



Hindustan Zinc Limited

Investor Presentation FY 2021-22

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A subsidiary of Vedanta Limited, we are headquartered in Udaipur, Rajasthan. We operate mines, smelters & refineries and captive power plants and also engage in exploration.

Uniquely positioned in the metal and mining landscape



India's largest & only integrated producer of zinc, lead and silver



6th largest silver producer globally



World's 2nd largest integrated zinc producer and one of its **lowest-cost** producers globally



World's Largest underground (UG) zinc mining operations at Rampura Agucha



80% Market share in India's primary zinc market



25+ Years Mine Life

Focused on creating accretive value for all stakeholders

VALUE CREATED

₹ 33,988 crore
Gross Income (including GST)

VALUE RETAINED

₹ 23,052 crore
Retained Earnings[^]



₹ 718 crore
Employees



₹ 8,955 crore
Suppliers



₹ 191 crore
Community



₹ 7,606 crore
Shareholders



₹ 11,422 crore
Taxes[&]

[&] Gross contribution to exchequer ₹ 15,676 crore including dividend of ₹ 2,246 crore

[^] As on March 31, 2022



Leading Ahead and Positioned for Long-term with Integrated Operations



Ore Production
16.34 Mt

Strategic Edge

- World-class operations and mining practices
- High safety standards
- Trained workforce

Strategic Focus

- Capacity expansion and sustaining UG operations
- Cost optimisation



Total R&R
447.9 Mt

Strategic Edge

- Mine life of 25+ years
- Efforts to delineate & upgrade

Strategic Focus

- Augmentation of R&R base to 500+ Mt
- Enhancement of ore reserve to 200 Mt



Metal Capacity
1.123 Mt

Strategic Edge

- Fully integrated
- Optimised operations supported by captive power
- Proximity to mines

Strategic Focus

- Debottlenecking of smelters
- Increase in value-added product
- Better utilisation of waste



Captive Power Plants (CPP)
586.59 MW

Strategic Edge

- Low-cost & reliable power to own operations
- Streamlined demand pattern analysis

Strategic Focus

- Enhance solar capacity
- Enhance efficiency thermal power capacity



Performance in FY 2021-22

Particulars	Ore Mined		Zinc Mined Metal				Lead Mined Metal			
	2020-21	2021-22	2020-21	2021-22		2020-21	2021-22			
	('000 Tonnes)	('000 Tonnes)	('000 Tonnes)	Grade (%)	('000 Tonnes)	Grade (%)	('000 Tonnes)	Grade (%)	('000 Tonnes)	Grade (%)
Rampura Agucha	4,273	4,511	415	10.89	455	11.16	38	1.61	46	1.64
Sindesar Khurd	4,842	5,230	157	3.39	166	3.33	100	2.20	97	2.02
Rajpura Dariba	1,215	1,252	38	4.60	41	4.78	8	1.22	7	1.08
Zawar	3,951	4,411	89	2.48	100	2.45	62	1.86	61	1.55
Kayad	1,175	934	56	5.15	40	4.57	7	0.80	5	0.66
Total	15,456	16,339	756	5.45	801	5.43	216	1.78	216	1.65





Strong Operational Asset Base

MINES

Mines	Key Stats			
	Reserve (Mt)	Resource (Mt)	Reserve Grade Zinc (%)	Reserve Grade Pb (%)
Rampura Agucha Mine	47.0	28.0	11.8	1.3
Sindesar Khurd Mine	45.4	59.3	3.0	2.0
Rajpura Dariba Mine	28.9	38.9	4.9	1.6
Bamnia Kalan	-	39.5	-	-
Kayad Mine	1.9	5.0	7.6	0.9
Zawar Mines	37.9	116.1	2.8	1.2

SMELTERS

Smelters	Key Stats			
	Pyrometallurgical Zinc Smelter (TPA)	Pyrometallurgical Lead Smelter (TPA)	Hydrometallurgical Zinc Smelter (TPA)	Lead Smelter (TPA)
Chanderiya Lead-Zinc Smelter	1,05,000	90,000	4,80,000	-
Dariba Smelting Complex	-	-	2,40,000	1,20,000
Debari Zinc Smelter	-	-	88,000	-

R&R SUMMARY

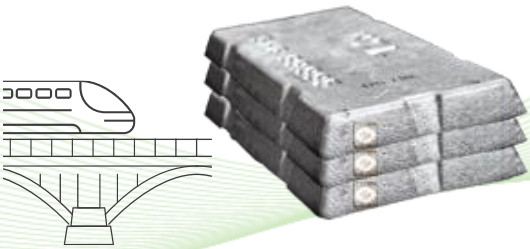
Category	Tonnage (Mt)	Key Stats		
		Zn (%)	Pb (%)	Ag (%)
Reserve	161.2	5.9	1.5	58.0
Mineral Resource – Measured and Indicated	118.8	4.9	1.9	66.0
Mineral Resource – Inferred	168.0	4.4	2.1	60.0

SMELTING AND POWER SUMMARY

Category	Key Stats
Zinc Smelting	9,13,000 TPA
Lead Smelting	2,10,000 TPA
Silver Refining	800 TPA
Thermal Power	505.5 MW
Wind Power	273.5 MW
Solar Power	40.42 MW
WHRB Power	40.67 MW



A Portfolio with Market Leading Position and Strong Prospects



Refined Zinc

- **Wide portfolio:** special high grade (SHG), high grade (HG), continuous galvanising grade (CGG), prime western (PW), jumbo SHG and other grades used in die-casting alloys.
- **80%** India market share (including alloys)
- **776 kt** production
- **₹ 20,299 Crore** of revenue

Outlook and growth drivers

- 1.3% (CY 2022E) and 1.7% (CY 2023E and 2024E) global zinc consumption growth driven by de-carbonisation and infrastructure investments, especially in Asia
- Strong growth in India led by 5G roll-out; 100% electrification target; ₹ 6 trillion asset monetisation pipeline (FY 2022-25) for funding infrastructure projects; Smart cities project; emerging technology for battery application



Refined Lead

- **Producing** lead ingots (99.99% purity) registered with LME
- **76%** India market share
- **191 kt** production
- **₹ 3,550 Crore** of revenue

Outlook and growth drivers

- FY 2022-23E price range: US\$ 2,100-2,500/tonne (same as FY 2021-22 levels)
- 1.6% (CAGR 2022-27E) global demand driven: Pent-up automotive demand from Asian countries and restocking of supply chains in North America and Europe
- Strong growth in India averaging 6.4% until 2031 led by automotive sector and inverter battery market key drivers; and emerging opportunity of storing electricity generated from photovoltaics



