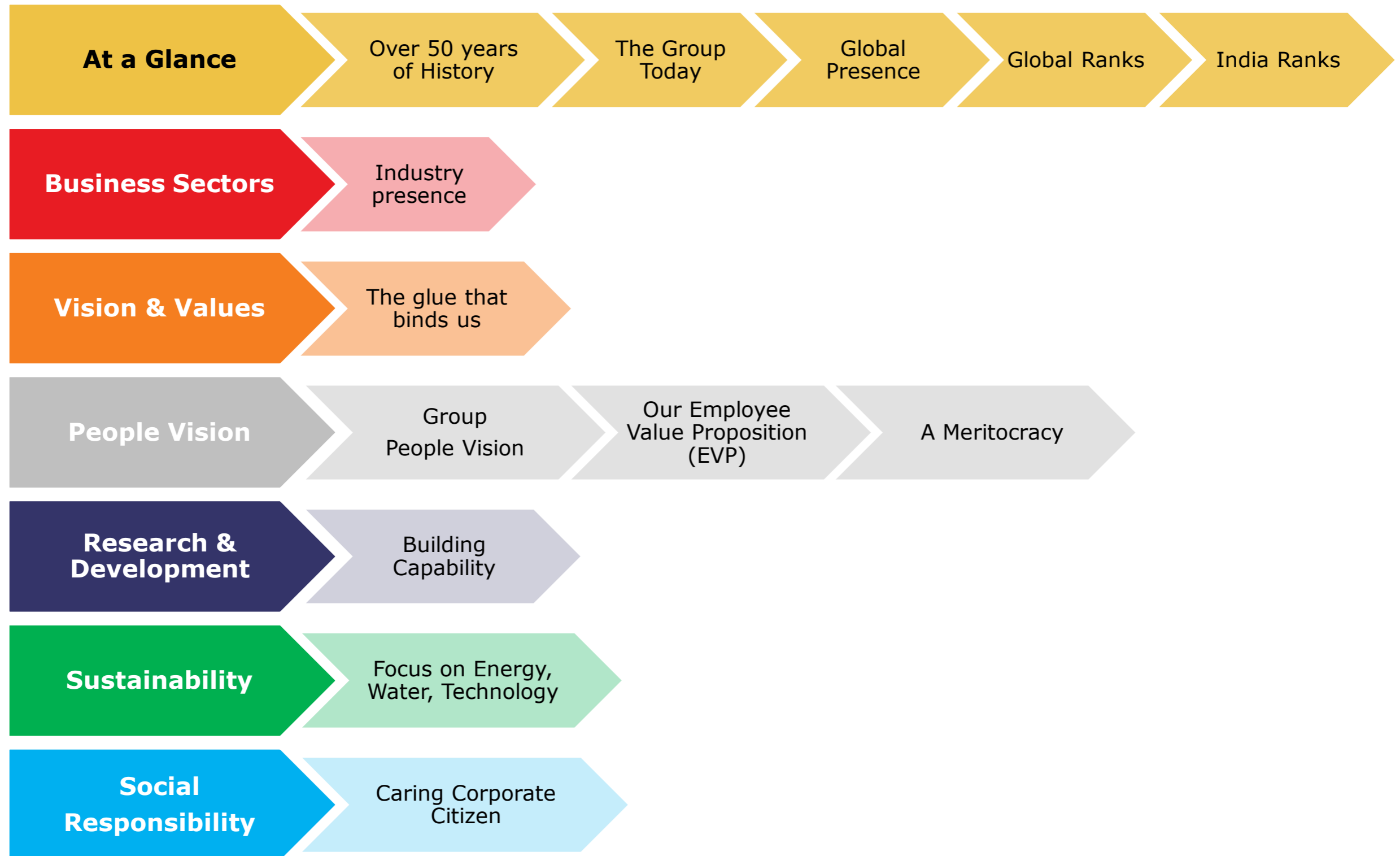
**ADITYA BIRLA GROUP**



**In Perspective**

June 2019

# Presentation Structure



# At a Glance | Over 50 years of History

1930-1970	1970-1995	1995-2000
<p><b>Shaping of a Conglomerate</b></p> <ul style="list-style-type: none"> <li>• Set-up Grasim, Hindalco, Eastern Spinning</li> <li>• Acquired Indian Rayon</li> </ul>	<p><b>The making of India's first MNC</b></p> <ul style="list-style-type: none"> <li>• Thailand</li> <li>• Indonesia</li> <li>• Malaysia</li> <li>• Egypt</li> </ul>	<p><b>Entry into Services</b></p> <ul style="list-style-type: none"> <li>• Financial Services</li> <li>• Telecom</li> <li>• Copper</li> <li>• Cement business of Indian Rayon demerged to Grasim</li> </ul>
2000-2005	2005-2010	2011-2018
<p><b>Building Scale through Acquisitions</b></p> <p><b>In India:</b></p> <ul style="list-style-type: none"> <li>• Indal - Aluminium</li> <li>• L&amp;T - Cement and Formation of UltraTech</li> <li>• Madura Garments</li> <li>• PSI - IT Services</li> <li>• Annapoorna Foils</li> </ul> <p><b>Globally:</b></p> <ul style="list-style-type: none"> <li>• Dashiqiao Ronghua Chemical Company Limited, China - Carbon Black</li> <li>• Birla Nifty Pty, Birla Mount Gordon Pty, Australia - Copper mines</li> <li>• Tembec Inc., Canada - Pulp mill</li> <li>• Acrylic Fibre in Egypt - Greenfield Plant</li> </ul>	<p><b>Growth and Consolidation</b></p> <ul style="list-style-type: none"> <li>• Formation of Aditya Birla Nuvo: a premium conglomerate with diversified businesses</li> <li>• Increase in copper smelter capacity - Birla Copper</li> <li>• Cement and aluminium - capacity addition</li> <li>• Carbon Black - capacity expansion at Patalganga</li> <li>• Entry into Retail - acquired Trinethra</li> <li>• Acquisition of Novelis and Transworks</li> <li>• Acquired Pulp Mill in Canada - AV Nackawic Inc.