<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Shaping of a Conglomerate</strong></td>
<td><strong>The making of India’s first MNC</strong></td>
<td><strong>Entry into Services</strong></td>
</tr>
<tr>
<td>• Set-up Grasim, Hindalco, Eastern Spinning</td>
<td>• Thailand</td>
<td>• Financial Services</td>
</tr>
<tr>
<td>• Acquired Indian Rayon</td>
<td>• Indonesia</td>
<td>• Telecom</td>
</tr>
<tr>
<td></td>
<td>• Malaysia</td>
<td>• Copper</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Cement business of Indian Rayon demerged to Grasim</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Building Scale through Acquisitions</strong></td>
<td><strong>Growth and Consolidation</strong></td>
<td><strong>Cementing Leadership Positions in Relevant Sectors</strong></td>
</tr>
<tr>
<td><strong>In India:</strong></td>
<td>• Formation of Aditya Birla Nuvo: a premium conglomerate with diversified businesses</td>
<td><strong>In India:</strong></td>
</tr>
<tr>
<td>• Indal - Aluminium</td>
<td>• Increase in copper smelter capacity – Birla Copper</td>
<td>• Future Group’s “Pantaloons Format” business</td>
</tr>
<tr>
<td>• L&amp;T – Cement and Formation of UltraTech</td>
<td>• Cement and aluminium - capacity addition</td>
<td>• Financial investment in Living Media India Ltd. (India Today Group), through its private investment company</td>
</tr>
<tr>
<td>• Madura Garments</td>
<td>• Carbon Black - capacity expansion at Patalganga</td>
<td>• Chloro Chemicals Division of Kanoria Chemicals</td>
</tr>
<tr>
<td>• PSI - IT Services</td>
<td>• Entry into Retail – acquired Trinetra</td>
<td>• Chlor-Alkali &amp; Phosphoric Acid Division of Solaris Chemtech Industries Limited</td>
</tr>
<tr>
<td>• Annapoorna Foils</td>
<td>• Acquisition of Novelis and Transworks</td>
<td>• Gujarat and Satna Cement Units of Jaypee Cement / Jaiprakash Associates Ltd</td>
</tr>
<tr>
<td><strong>Globally:</strong></td>
<td>• Acquired Pulp Mill in Canada – AV Nackawic Inc.</td>
<td>• MF Assets of ING Investment</td>
</tr>
<tr>
<td>• Dashiqiao Ronghua Chemical Company Limited, China - Carbon Black</td>
<td></td>
<td>• Chlor-Alkali Division of Jayshree Chemicals Ltd</td>
</tr>
<tr>
<td>• Birla Nifty Pty, Birla Mount Gordon Pty, Australia - Copper mines</td>
<td></td>
<td>• Total Superstore Business (“Total Undertaking”), the Retail Division of Jubilant Agri &amp; Consumer Products Ltd</td>
</tr>
<tr>
<td>• Tembec Inc., Canada - Pulp mill</td>
<td></td>
<td>• Exclusive online and offline rights to market the global brand – ‘Forever 21’ &amp; its existing store network, in the fast-fashion segment</td>
</tr>
<tr>
<td>• Acrylic Fibre in Egypt - Greenfield Plant</td>
<td></td>
<td>• Vodafone Idea</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Binani Cement Limited</td>
</tr>
</tbody>
</table>

**2011-2018**

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

**Massive Capacity Expansions at:**
- Hindalco
- Novelis
- UltraTech
- Pulp & Fibre (Vilayat)
At a Glance | The Group Today

- A USD 44.3 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 | 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
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\(^1\) 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
CARBON BLACK

ADITYA BIRLA CARBON BLACK

- No. 1 Carbon Black producer in the world with annual capacity of 2 million tonnes
- 3 business segments – Rubber Carbon Blacks, Mechanical Rubber Goods & Specialty Blacks
- Key industries served: tires, rubber, plastics, coatings, inks and other niche segments
- Global manufacturing presence across Asia, Europe, Africa & Americas: 17 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
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 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
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
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”
‘A World of Opportunities’

Key Pillars:

**Enhance Your Career:** To provide employees with careers that span across functions, business sectors and geographies.

**Learn & Develop:** Opportunities to learn, develop and grow as a professional.

**Rewards, Benefits & Recognition:** Our people, feel rewarded and recognized for their achievements and contributions as Individuals, in Teams, across Functions, Businesses, Group and Society. Our businesses attract, retain and motivate the right talent at the right benchmarks.

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

- 120,000 employees
- Close to 40,000 employees in the management cadre
- 12000 plus engineers and diploma holders
- More than 1200 chartered accountants (CAs, CWAs, CPAs)
- Over 10000 post graduates including Ph.Ds
- 42% of employees less than 35 years of age
- Inclusive workplace: 42 nationalities, 14% women employees
- Recruitment from top educational institutes and B-Schools

Strong Employee Value Proposition

- Opportunity to work with one of the “Best Employers” in India
- 2x2x2 framework for career development opportunities across functions, industries and geographies
- Recognition of high performers
- Learning opportunities from the best through Virtual Campus and State of the art Corporate University: Gyanodaya
- Robust talent management and succession planning process
- Strong Wellness programs

Recognition

- Best Employer in Aon Best Employers India 2018
- ‘Stratos 2018’ awarded to Aditya Birla Group by CNBC TV18 as 2nd most prestigious B-School competition
- Gyanodaya was awarded the ‘Gold Award’ for Best Corporate University - Culture & Brand – 2017, by the Global Council of Corporate University
- ‘HR Leader of the Year’ bagged by Aditya Birla Group at ET Prime Women Leadership Awards 2019
- Talview Insta Hiring Award 2018 presented to Aditya Birla Group
- Aditya Birla Group in 2018 for Top 5 most innovative practices (Diversity Policies) by JobsForHer
Research and Development
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


• 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
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 & rainwater 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 CO₂ emission by 7500 tones/annum
- **Aditya Birla Carbon Black**: 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**
Corporate Social Responsibility
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
Sustainability

At a glance

ADITYA BIRLA GROUP

Vision & Values

Research & Development

People Vision

Business Sectors

Social Responsibility

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