A Portfolio with Market Leading Position and Strong Prospects



Refined Silver

- **Portfolio:** 1 kg Silver bars, Silver powder and Silver nitrate
- **647 MT** production
- **₹ 4,206 Crore** of revenue

Outlook and growth drivers

- FY 2022-23E prices: US\$ 21-25 band as demand rises led by war, trade implications and weak world economy
- India remains a strong market: 3rd largest physical investment market; emergence of Amazon and Flipkart as an alternate buying destination; digital silver and silver ETFs gaining popularity post SEBI approval



Celebrating a Year of Record Performance and Achievements

Delivering Record Performance

Highest-ever

Ore production of
16.3 Mt (↑6%)

Mined metal production of
1,017 kt (↑5%),
crossing one million tonne
mark

Refined metal
production of
967 kt (↑4%)

Revenue of
₹ 29,440 Crore
(↑30%)

EBITDA of
₹ 16,289 Crore
(↑39%)

PAT of
₹ 9,629 Crore
(↑21%)

Internationally Recognised Operational Performance

Sword of Honour 2021

From the British Safety Council for CLZS CPP and Debari Zinc Smelter for excellence in managing health and safety risks

National Award for Manufacturing Competitiveness – 2021

‘Gold Medal’ for SK Mine from International Research Institute for Manufacturing, India

46th International Convention on Quality Control Circles (ICQCC) – 2021

Two awards for Rampura Agucha Mine in ‘Par Excellence at ICQCC’ and ‘Excellence at ICQCC’ categories

‘5 STAR RATED MINES’ Award

to Rampura Agucha and Kayad Mines for sustainable mining efforts

‘Rajasthan Energy Conservation Awards - 2021’

Rampura Agucha becomes the only mine in the industry to win this accolade

CII DX award

For ‘Most Innovative Best Practice in Supply Chain & Logistics’

National Safety Award

For Kayad Mine (FY 2019-20 and FY 2020-21) from the Ministry of Labour and Employment, GoI

Green Leaf Platinum Award in Energy Efficiency

From Apex Green India Foundation for Zawar Mines for reducing carbon emission and achieving ESG common goal

‘FIMI Award of Excellence in Environment’, Safety & Health

To Kayad Mine (in mining sector)



Making Drishti Smarter for Real-time Connectivity in Mines

- **Key actions:** AI/ML based analytical modules; IoT smart sensors on remote equipment; Condition-based monitoring and Real-time Reliability Health Index (RHI) of critical assets; Advanced process control at mills; Automation feature for smoke hour drilling; Automated process data analysis, 3-D mine visualisation for assets tracking
- **Integrations achieved:** Shaft system with integrated data platform; Ventilation fans and sub-stations in UG mines; Laboratories with integrated data platform

Benefit:

- Improved safety (people and assets) and availability, reliability, and efficiency of equipment
- Process optimisation
- Higher efficiency



Improving Operational Efficiency with Advanced Process Controller (APC)

- APC implemented for grinding and flotation operations (lead and zinc)
- Operates on the principle of 'Stabilise & Optimise'

Benefit:

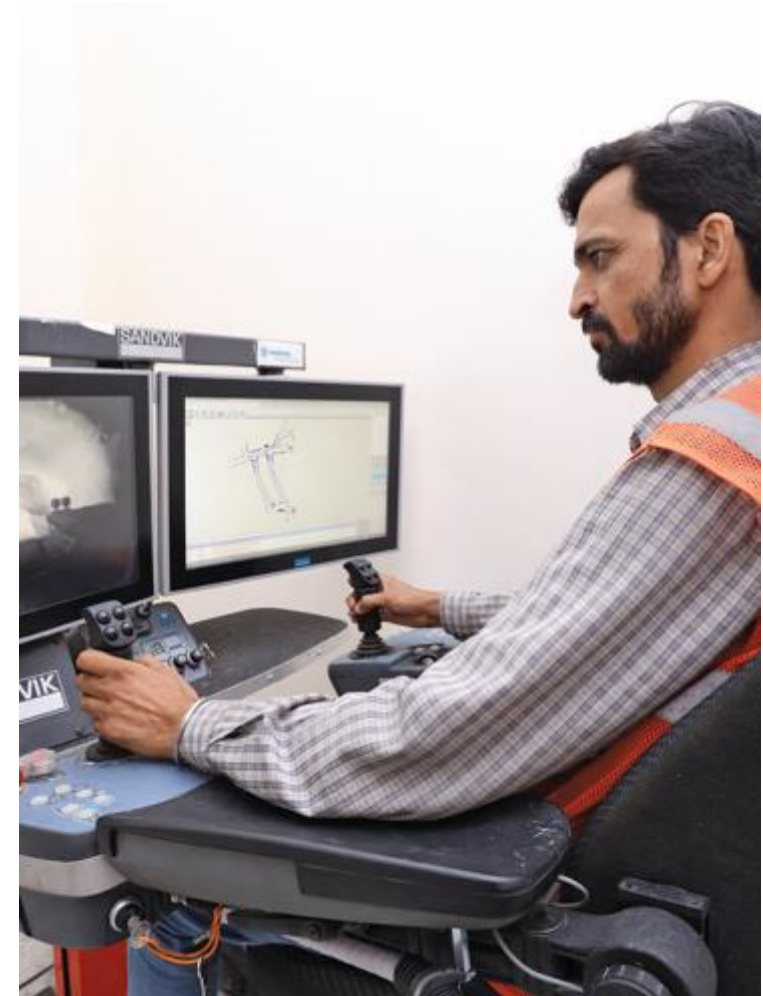
- Stabilisation / reduction in standard deviation of key process parameters
- Optimised level of concentrate and energy consumption
- 1%+ improvement in Zn & Pb recovery
- Improvement in grade control

Strengthening Connected Workforce with NorthStar

- Ensured its increased adoption as an in-house reporting, visualisation and data analytics tool to assist teams
- Empowered both business functions and onsite teams to effectively leverage data to streamline operations

Benefit:

- Supports 500 employees across locations in decision making with 30+ live dashboards and 100+ live reports



Building Future-ready Organisation by Scaling People Competencies

A Culture of Continuous Learning

- PGD in Business Administration from IIM Udaipur (yet to start)
- 33 employees enrolled for MBA in Business Analytics from BITS Pilani
- Other programs: Theory of Constraint, Six Sigma projects, Total Quality Management, HZL Mining Mate Training Competency enhancement and Contract Management (IIM Udaipur)

Nurturing Talent

- 724 employees benefited under various talent development initiatives
- Diversity Mentoring to 168 women leaders
- Young Talent Mentoring to groom 89 young leaders