</li> </ul>	<p><b>Cementing Leadership Positions in Relevant Sectors</b></p> <p><b>In India:</b></p> <ul style="list-style-type: none"> <li>• Future Group's "Pantaloon Format" business</li> <li>• Financial investment in Living Media India Ltd. (India Today Group), through its private investment company</li> <li>• Chloro Chemicals Division of Kanoria Chemicals</li> <li>• Chlor-Alkali &amp; Phosphoric Acid Division of Solaris Chemtech Industries Limited</li> <li>• Gujarat and Satna Cement Units of Jaypee Cement / Jaiprakash Associates Ltd</li> <li>• MF Assets of ING Investment</li> <li>• Chlor-Alkali Division of Jayshree Chemicals Ltd</li> <li>• Total Superstore Business ("Total Undertaking"), the Retail Division of Jubilant Agri &amp; Consumer Products Ltd</li> <li>• Exclusive online and offline rights to market the global brand - 'Forever 21' &amp; its existing store network, in the fast-fashion segment</li> <li>• Vodafone Idea</li> <li>• Binani Cement Limited</li> </ul> <p><b>Globally:</b></p> <ul style="list-style-type: none"> <li>• Columbian Chemicals - Carbon Black</li> <li>• Domsjo Fabriker - Pulp</li> <li>• Terrace Bay Pulp Mill</li> <li>• Equity stake in Chemicals &amp; Technologies for Polymer and Chemicals &amp; Technologies for Polymers Advanced Materials, Germany - Epoxy</li> </ul> <p><b>Massive Capacity Expansions at:</b></p> <p>Hindalco      Novelis      UltraTech      Pulp &amp; Fibre (Vilayat)</p>

## At a Glance | The Group Today

- A USD 48.3 billion MNC
- Operates in 34 countries across 5 continents
- Over 130 state-of-the-art manufacturing units
- Over 50% revenues from international operations
- Anchored by 120,000 employees belonging to 42 different nationalities
- Named the 'Best Employer' in India - 2018 by Aon Hewitt
- Ranked No. 4 in the Global "Top Companies for Leaders" survey and ranked No. 1 in Asia Pacific for 2011 (Aon Hewitt, Fortune Magazine and RBL)
- Topped the Nielsen's Corporate Image Monitor 2014-15 and emerged as the Number 1 corporate, the 'Best in Class', for the third consecutive year.

