

# Our Business Model

## Enriching lives through sustainable growth

### Inputs



#### Financial Capital

₹94,806 Crore Equity  
 ₹58,335 Crore Gross debt  
 ₹19,208 Crore Operating cash flow



#### Manufactured Capital

52 Manufacturing units  
**Production Capacity**  
 3.60 Million MT alumina (including 0.36 Million MT specialty alumina)  
 1.30 Million MT primary aluminium (including 0.40 Million MT aluminium VAP)  
 4.10 Million MT Novelis rolling capacity  
 0.54 Million MT copper rods (including 0.42 Million MT copper cathode)  
 21 Operational Mines\*  
 ~\$4.5 Billion growth projects under execution



#### Human Capital

76,800+ Total workforce  
 ₹13.5 Crore Investment in trainings & development\*  
 Organisational effectiveness calendar



#### Intellectual Capital

₹796 Crore R&D expenditure and allocated capex  
 529 Number of patents filed  
 12 Number of R&D centres  
 New collaborations and associations



#### Natural Capital

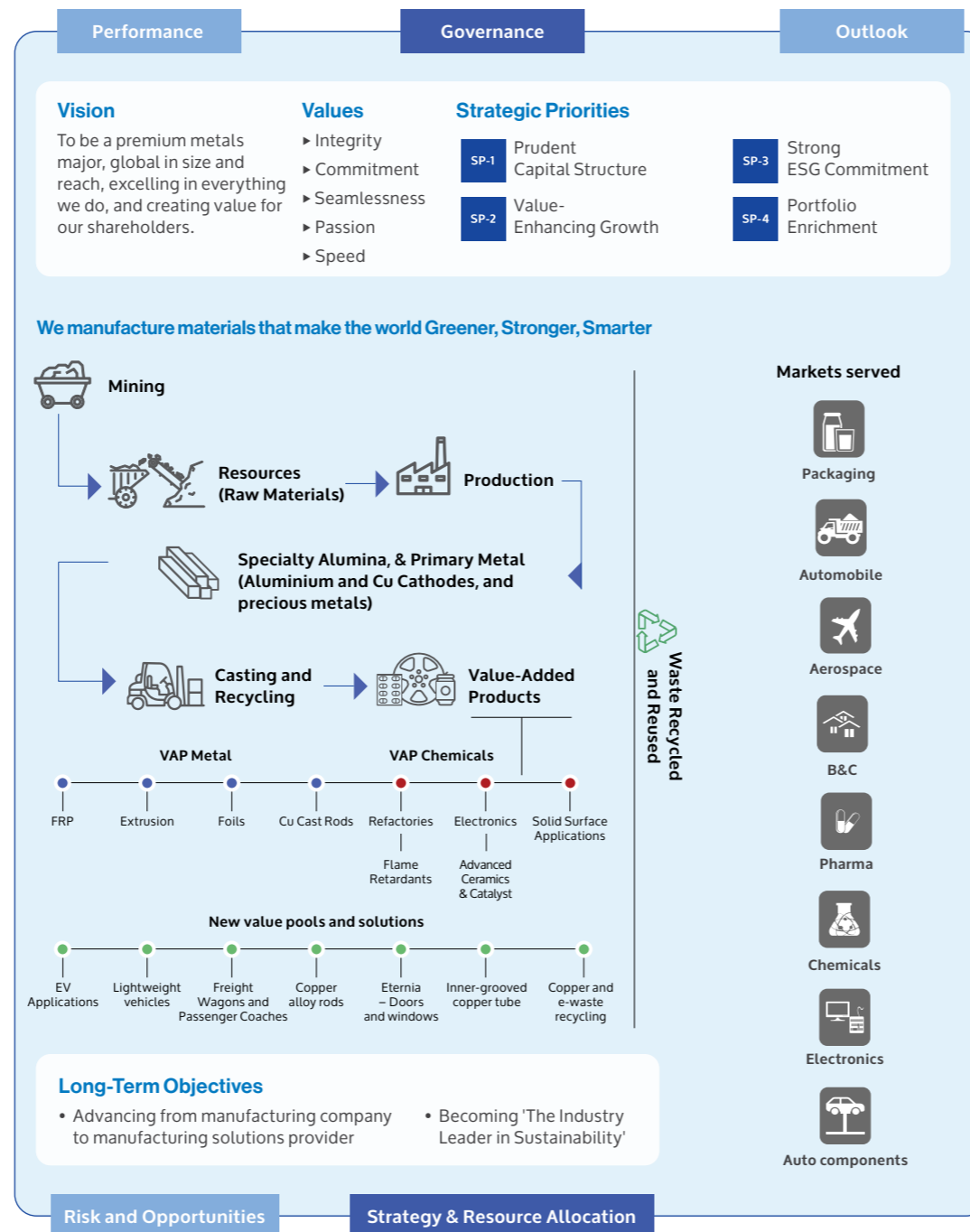
16.38 Million MT Material consumption  
 77.27 Million m<sup>3</sup> Fresh water consumption  
 61% Recycled input material for Novelis  
 312.89 Million GJ Energy consumption  
 0.91 Million GJ Renewable energy consumption\*  
 ₹1,297.84 Crore Environmental investments  
 Biodiversity risk assessment and technical standards for all operating sites\*