Building Capacities

- 'Ankuran' industrial relations workshop with leaders of Worker's Federation and HR Heads
- 'Kshamta' workshop to make employees agile and flexible to adopt new technologies and concepts



1,12,947
Learning Hours

Training Man-days
(14,118 Man-days)

5.68
Average Training Man-days per
Executive Employee





Expansion of Capacities

- Expand mined metal capacity (currently at 1.2 Mtpa) and ramp UG mines to deliver on it
- Scale smelters to 1,000-1,025 kt and silver to 800 MT and then to 1,000 MT



Maintaining a Portfolio of Mines with Long Life

- Ramp R&R
- Increased exploration to enhance Mineral Resource by 20 Mt Ore and by another 40 Mt Ore by FY 2024-25

Underground (UG) Production (MIC production, kt)

Year	Production (kt)
Targeted 2024-25	1,350
2021-22	1,017
2020-21	972
2019-20	917
2016-17	481
2013-14	210

Ramping up R&R (Total R&R Mt)

Year	Total R&R (Mt)
Targeted 2024-25	500+
2021-22	448
2020-21	448
2019-20	403
2010-11	313
2003-04	146





Strengthen Cost Leadership

- Drive production efficiency
- FY 2021-22 efforts: cell house revamp at ZSD; commissioning of APCs at three mines; ZnO treatment at Fumer Circuit CLZ; digitisation and automation; power optimisation; innovative transportation and shaft hauling processes



Expansion of Product Portfolio through Customer Centricity

- Scale capacities for minor metal recovery
- Invest in new product development, especially alloys of zinc and lead
- Enhancing value added portfolio share

Zinc Cost of Production per Tonne Target

FY 2022-23

US\$ 1,125-US\$ 1,175

FY 2024-25

<US\$ 1,000

Share of VAP in Our Sales (%)





Progressing Towards a Sustainable Future

- Commitment to audacious Sustainability Goals 2025 in place
- Efforts in GHG emissions reduction, water stewardship, circular economy, biodiversity conservation and waste management

Road Ahead

200MW

Green power additions

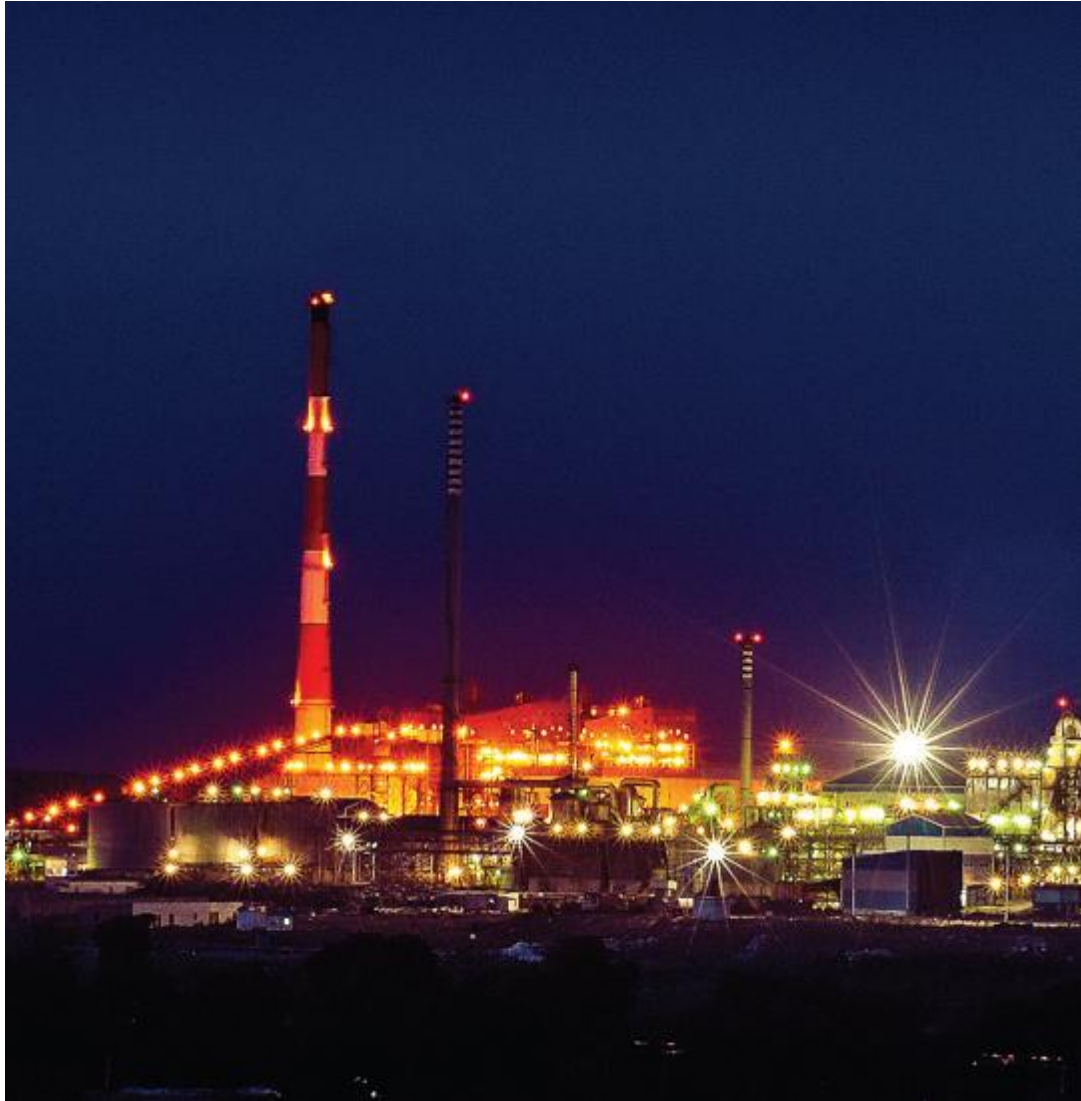
100%

Mechanised charging at Zawar

5-year target

USD 1 billion investment towards climate change initiatives





Production Capacities with Sustainable Mining Operations

- Market understanding and leadership (capacity of 1.123 Mtpa Integrated metal, 1.2 Mtpa Mined metal, 800 tonnes Silver refining)
- Digital and automation capabilities, sustainable operations and trained teams

Portfolio of Mines with Long Life

- Growing R&R (currently 448 Mt) through exploration using innovative technologies
- Maintained 25 years+ mine life through sustained replenishment

Global Zinc Cost Leadership

- Remain amongst lowest cost producers of zinc-lead globally
- Efforts around prudent capital deployment and enhancing asset productivity with focus on cost efficiencies, volume play and automation