## At a Glance | Global presence

Australia | Bahrain | Bangladesh | Bolivia | Brazil | Canada |  
China | Egypt | Germany | Hungary | India | Indonesia  
Italy | Ivory Coast | Kenya | Mozambique | Myanmar |  
Paraguay | Philippines | Russia | Singapore | South Korea  
Spain | Sri Lanka | Sweden | Switzerland | Tanzania |  
Thailand | Turkey | UAE | UK | USA | Vietnam | Zambia

## At a Glance | Globally

- The largest aluminium rolling company
- One of the 3 biggest producers of primary aluminium in Asia
- World's largest recycler of aluminium
- The largest single location copper smelter
- The largest producer of viscose staple fibre
- The No. 1 producer of carbon black
- The 4th largest producer of insulators
- The 5th largest producer of acrylic fiber
- Third largest cement producer globally (excluding China)
- Among the world's largest telecom company
- Among the best energy efficient fertiliser plants
- **The largest Indian MNC with manufacturing operations in the USA**



## At a Glance | In India

- No. 1 in fashion retail
- The top fashion (premium branded apparel) and lifestyle player
- The largest producer in the chlor-alkali sector
- The No. 1 in white cement
- No. 1 in ready mix concrete
- The largest manufacturer of linen fabric
- The second largest manufacturer and largest exporter of viscose filament yarn
- A leading player in Life Insurance and Asset Management
- Among the leading telecom players
- A leading agri solutions provider





ADITYA BIRLA GROUP

# Business Sectors



# METALS

## ALUMINIUM (HINDALCO, NOVELIS)

- 50 manufacturing units across 11 countries anchored by a 37,000 strong workforce
- World's largest producer of Flat Rolled products
- Leading producer of Primary Aluminium in Asia
- World's largest recycler of aluminium
- Serving core industry sectors of automotives, building & construction, electricals, packaging, among others
- Around 76% of total sales are outside India

## COPPER (BIRLA COPPER)

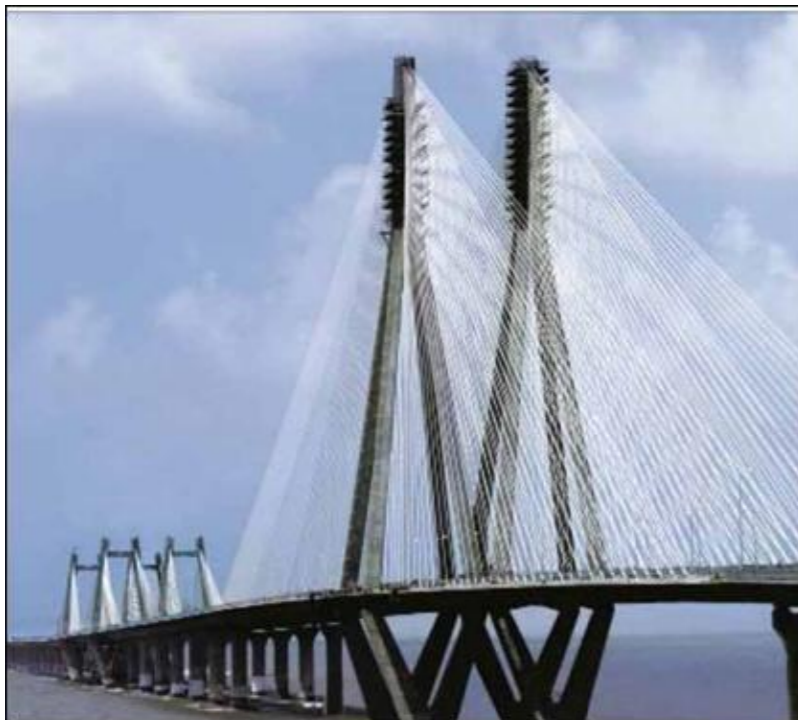
- One of the world's largest single-location custom copper smelter
- Leading producer of Copper Cathodes and Continuous Cast Copper Rods
- Catering to wire, cable, transformer industries
- Also manufactures fertilizers and precious metals



# CEMENT

## ULTRATECH

- Global Leader in cement
- Largest producer of grey cement, white cement and ready-mix concrete in India.
- Operations in five countries—India, UAE, Bahrain, Bangladesh and Sri Lanka
- Major brands: UltraTech Cement, UltraTech Concrete and Birla White