#### Social and Relationship Capital

₹136 Crore Community expenditure  
 11,120 Supplier base\*  
 ₹172,661 Crore Procurement spend

### Brittle, Anxious, Nonlinear, and Incomprehensible (BANI) – External Environment



### Outputs

Planet-friendly and future-focussed metals

#### Aluminium

Primary aluminium production  
**1.32 Million MT**  
 Flat-Rolled Products produced  
**0.29 Million MT**  
 Extrusion products  
**0.06 Million MT**  
 Aluminium foil products  
**0.03 Million MT**

#### Copper

Cathodes  
**0.41 Million MT**  
 Rods  
**0.35 Million MT**

#### Alumina

Metallurgical and chemical alumina  
**3.53 Million MT**

#### Novelis

FRP  
**3.79 Million MT**

#### Emissions

GHG emissions (Scope 1 & 2)  
**29.80 MTCO<sub>2</sub>e**  
 NOx emissions  
**0.04 Million MT**  
 SOx emissions  
**0.08 Million MT**  
 PM emissions  
**0.01 Million MT**

#### Waste

Waste generated  
**12.94 Million MT**  
 Waste disposed to landfills  
**0.15 Million MT**  
 Bauxite residue & ash utilised\*  
**9.57 Million MT**

### Outcomes

#### Financial Capital

₹223,202 Crore Revenue  
 ₹24,131 Crore EBITDA  
 ₹10,097 Crore PAT  
**1.39x** Consolidated net debt to EBITDA#

**Net Debt-Free** Hindalco India operations\*  
**11.67%** Return on Equity  
**11.43%** Return on Capital Employed

#### Manufactured Capital

**Highest-ever** primary aluminium metal production  
**11.79%\*** y-o-y growth in copper cathode production  
**8%\*** yoy growth in alumina production

**100%** IT systems ISO 27001-certified  
**Integrated Management System** Certification (ISO 9001, ISO 14001, ISO 45001) at corporate and all locations

#### Human Capital

**7.92%** Permanent women employees and workers  
**5.10 Million hours** of trainings provided  
**7.21%** Employee turnover rate\*

**3,433** Employees hired  
**87** Employee engagement score  
**16%** reduction in LTIFR

#### Intellectual Capital

**427** Number of patents granted  
**62** Number of new products developed

**Net Zero** Lab in Sierre, Valais canton, Switzerland

#### Natural Capital

**0.97 Million GJ** Energy savings  
**19%** Reduction in specific energy consumption for AI from FY2011-12\*  
**20%** Reduction in specific GHG emissions from FY2011-12\*  
**6%** Reduction in specific freshwater consumption for aluminium (baseline FY2018-19)\*

**14** Locations with biodiversity management plan and 12 with green belt management plans\*  
**88%** Waste utilisation – an increase of 8 percentage points from FY2020-21  
**6%** Increase in green cover\*  
**Carbon sequestration study** completed for six sites\*

#### Social and Relationship Capital

**2 Million+** Lives touched  
**65% NPS Score** for Aluminium Extrusions\*  
**80% NPS Score** for Copper\*  
**75% NPS Score** for Chemicals\*

**90.20% Customer Satisfaction Score** for Novelis\*  
**62% of significant suppliers** assessed\*

### SDGs



\* Represents data for India operations #Excluding lease liabilities as a part of gross debt