Our Well-established Investment Proposition



Diversified Product Portfolio

- 20% proportion of value added products; target to further increase led by upcoming 30 kt alloys plant

Sustainable Business with Core Focus on ESG

- DJSI Index 2021: #1 in Asia-Pacific , #5 globally amongst Mining & Metal companies and #1 in Environment Dimension in the sector globally
- S&P Global: Featured in the Sustainability Yearbook

Superior Returns to Shareholders

- Return on net funds for business operations: 56%
- Strong operational cash flows: ₹ 12,691 Crore
- 5-year average dividend pay-out: 87%

Unparalleled Operational Excellence at Mines with Focus on Innovation, Automation and Technology

Mine Performance, FY 2021-22

107.3 km

Total Mine Development

1,017 kt

Total Mined Metal
(972 kt)

801 kt

Mined Metal – Zinc
(756 kt)

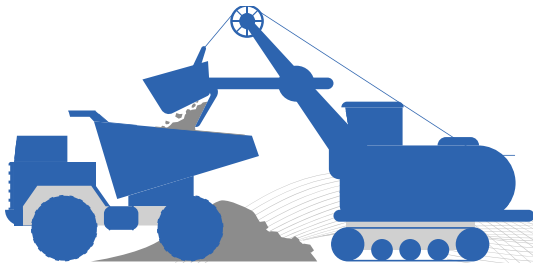
216 kt

Mined Metal – Lead
(216 kt)

16.34 Mt

total ore production 5 Mines
(15.46 Mt)

Figures in bracket as for FY 2020-21



Unparalleled Operational Excellence at Mines with Focus on Innovation, Automation and Technology

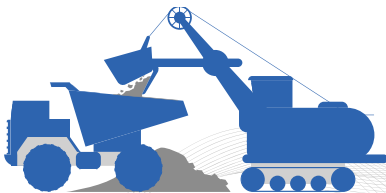
Efficiency and Productivity Enhancement Measures

Rampura Agucha Mine

- Commissioned integrated command control centre for enabling end-to-end monitoring
- Installed proximity warning and anticollision system
- Initiated 3D visualisation of real-time equipment and personnel monitoring
- Pump automation in UG mine

Sindesar Khurd Mine

- Installed chiller units for improving working conditions
- Zinc recovery improvement in beneficiation plant
- Undertook digital initiatives: digitalised substations to expedite power restoration; real-time monitoring; automating UG pumping stations



Unparalleled Operational Excellence at Mines with Focus on Innovation, Automation and Technology



Rajpura Dariba Mine

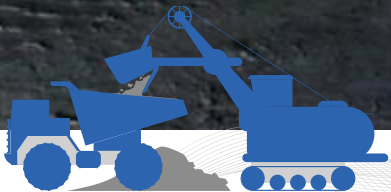
- Brought in expat operator and trainers to operate fully automatic Simba drill machine
- Installed fully enclosed designed cage to improve person safety and skip run hour
- Infrastructure upgrade to improve operational efficiency and throughput

Zawar Mines

- Commenced UG back filling operations at Mochia and Zawarmala
- Established centralised control room at Balaria
- Digitalised equipment utilisation visibility to minimise idling in Mochia and Baroi
- Installed Mine Communication System in Mochia, Balaria and Zawarmala

Kayad Mine

- Shifted to Mine Development Operator modality for having single stakeholder responsibility



Unparalleled Operational Excellence at Mines with Focus on Innovation, Automation and Technology

Additional Safety Measures Implemented

Rampura Agucha Mine

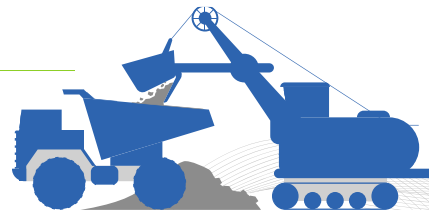
- India's first UG first-aid station with ambulance
- Fire hydrant lines on the surface and UG
- Sensor-based Auto Ventilation doors UG
- Real-time seismic monitoring

Sindesar Khurd Mine

- Radar-based sensors in LPDTs
- New-age fire fighting vehicles and use of fire banks
- Powder- and foam-based auto fire suppression system

Rajpura Dariba Mine

- UG ambulance
- Replaced old penthouse and steel structure at inset stations and main shaft cage



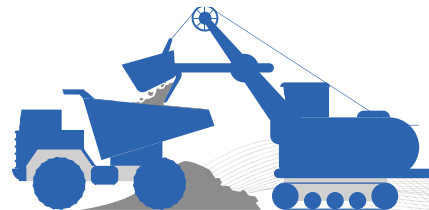
Additional Safety Measures Implemented

Zawar Mines

- Surface parking infrastructure at Balaria Mine
- Redesigning of ITMS, mill gate and surface roundabout
- Interconnected the UG raise bore at Mochia and Balaria mines
- Mine Fatigue System in Baroi

Kayad Mine

- Strengthened braking system of LMVs
- LVS type AFDSS and Emergency Stop switches on external sides of passenger compartments
- Deadman switches and door parking interlock in PCs and RBOs
- Stretchers in both PCs



Innovative and Advanced Technologies to Scale Exploration

- Hi-tech lab at Zawar Mines having first-of-its-kind Sample Handling System in India
- Partnered Windfall-Geotek, Canada to leverage technology based on AI/ ML
- Mobile Carrier Rig modification to enable shallow holes drilling in tough terrains
- Litho-structural data collection automation across all sites
- Geophysical assessment (Gravity and Magnetic survey) of a new target area in Zawar mining lease
- Assessment of passive seismic and mobile MT technologies for deeper exploration in Rampura Agucha mining



Exploration Performance, FY 2021-22

25 Mt

of gross addition to mineral resources

91%

brownfield exploration success rate

~500 kilometers

of drilling



Strengthening Mineral Resource and Upgradation of Resources to Reserves

Ore Reserves and Mineral Resources (R&R), as on March 31, 2022

(based on Annual R&R audit by SRK (UK))

Hindustan Zinc Assets	Total Reserves				Measured and Indicated				Inferred				Total R&R	Total Metal
	Mt	Zn%	Pb%	Ag g/t	Mt	Zn%	Pb%	Ag g/t	Mt	Zn%	Pb%	Ag g/t	Mt	Mt
Rampura Agucha	47.0	11.8	1.3	44	10.3	14.7	2.2	64	17.6	6.0	3.6	97	75.0	9.6
Rajpura Dariba	28.9	4.9	1.6	60	5.3	7.1	2.2	71	33.6	6.3	1.9	96	67.8	5.1
Sindesar Khurd	45.4	3.0	2.0	100	43.8	4.0	2.2	111	15.5	3.4	1.9	96	104.7	5.8
Bamnia Kalan	-	-	-	-	20.0	3.3	1.1	41	19.5	3.5	1.5	47	39.5	1.9
Zawar	37.9	2.8	1.2	23	36.8	3.4	2.0	28	79.3	3.6	2.1	34	154.0	8.0
Kayad	1.9	7.6	0.9	18	2.6	8.0	1.1	21	2.4	6.6	0.9	14	6.9	0.6
Total	161.2	5.9	1.5	58	118.8	4.9	1.9	66	168.0	4.4	2.1	60	447.9	31.1

