In Perspective
Last updated – November 2019
The Group Today

- **50** companies in 36 countries across 5 continents
- **130** state of the art manufacturing units globally
- **120,000** employees making up 42 nationalities

**Named as Best Employer** in India by AON Hewitt in 2018

**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 **No. 1** corporate, the 'Best in Class', for the third consecutive year.
Timeline

1930 - 1970
Shaping of a Conglomerate
- Rich History
- Set up of Grasim, Hindalco, Eastern Spinning, Indo-Thai Synthetics
- Acquisition of Indian Rayon

1971 - 2000
Making of India’s First MNC
- Entry into countries: Thailand, Indonesia, Malaysia, Egypt
- Entry into Services: Financial, Telecom, Copper
- Entry into rayon: Grasim, Hindalco, Eastern Spinning
- Acquisition of Indian Rayon

2001 - 2005
Building Scale through Acquisitions
- India Acquisitions: Indal, Madura and TransWorks, Annapoorna Foils, L&T – Cement and Formation of UltraTech, Merger of Birla AT&T and Tata Cellular
- Global Acquisitions: Tembec Inc, Canada, Novelis, Canadian Pulp Mill, Dashiqiao Ronghua Chemical Company Limited, China - Carbon Black, Mount Gordon Copper
- Capacity Expansions – Birla Copper, Birla Carbon, Cement & Aluminium, Acrylic Fibre Plant, Egypt

2005 to 2010
Growth and Consolidation

2011 to present
Cementing Leadership Positions in Relevant Sectors
- Cementing Leadership Positions In India:
  - Taking over “Pantaloons Format” business
  - Financial investment in Living Media India Ltd. (India Today Group)
  - Chloro Chemicals Division of Kanoria Chemicals
  - Chlor-Alkali & Phosphoric Acid Division of Solaris Chemtech Industries Limited
  - Gujarat and Sabna Cement Units of Jaypee Cement / Jaiprakash Associates Ltd
  - MF Assets of ING Investment
  - Chlor-Alkali Division of Jayshree Chemicals Ltd
  - Exclusive rights to market the global brand – ‘Forever 21’
  - Vodafone Idea
  - Binani Cement Limited

- Globally:
  - Columbian Chemicals – Carbon Black
  - Domsjo Fabriker – Pulp
  - Terrace Bay Pulp Mill
  - Equity stake in Chemicals & Technologies for Polymer Chemicals and Technologies for Polymers Advanced Materials, Germany – Epoxy

Massive Capacity Expansions at:
- Hindalco Novelis UltraTech Pulp & Fibre (Vilayat)
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
Globally, the Aditya Birla Group is

1st in Aluminium Rolling
1st in Viscose Staple Fibre
1st in Carbon Black
Among top cement producers (excluding China)

3rd largest producer of insulators
Among the best energy-efficient fertiliser plants
5th largest producer of acrylic fibre

The largest Indian MNC with manufacturing operations in the USA, wherein 95 per cent of the workforce comprises of Americans.
Meaningful industry positioning with National rankings

Prominence in India
In India, the Aditya Birla Group occupies leadership positions in several sectors

#1
FASHION (Branded Apparel)
AND LIFESTYLE PLAYER

#1
IN GREY CEMENT, WHITE CEMENT AND CONCRETE

AMONG THE TOP 2
SUPERMARKET CHAINS IN THE RETAIL BUSINESS

THE 2ND
LARGEST PLAYER IN VISCOSE FILAMENT YARN

A LEADING PLAYER IN LIFE INSURANCE AND ASSET MANAGEMENT
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 3rd 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
A compelling story of growth and evolution across every dimension.

- **Global Revenues**: ~24x Growth
  - 1995: $2bn
  - 2019: $48bn

- **Employee Base**: ~1.6x Growth
  - 1995: 75k
  - 2019: 120k

- **Employee Nationalities**: ~5x Growth
  - 1995: 8
  - 2019: 42

- **Manufacturing Sites**: ~2.3x Growth
  - 1995: 55
  - 2019: 130

- **Avg. Employee Age Decreasing**
  - 1995: 56
  - 2019: 38

- **Countries Present**: ~4x Growth
  - 1995: 8
  - 2019: 34
Diversified operations with a balanced presence across Manufacturing & Services

- **AGRI-BUSINESS**
- **CEMENT**
- **TELECOM**
- **ACRYLIC FIBRES & OVERSEAS SPINNING**
- **CARBON BLACK**
- **CHEMICALS**
- **FINANCIAL SERVICES**
- **INSULATORS**
- **METALS**
- **MINING**
- **PULP & FIBRES**
- **TEXTILES & APPARELS**
- **RENEWABLES**
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
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
VODAFONE IDEA LIMITED

• An Aditya Birla Group & Vodafone Group partnership

• India’s leading telecom service provider with a subscriber base of over 320 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\(^1\) among the private Life Insurance Companies in India
- 4th largest\(^2\) 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]

\(^1\)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]

\(^2\)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
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.
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
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
ADITYA BIRLA INSULATORS

• World’s third 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.
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
Vision and Values
OUR VISION
To be a premium global conglomerate with a clear focus on each business

OUR MISSION
To deliver superior value to our customers, shareholders, employees and society at large.

OUR VALUES
Integrity
Commitment
Passion
Seamlessness
Speed
People Vision
Group People Vision

“Aditya Birla Group as an exciting world of global opportunities for professional growth with human care”
People Vision | Our Employee Value Proposition (EVP)

A WORLD OF OPPORTUNITIES

ENHANCE CAREERS

LEARNING & DEVELOPMENT

REWARDS & RECOGNITION

ENRICH YOUR LIFE
People Vision | A Meritocracy

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 13th 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)
Research and Development
Government of India - recognized world class commercial R & D company focused on enabling the 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
Sustainability
Sustainability | Focus on Energy, Water, and Technology

• NOVELIS
  • World’s largest recycler of used beverage cans (over 50 billion annually)

• ULTRATECH
  • 44% of water requirement through recycling & rain water harvesting
  • > 145,000 MT waste material used as fossil fuel substitute

• INDO GULF
  • Customized fertilizers to improve nutrient use efficiency and reduction of losses to the environment

• ESSEL MINING
  • Wind energy farms

• BIRLA CARBON
  • Energy positive and zero industrial waste water discharge plants
Corporate Social Responsibility
Going above and beyond the call to serve the communities in which we operate

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

ABG Works in 7000 villages, reaching out to 9.5 million people annually across the globe

**India**
- Subsidised Education; **25,000**
- Children Subsidized healthcare to **1 million** patients
- Sustainable livelihood projects reaching **80,000**
- 4,500 Self Help Groups empowering over **45,000** women
- Affordable homes with Habitat for Humanity
- Over **300** model villages in rural India

**Around the Globe**

**Egypt**
- Adoption of 2 schools
- Tailoring Centre for women
- Pediatrics ward at the Cancer Hospital

**Philippines**
- Reaching out to physically challenged
- Vocational Training to over 20,000 youngsters

**Thailand**
- Over 5000 trained by Aditya Birla Knowledge Centre for vocational training

**USA**
- Global Recycling
- International Robotics participation sponsors
- Maths and Science Scholarships
VISION

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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
**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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**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

- 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