**SDGs** 

## **Our Business Model**

Our business model represents the way our business manages resources for long-term value creation. It is a gear that converts inputs into outcomes and outputs and helps us manufacture materials that make the world greener, smarter, and stronger.

It links our business to the strategic priorities. Through our business, we contribute to the Sustainable Development Goals (SDGs) and have linked the capital to the SDGs.

### Inputs \_\_\_\_\_



### **Financial Capital**

₹78,191 Crore Equity for FY2021-22 ₹63,237 Crore Gross Debt (down 4.3% yoy) -(Net debt to EBITDA improved significantly) ₹16,838 Crore Operating Cash flow



### Manufactured Capital

**50** Manufacturing units **6.2 Mn MT** Net Production capacity

21 Operational Mines Project spends planned over next 5 years -\$4.5-4.8 Billion in Novelis and \$3-3.3 Billion in India Business.



#### **Human Capital**

68,500+ Total Workforce ₹10.5 Crore Investment on Training and development Talent Pool Management



#### Intellectual Capital

₹716 Crore R&D expenditure and allocated capex 114 patents filed

12 R&D centres

New collaborations and Memberships with academic institutions and industry associations



#### Natural Capital

15.55 Mn MT Material Consumption 73.09 Mn m<sup>3</sup> Fresh Water Consumption 310.49 Mn GJ Energy consumption ₹1,151.6 Crore Environmental Investments **Biodiversity Conservation** 



#### Social and Relationship Capital

₹87.6 Crore Community expenditure 15,673 Supplier base ₹1,48,236 Crore Procurement spend 100% of critical suppliers assessed

\* The details provided are for Hindalco India operations

#### Volatile, Uncertain, Complex and **Ambiguous External Environment** Suppliers Communities **Employees** Customers and Vendors and NGOs Risk and Strategy and resource allocation Opportunities **Our Vision Strategic Priorities Our Values** To be a premium metals Integrity Robust Capital Strong ESG major, global in size Commitment Structure Commitment and reach, excelling in Passion everything we do, and Value Enhancing Portfolio creating value for its Seamlessness Growth Enrichment shareholders Speed We Manufacture Materials that make the World Greener, Stronger, Smarter **Markets Served** Mining Packaging Resources (Raw Material) Automobile Alumina, and Primary Metal Aerospace (Aluminium and Copper) B&C Value Added Products Pharma Chemicals Foils Cu Cathode Extrusion Cu Cast Rods Electronics **Performance** Outlook Investors and Government and Industry Media **Shareholders** Regulatory bodies Associations

#### **Outputs**

#### Planet friendly and future focussed metals

#### Aluminium:

Primary Aluminium 1.3 Mn MT

Flat Rolled Products

0.3 Mn MT

**Extruded Products** 0.05 Mn MT

Aluminium Foil 0.03 Mn MT

#### Copper:

Copper Cathodes 0.36 Mn MT

Copper Rods 0.26 Mn MT

#### Alumina

(Metallurgical and Chemical) 3.24 Mn MT

Novelis FRP:

3.86 Mn MT

Stack Emissions (000 MT)

77.68 NOx 35.25 SOx

10.26 Dust emissions

**GHG Emissions** Scope-1:

27.97 Mn tCO<sub>2</sub>e Scope-2: 1.5 Mn tCO<sub>2</sub>e

Waste generation

11.98 Mn MT

### Outcomes -

#### Financial Capital

**₹1,95,059 Crore** Revenue (▲ 47.78% yoy) **₹30,056 Crore** EBITDA (▲ 59% yoy) ₹13,730 Crore PAT (▲ 294% yoy) Net Debt to EBITDA at 1.36x in FY2021-22

₹72.05 Crore saved in FY2021-22 through the implementation of 26,996 Opportunities Ideas Concepts (OIC), Kaizens\* Integrated Management System Certification (ISO 9001, ISO 14001, ISO 45001) at Corporate and all locations\* 500 kt brownfield capacity expansion at UAIL commissioned\* 2 acquisitions- Asoj (CCR- 225 kt) and Kuppam (Al extrusion-15kt)\*

#### **Human Capital**

7.22% female employees **35,869 p**ermanent employees 3.5 Million manhours of training provided

85% scored in VIBES survey (Employee engagement index)

320 patents granted

40 new products and applications developed

### **Natural Capital**

2.89 Mn GJ Energy savings

18% Energy Intensity reduction for Al from FY2011-12\*

86% Waste being recycled

26 Locations with biodiversity management plan

### Social and Relationship Capital

64%- NPS Score (Extrusion)\*

46 %- NPS Score (Foil)\*

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### Manufactured Capital

7% Employee Turnover Rate\*

**2,912** employees hired

### Intellectual Capital

18.5% GHG Emission intensity reduction from FY2011-12\*

9% reduction in Specific Water consumption in Al from FY2018-19\*

10% Increase in Green cover\*

1.26+ Million lives touched\*

15,673 Number of suppliers assessed



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