Mineral resources reported exclusive of ore reserves, reported at variable cut-off grade per mineral asset



Touching New Milestones in Smelter and CPP Performance

Smelters Delivers Record Performance Despite Operational Challenges

Debottlenecking

Successful revamping of Debari Smelter to replace damaged concrete cells with more efficient poly concrete cells

New Milestones

- Highest Refined Metal production at 967 kt
- Highest ever throughput
- Best ever utilisation of melting capacity
- Largest ever production of Hindustan Zinc die-cast alloy

CPP

Improving Green Footprint

5.4 MW

Waste Heat energy capacity added

6.13 lac tonnes

CO₂ emissions avoided in FY 2021-22 (5.52 lac tonnes in FY 2020-21)

Record Performance by Thermal Power Business

435 gm/kWh

Best Specific Coal Consumption (SCC) achieved

7.92%

Lowest ever auxiliary power consumption attained

2.39 m³/MWhr

Best specific water consumption

747.9 MU

Highest-ever power generation achieved by Zawar CPP

211.797 Mn units

Best-ever generation by Waste Heat Recovery Boiler STG

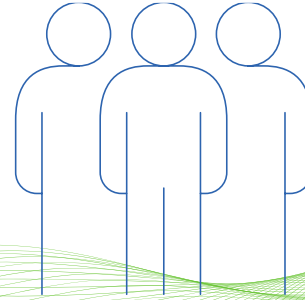


Ensuring the Safety of our People

- COVID-19 Management Plan led by a Special Task Force
- Helpline and dedicated 24x7 team support, thermographic camera and mask detection system
- Home test facility and mega vaccination programme covering all stakeholders
- 24x7 medical facility and dedicated isolation centres at hospital

Supporting Communities

- Established two hospital (450 beds) facilities at Dariba and provided doorstep medical facilities
- 4 PSA oxygen plants set-up and a bottling facility
- Distributed 570 oxygen concentrators, 13,861 oxygen cylinders and other necessary items
- Enabled 10,000+ online classes and 30,000 home visits by professional teachers
- Skill development



4 lacs+

people benefited across

377

villages benefiting



Addressing the Challenges of Climate Change



FY 2025 Goal:

0.5 Mn TCO₂e GHG emission savings in our operations from base year 2017



Key Initiatives taken in FY 2021-22

Alignment with 1.5°C

- Power purchase agreement for procuring 200 MW of renewable power

EV Mining Equipment

- Deployed passenger EV vehicles, EV forklifts and EV light motor vehicles
- US\$ 1 billion investment in five years to convert all mining equipment to battery-operated EVs
- MoU with Epiroc Rock Drills AB, Normet Group Oy and Sandvik AB

Entered Partnerships for Low Carbon Economy

- CDP India under the SBTi Incubator programme
- COP26 Business Working Group
- International Zinc Association (IZA) Climate Change Task Force
- CII's Working Group on Driving Accelerated Climate Action

Waste Recycling

- Re-using recycled material helped save emissions from production of virgin material and prevention of incinerations



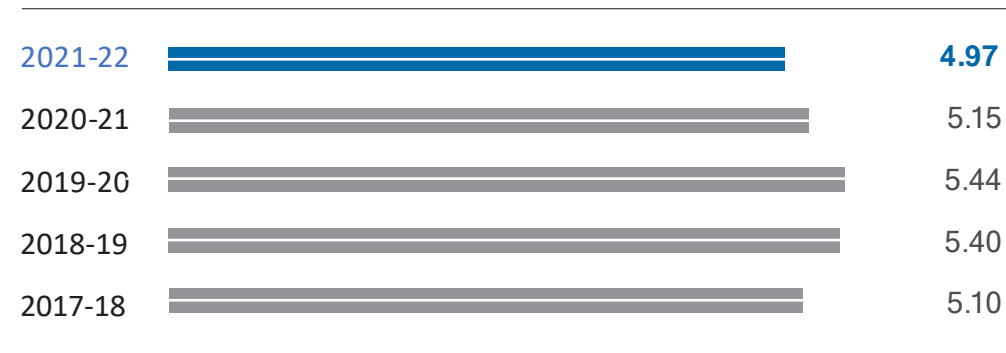
Addressing the Challenges of Climate Change