# TELECOM

## VODAFONE IDEA LIMITED

- An Aditya Birla Group & Vodafone Group partnership
- India's leading telecom service provider with a subscriber base of over 408 million
- Pan India Revenue Market Share (AGR) of 32.2%, and a #1 position in 9 circles
- Over 340,000 broadband sites covering 840 million Indians
- Largest voice network with over 200,000 unique GSM sites to cover over 1.2 billion Indians (92% population coverage)
- Large spectrum portfolio of ~1850 MHz and an adequate number of broadband carriers, to provide superior consumer experience across 2G, 3G and 4G platforms
- Widest distribution reach with over 1.7 million retailers and ~15,000 branded stores to service customers



# FINANCIAL SERVICES

## ADITYA BIRLA CAPITAL LTD. [formerly known as Aditya Birla Financial Services Ltd.]

- Among the top fund managers in India with an aggregate AUM of Rs. 2,813 billion
- Among the top 5 private diversified NBFCs in India with a lending book (including housing finance) of Rs. 447 billion
- Ranks #5<sup>1</sup> among the private Life Insurance Companies in India
- 4th largest<sup>2</sup> Asset Management Company in India
- Among the top 5 General Insurance Brokers in the Country
- A diversified portfolio of 12 lines of business serving the end-to-end financial needs of the customers
- Nation-wide customer reach across more than 400 cities through 1,300+ points of presence and over 150,000 agents / channel partners
- Ranked among the best 3 financial services players to work for [As per study by Great Place to Work Institute, 2016]

<sup>1</sup>In terms of new business based on Annual Premium Equivalent (APE) = 100% of regular premium + 10% of single premium (including both individual & group segments) for FY2016-17 [Source: IRDAI]

<sup>2</sup>Based on domestic average AUM for the quarter ended March 31, 2017 [Source: AMFII]



# TEXTILES

## GRASIM

- Presence across entire value chain from pulp to apparel
- Global leader in Viscose Staple Fibre - 7 manufacturing locations with world class manufacturing facilities in India, Indonesia, China, Thailand and pulp plants in Canada, Sweden & India
- Strong focus on Research & Development (R&D), with state-of-the-art facilities in India
- 100% Natural – Man Made & Biodegradable fibres having 360 degree sustainable green goals
- Market Ready Innovations in Products like Birla Spunshades, Birla Modal, Birla Excel and Exotic Fibres like Antibacteria, Flame Retardant Fibres and Optical White Fibers
- Major producer of yarn and acrylic fibre - Plants in India, Thailand, Philippines and Indonesia
- Largest Linen Yarn and fabric producer in India
- Largest wool combing operations in India



# FASHION AND RETAIL

## ADITYA BIRLA FASHION AND RETAIL (ABFRL)

- India's No. 1 fashion lifestyle entity - a combination of Madura F&L, India's leading menswear player and Pantaloons, India's leading womenswear player
  - Madura F&L: largest distribution network in India - 2052 stores, retail footprint of about 3 million sq.ft.
  - Pantaloons: a complete value fashion shopping destination with 209 stores in 97 cities.
- Spans the fashion spectrum from formals to semi-formals and casuals; and from luxury apparel to fast fashion and value fashion.
- Largest-selling and most iconic men's fashion brands in India - Louis Philippe, Van Heusen, Allen Solly and Peter England.



# FASHION AND RETAIL

## ADITYA BIRLA FASHION AND RETAIL (ABFRL) ... continued

- Planet Fashion: multi-brand menswear retail format with the largest apparel retail network in its segment in India.
- People: fast-fashion brand for the youth
- The Collective: super-premium concept store featuring a vast array of marquee global brands
- Deep partnerships with global brands: Ted Baker, Forever 21 and Simon Carter
- Powered by nine state-of-the-art production and design facilities, all fed by an indigenous and global supply chain



# CARBON BLACK

## BIRLA CARBON

- No. 1 Carbon Black producer in the world with annual capacity of over 2 million tonnes
- 3 business segments – Rubber Carbon Blacks, Mechanical Rubber Goods & Specialty Blacks
- Key industries served: tires, rubber, plastics, coatings, inks and other industries
- Global manufacturing presence across Asia, Europe, Africa & Americas: 16 manufacturing plants and 9 offices across 12 countries
- State-of-the-art Technology centres at Marietta, Georgia, USA & Taloja, Maharashtra, India and well equipped regional satellite laboratories
- Supplies consistent high quality products to customers in more than 70 countries globally
- Portfolio of products include ASTM and non ASTM (BC) grades and Specialty Blacks for a diverse range of applications
- Awarded gold rating by EcoVadis for Sustainability in 2016, 2017 & 2018