PROGRESS

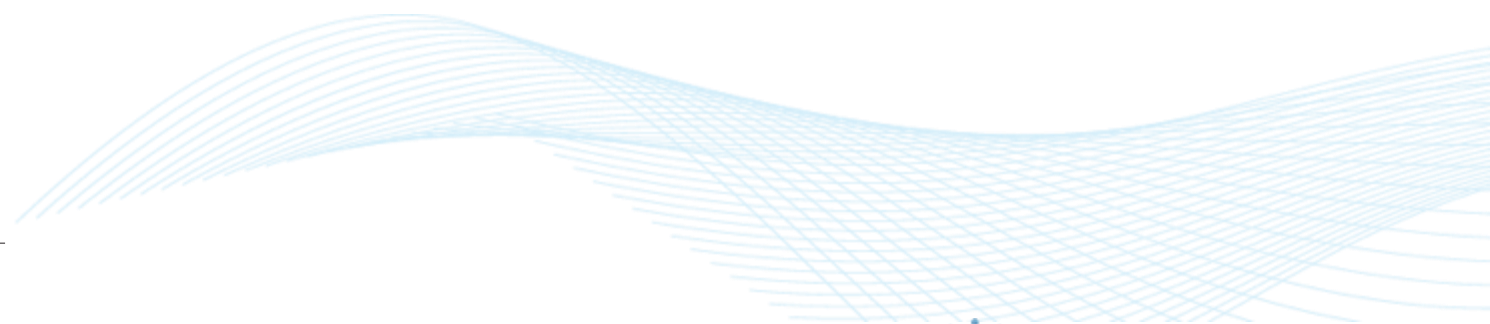
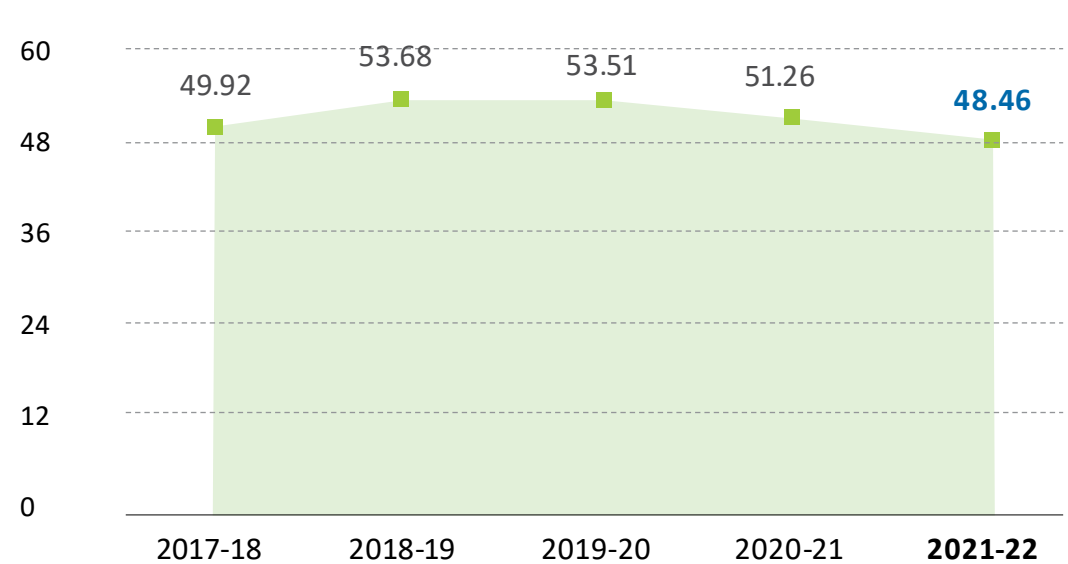
Scope1 +2 (Absolute Emission) (In Mn TCO₂e)



GHG Intensity (Scope1 & 2)/MT



Specific Energy Consumption (GJ per tonne of metal)*



Progressing Towards Water Stewardship



FY 2025 Goal:

Become 5x water positive company and achieve 25% reduction in freshwater



Key Initiatives taken in FY 2021-22

Water Mapping and Risk Assessment

- Assessing specific water-related risks at sites
- Real-time tracking of tackle issues of excess water consumption

Strengthening Zero Liquid Discharge (ZLD)

- Commissioned a 3,000 kilolitre per day ZLD plant at Debari Zinc Smelter

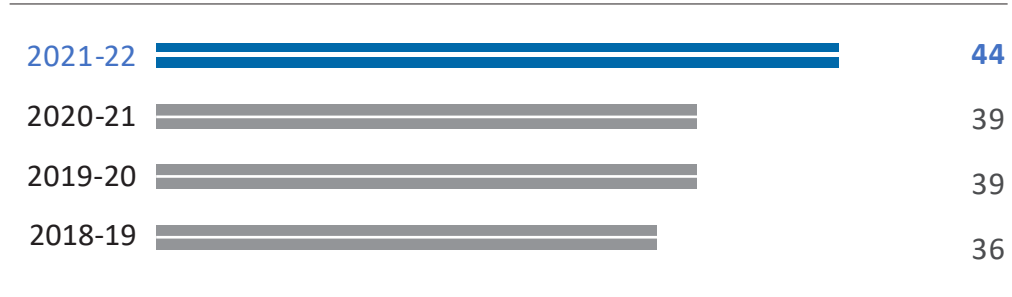
Groundwater Recharge Structures

- Created recharge potential for 8.7 million cubic metres per annum of rainwater in locations near Rampura Agucha Mine

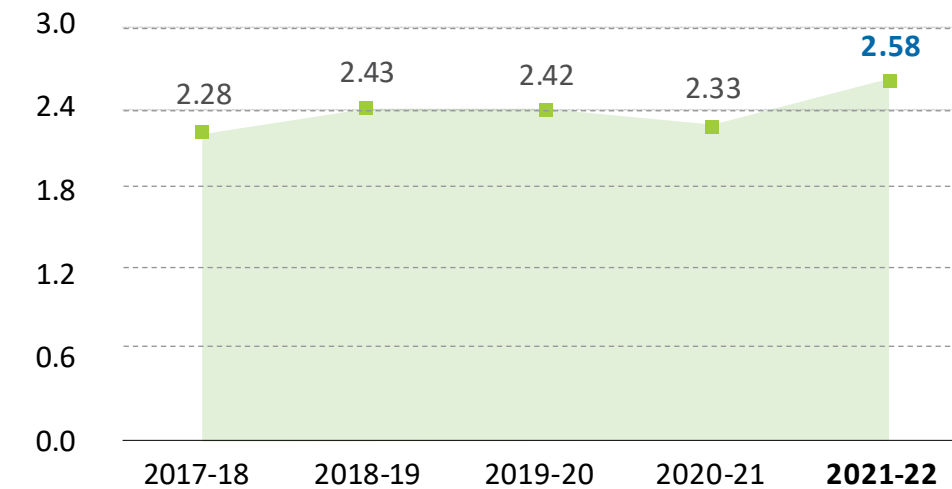
Progressing Towards Water Stewardship

PROGRESS

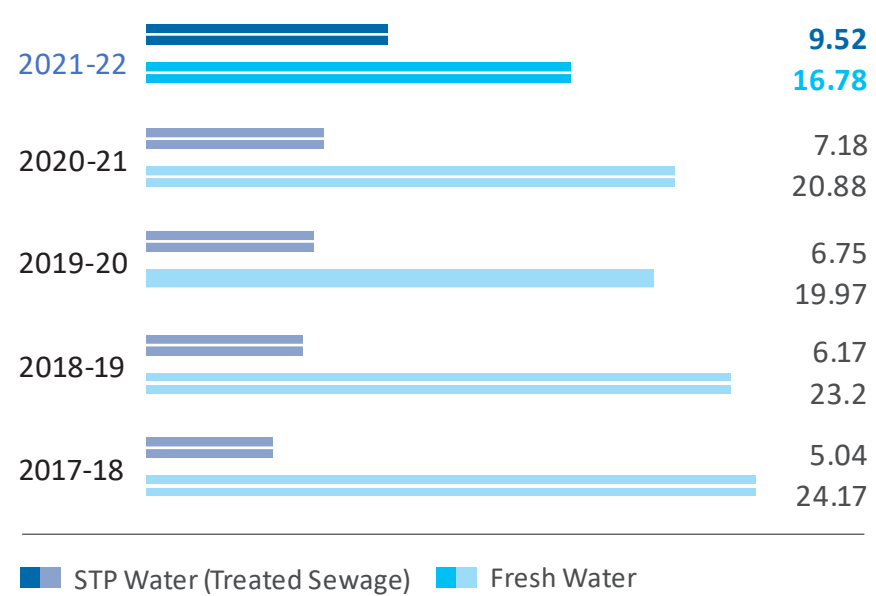
Water Recycled (%)