# CHEMICALS

## ADITYA BIRLA CHEMICALS

- India's largest Chlor-alkali producer
- Among the top 5 and pioneers in the manufacture of Epoxy Resins globally (manufacturing facilities in India, Thailand and Germany)
- Leading producer of sodium and potassium phosphates
- Among the top 3 globally in sodium sulphite and sodium meta bisulphite



# INSULATORS

## ADITYA BIRLA INSULATORS

- World's fourth largest and India's largest manufacturer
- High performance Porcelain and Composite insulators for Transmission & Distribution sector
- Our Insulators support transmission of electricity in 70 countries



# AGRI-BUSINESS

## INDO GULF

Urea :

- State of the art manufacturing facility at Jagdishpur in Uttar Pradesh producing 12 lakh MT per year > 100% Capacity Utilization.
- Most energy efficient Urea plant in the country.
- Birla Shaktiman - most preferred Brand and 1st choice of the farmers
- A premier Agri Solution provider offering a full range of -
  - Neem quoted Urea, Customized Fertilisers, Soil health and Plant health products. Seeds, Agrochemicals
  - Serving farmers through Soil testing, Six Sigma Demonstrations, farmers group meetings and Field days
- Net Work of 773 Wholesaler's and 315 Shaktiman Krishi Sewa Kendra's and 32000 retailers.
- Reaching 6 Million farmers and help them reap a rich harvest and improve their incomes.



# MINING

## ADITYA BIRLA NATURAL RESOURCES / ESSEL MINING

- One of India's largest iron ore mining company
- Largest producer of Noble Ferro Alloys
- Wind power generation
- Largest contractual coal mining company





ADITYA BIRLA GROUP

# Vision and Values





ADITYA BIRLA GROUP

# People Vision

## Group People Vision

“Aditya Birla Group  
as an exciting world of global opportunities  
for professional growth with human care”



A WORLD OF  
OPPORTUNITIES



## 'A World of Opportunities'

### Key Pillars :

**Career:** Opportunities to build and fulfill career aspirations.

**Learning & Development:** Opportunities to learn, develop and grow as a professional

**Rewards & Recognition:** Opportunities to get rewarded and recognized for commitment and contribution

**Enrich Your Life:** Opportunities to fulfill responsibilities and lead a healthy balanced life.



A WORLD OF  
OPPORTUNITIES

## Our People

- 120,000 employees
- More than 34,000 employees in the management cadre
  - 7000 engineers and diploma holders
  - 950 chartered accountants (CPAs)
  - Over 15000 post graduates including Ph.Ds
- 70% employees less than 40 years of age
- Inclusive workplace: 42 nationalities, 17% women managers
- Recruitment from top educational institutes and B-Schools

## Strong Employee Value Proposition

- Opportunity to work with one of the, "Best Employers" in India & Asia
- Opportunity to move across industries, functional areas and geographies
- Recognition of high performers
- State of the art Corporate University: Gyanodaya
- Robust talent management and succession planning process
- Strong Wellness programs



## Recognition

- Honoured with "Excellence Award in Leadership Development" in the 13<sup>th</sup> Corporate University Xchange Annual Awards 2012 (CORP / U Xchange)
- Honored with "Excellence in Developing the Leaders of Tomorrow" in the First People Awards 2012, Strategic Human Resource Management (SHRM) India
- Ranked No. 4 in the Global "Top Companies for Leaders" survey and ranked No. 1 in Asia Pacific for 2011 (Aon Hewett, Fortune Magazine and RBL)
- The 2nd Best Employer in India according to Aon-Hewitt Survey (2011)



ADITYA BIRLA GROUP

# Research and Development

# Research and Development | Building Capacity

Government of India - recognised world class commercial R & D company focused on enabling the Aditya Birla Group achieve a competitive edge via technological excellence in its Businesses.

## FOCUS ON

- New processes and designs; new products and applications
- Science, Engineering and Business Development capabilities
- Offers diverse analytical and engineering modeling services
- Over 100 world class staff with Ph.D degrees
- Patents filed: 59, Knowledge center in support to the businesses
- Increased collaboration with universities, national labs and research institutes for identifying differentiators for group businesses; MOU with NML, NDA with University of Strathclyde, MOU with Delhi University.

## Businesses engaged in research at this Centre

- Metal: Hindalco
- Carbon: Birla Carbon
- Cement: UltraTech / Birla White
- VSF: Grasim
- Retail: Aditya Birla Retail
- Chemicals: Aditya Birla Chemicals; Grasim
- Insulators: Aditya Birla Nuvo
- VFY: Aditya Birla Nuvo



## ADITYA BIRLA SCIENCE AND TECHNOLOGY COMPANY LTD

- Platforms: Aluminium Smelting, Copper Pyrometallurgy, Metal Downstream, Materials & Minerals, Fiber & Textiles, Chemistry & Catalysis, Chemical & Process Engineering, Computer Aided Simulation, Advanced Process Control, Analytical Sciences & Technology
- Research geared towards new products, new applications, product quality / upgradation, process betterment and greener processes
- Outcomes: cost reduction, revenue growth, reduced capital intensity, raw material risk mitigation





ADITYA BIRLA GROUP

# Sustainability

# Sustainability | Focus on Energy, Water, and Technology

- Novelis: World's largest recycler of used beverage cans (over 50 billion annually)
- Hindalco / Novelis (Aluminium) and UltraTech (Cement): Sustainability reports published by two of our flagship companies
- UltraTech: Waste heat recovery systems account for 8% of power capacity; 44% of our water requirement is met through recycling & rain water harvesting; Over 145,000 MT waste material used as fossil fuel substitute per annum; Member of Cement Sustainability Initiative of the World Business Council for Sustainable Development
- Indo Gulf: Customised fertilisers to improve nutrient use efficiency and reduces losses to the environment
- Essel Mining: Wind energy farms
- Idea Cellular: Launched the 'Green India' initiative with Aditya Birla Chemicals powering Idea Telecom towers with Hydrogen. Pilot project launched in Nagda, Madhya Pradesh; Renewable Energy Technology (RET) deployment in 500 sites leading to reduction in CO<sub>2</sub> emission by 7500 tones/annum
- Birla Carbon: Guided by Sustainable Operational Excellence approach; 13 of 17 plants are energy positive; 11 plants had zero industrial waste water discharge
- Focus on reducing water consumption, Recovery of waste heat, Conversion of waste to raw material
- Reduction of Carbon footprint and monetization of carbon credits
- Development of greener manufacturing processes





ADITYA BIRLA GROUP

# Corporate Social Responsibility



# Social Responsibility | A Caring Corporate Citizen

## VISION

“ To actively contribute to the social and economic development of the communities in which we operate. In so doing, build a better, sustainable way of life for the weaker sections of society and raise the country's Human Development Index.”

**Mrs. Rajashree Birla, Chairperson**

The Aditya Birla Centre for Community Initiatives and Rural Development

## FOCUS AREAS

- Education
- Health and family welfare
- Girl Child & Women empowerment
- Sustainable development & livelihood
- Water & Sanitation
- Rural infrastructure development
- Social reform



# Social Responsibility | A Caring Corporate Citizen

## ACTIVITIES: SELECTIVE LISTING

Works in 5000 villages, reaching out to 7.5 million people annually across the globe

### In India

- Runs 56 schools (over 18,000 children from the underprivileged segment of society receive free education)
- Operates 20 hospitals (500,000 patients get subsidized medical care)
- Sustainable livelihood projects reach out to 80,000 people
- 4,500 Self Help Groups (empowerment of 45,000 women)
- Supporting affordable homes for the homeless with Habitat for Humanity
- Creating over 300 model villages in rural India
- Partnered with the Columbia University in establishing the Columbia Global Center's Earth Institute in Mumbai
- Set up the FICCI Aditya Birla CSR Centre for excellence

### Egypt

- Adopted two schools
- Tailoring Centre for Women
- Paediatric Ward at the Cancer Hospital in collaboration with Government
- Involvement with two orphanages

### Philippines

- Reaching out to the physically challenged
- Vocational training being provided to over 20,000 youngsters

### Thailand

- Aditya Birla Knowledge Centre for vocational training – 3000 trained
- Teachers Training Programme in collaboration with Nation University

### US

- Global Recycling Education programs
- Community Safety Programs
- Mathematics and Science scholarships





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[www.adityabirla.com](http://www.adityabirla.com)