Renewable Power (Wind+WHRB+Solar) (MGJ)



Water Consumption (Million m³)



Building Circular Economy Models



FY 2025 Goal:

3x Increase in gainful utilisation of smelting process waste



Key Initiatives taken in FY 2021-22

RO Reject Salts

- Operationalised Sodium Sulphate Recovery Plant at Dariba Smelting Complex; contributing to ~10% reduction in hazardous mixed salt generation
- 1,500 tonnes mixed salt at DZS found suitable in manufacture of soap and detergent

Jarosite Utilisation

- 93,778 tonnes used in cement manufacturing (target: 2 lac tones in FY 2022-23)

Jarofix Utilisation

- Permission by Rajasthan State Pollution Control Board for utilisation in roads and highways construction

Advanced Process Control (APC) System

Three APCs implemented for grinding and flotation operations at Rampur Agucha and SK Mines leading to 0.9% improvement in Pb and Zinc recovery

Metal Recovery

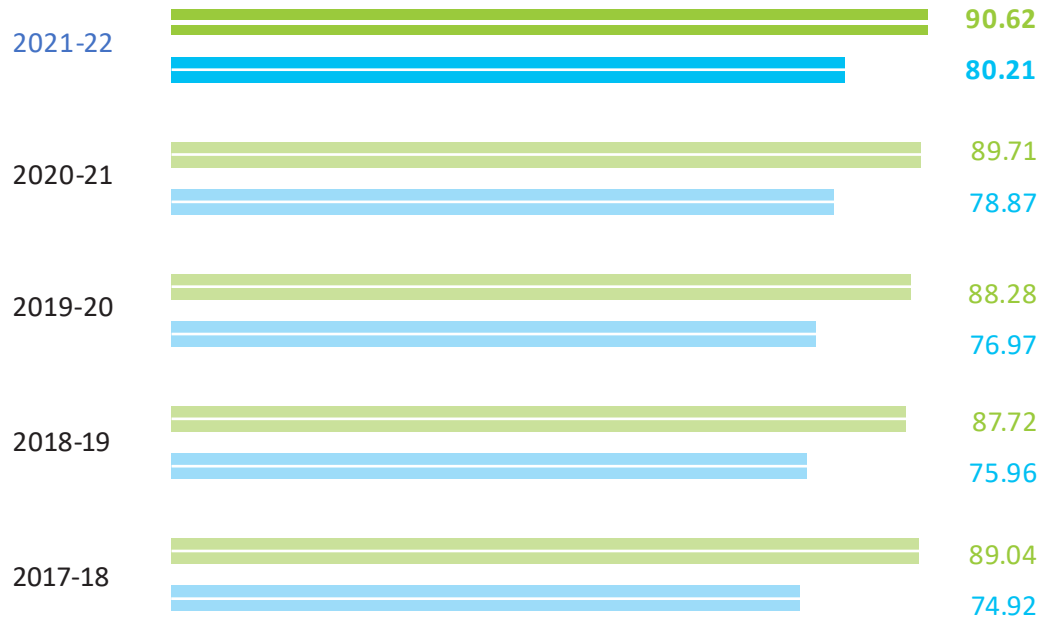
- Improved recovery from beneficiation plants through digitalisation



Building Circular Economy Models

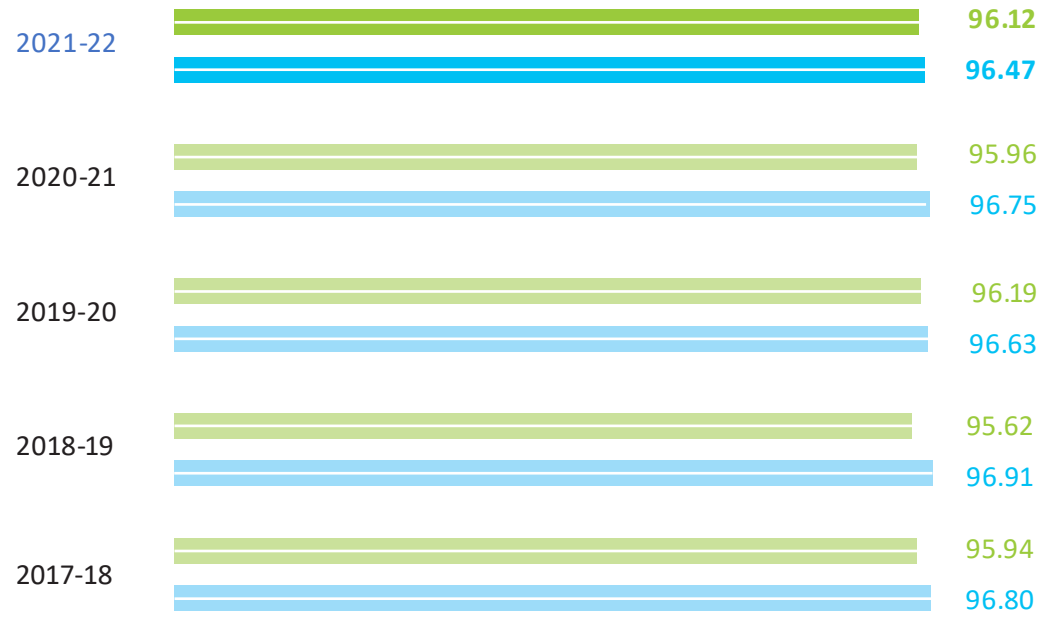
PROGRESS

Mill Recovery (%)



Zinc Lead

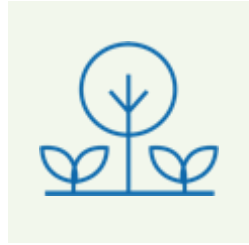
Smelter Recovery (%)



Zinc Lead



Acting Positively for the Biodiversity



FY 2025 Goal:
Protect and enhance biodiversity throughout the life cycle



Key Initiatives taken in FY 2021-22

Effective Tailing Dam Management

- Following identified processes to prevent any environmental and social risks

Solid Framework

- Biodiversity Management Plan for all our operations
- Dedicated Biodiversity Policy and Management Standard

No Net Loss (NNL)

- Working towards a minimum NNL and Net Positive Gain (for a critical habitat)

Partnerships

- Joined the Taskforce on Nature related Financial Disclosures (TNFD)
- Partnered NGOs, international institutions and governments

Programmes Undertaken in FY 2021-22

Jarofix yard restoration at Chanderiya Lead Zinc smelter

6.25 hectares
Wasteland planned to be reclaimed into productive land

10,000
Plantations for developing green belt

Miyawaki Afforestation in Debari colony

1 Acre
Area developed

8,000
Plantations done covering 50 native species

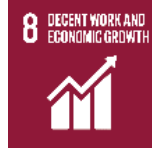


Building a Diverse and Inclusive Workforce



FY 2025 Goal:

Protect and enhance biodiversity throughout the life cycle



Key Initiatives taken in FY 2021-22

Inclusion Project

- Inclusion lens covering gender, region, education, physical ability, age, ethnicity and communities
- Developed roadmap, Equal Employment Opportunity Policy and Diversity Policy
- New recruitment strategy
- Heightened women safety for night shifts: transport, POSH, SOS app, self defence training and safety kits

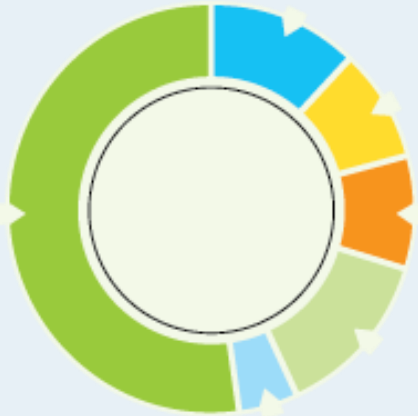
LGBTQ + Inclusiveness

- D&I and LGBTQ Policy
- Partnered 'The Humsafar Trust' which is dedicated to LGBTQ communities
- Awareness and sensitisation drive for all and 100 managers trained virtually on LGBTQ matters



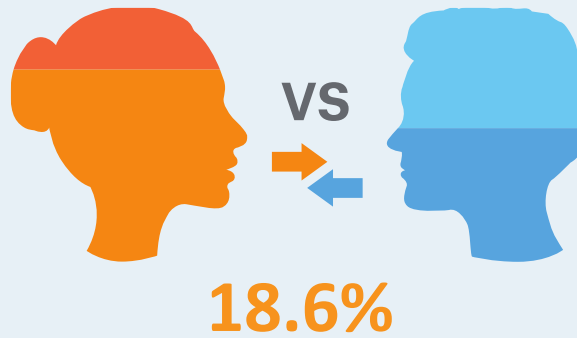
Building a Diverse and Inclusive Workforce

Regional Diversity (Executives)



Central	12%
East	8.9%
North	8.9%
South	13.1%
West	4.9%
Rajasthan	51.7%

Diversity Ratio



Diversity ratio for executives and other employees (Female v/s Male)
Overall gender diversity among executives: ~16%

Progress in FY 2021-22

27.4%

Women as percentage of Hires

~7% ↑

High-Potential Women Ratio

25%

Diversity Ratio in HZL ManCom

19%

Diversity Ratio in HZL EXCO

Progressing towards our vision of Zero Harm



FY 2025 Goal:

Zero Work-related fatalities and 50% reduction in Total Recordable Injury Frequency Rate (TRIFR)



Key Initiatives taken in FY 2021-22

Training Management Committee

- Set-up this specialised committee to spruce up induction, reskilling, upskilling and development

Safety Digitisation

- Launched 22 digitised safety modules (Hindi and English)
- VR-based modules and simulator training
- Deployed IoT solutions and connected workforce solutions (like safety wearables)
- IoT-based detect technology that uses AI and video analytics from CCTV cameras

Critical Risk Management

- Undertook detailed investigations of incident that led to employee deaths and implemented several precautionary actions

Industrial Hygiene Programme

- Journey developed with multiple action areas to reduce potential health risks and controlling occupational health hazards

Progress

4

Fatalities at work site

0.81

LTIFR

2.22

TRIFR

24,625

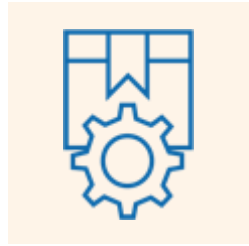
Medical examinations conducted

0.54 million man hours

Of safety training to employee including contracted ones



Focusing on Responsible Sourcing



FY 2025 Goal:
100% Responsible Sourcing in the supply chain



Key Initiatives taken in FY 2021-22

- Enabled entire operation with 1,100+ active supplier and service partners
- 25 existing suppliers developed for alternate sourcing and OEM to OPM conversion for spares
- 8 new suppliers for critical commodities for supply chain de-risking
- ESG assessment introduced in contract process and business partner collaboration initiated
- Focus on online buying with auction tool; 90%+ adoption
- Quality management process of incoming supplies through quality due diligence, based on assessment framework
- Working with top partners basis preferred performance on various responsible sourcing guidelines and parameters
- Robust business partner management framework, with a clearly defined code of conduct
- Exhaustive Business Partner monitoring and rationalisation system to manage supply chain risks

Progress

Ontrack

for sustainable sourcing goals including reducing scope 1 and 2 emissions by 18%, embedding ESG across supply chain and local sourcing

1,607

Business Partners engaged

234

Business Partners on whom due diligence was carried out

452

Business Partners identified as Local Tier I

243

Business Partners identified as Critical Tier I





FY 2025 Goal:

Positively impacting 1 million lives through social, economic, and environmental initiatives



Key Initiatives taken in FY 2021-22

Education

- 2,00,000+ children supported under various initiatives like child development, quality education, higher education, engineering preparations, mainstreaming of disabled

Women Empowerment

- 27,517 women from 2,248 SHGs collectively saved ` 14.28 Crore
- Operating 11 micro enterprises engaging 250+ women

Healthcare

- Conducted 2,621 OPDs (Out patient departments) which achieved 1,00,000+ footfalls

Sports

- Supporting grooming of football players

Sustainable Livelihood

- 30,000+ farmers enabled through integrated farming systems and livestock development
- 1,488 youths skill trained

Community Asset Creation

- Created / renovated rural, education, sanitation and water infrastructure benefiting 1,53,000 people

Water

- Water structure strengthening and supply programmes across 75 hamlets and villages covering 2,00,000+ people

Volunteering

- Employees volunteered in skill-based programmes and supporting students



Positively Impacting Communities

Progress

1.4 million

Beneficiaries through long-term CSR and COVID-19 initiatives

Impact Assessment

Of five social programmes;
SROI was as follows:

Sakhi - 1 : 5.86,

Samadhan - 1 : 9.22,

Khushi - 1 : 4.49,

Shiksha Sambal - 1 : 4.75,

Jeevan Tarang - 1 : 1.24



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THANK YOU



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