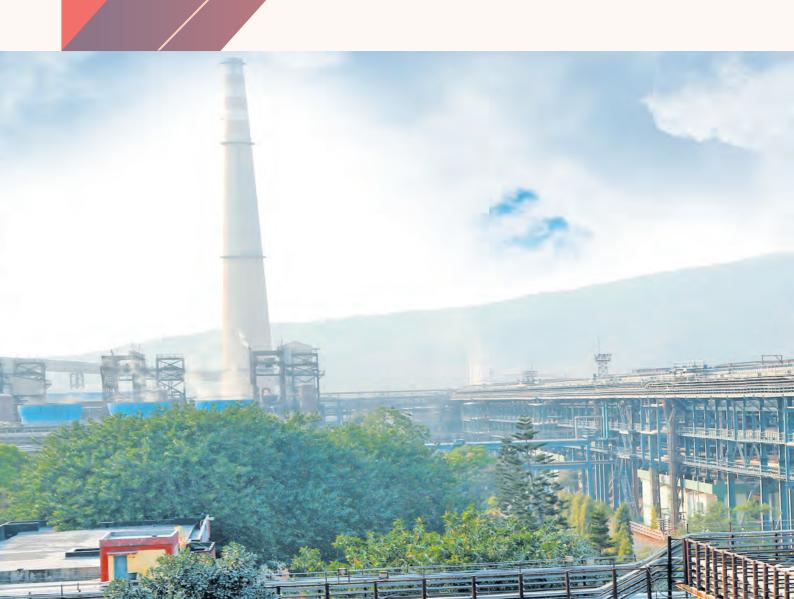




Our **Vision**

To be a Premier and Integrated Company in the Aluminium value chain with strategic presence in Mining both domestic & global, Metals and Energy sectors.



Contents

Registered Office & Corporate Office
National Aluminium Company Limited
CIN: L272030R1981G0I000920

NALCO Bhawan, Plot No. P/1, Nayapalli,

Bhubaneswar - 751 013, Odisha

Tel.: 0674-2303197

Email: company_secretary@nalcoindia.co.in

Website: www.nalcoindia.com

42nd Annual General Meeting

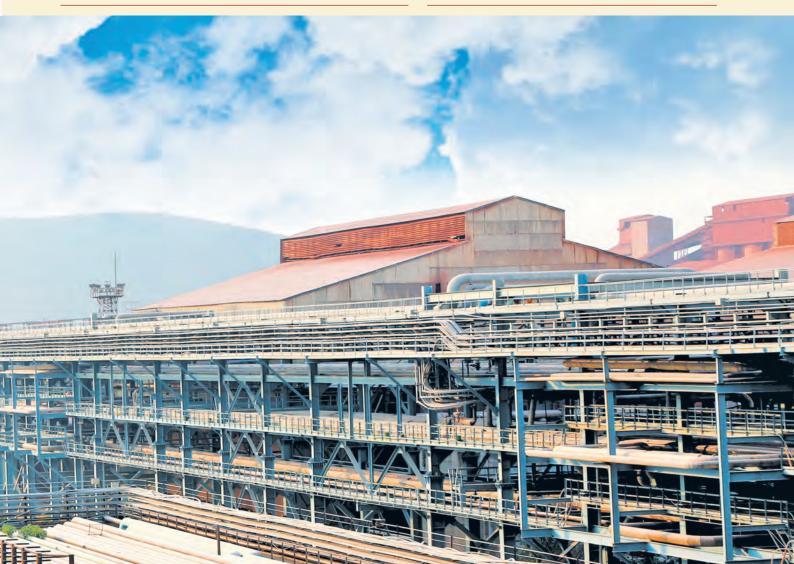
Date & Time: Thursday, the 21st September, 2023 at 11.00 a.m.

Deemed Venue: NALCO Bhawan, P/1, Nayapalli,

Bhubaneswar - 751 013.

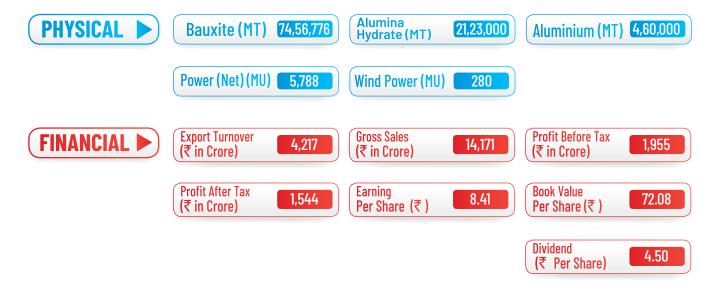
Mode: Video Conferencing/OAVM

'ear at a glance	03
Directors' Report	13
nnual Report on CSR Activities	41
lanagement Discussion & Analysis Report	43
Business Responsibility and Sustainability Report	60
Report on Conservation of Energy, Technology Absorption and Foreign Exchange Earnings and outgo	81
Corporate Governance Report	85
Secretarial Audit Report	110
ndependent Auditors' Report & Financial Statements Standalone)	118
ndependent Auditors' Report & Financial Statements Consolidated)	188
years performance at a glance	256





Year at a glance



Board of Directors

01.	Shri Sridhar Patra	Chairman-cum-Managing Director
02.	Shri Sanjay Lohiya, IAS	Part-time Official Director
03.	Dr. Veena Kumari Dermal, IPoS	Part-time Official Director
04.	Shri Radhashyam Mahapatro	Director (HR)
05.	Shri Ramesh Chandra Joshi	Director (Finance)
06.	Shri Sadashiv Samantaray	Director (Commercial)
07.	Shri Pankaj Kumar Sharma	Director (Production) & Director (P&T) - Addl. Charge [Director (Production) - w.e.f. 01.02.2023 and Additional Charge of Director (P&T) - w.e.f. 01.08.2023]
08.	Shri Ravi Nath Jha	Part-time Non-official (Independent) Director
09.	Dr. B. R. Ramakrishna	Part-time Non-official (Independent) Director
10.	Adv. George Kurian	Part-time Non-official (Independent) Director
11.	Dr. Ajay Narang	Part-time Non-official (Independent) Director
12.	Shri Y. P. Chillio	Part-time Non-official (Independent) Director
13.	Ms. (Dr.) Shatorupa	Part-time Non-official (Independent) Director
14.	Adv. Dushyant Upadhyay	Part-time Non-official (Independent) Director
15.	Shri Sanjay Ramanlal Patel	Part-time Non-official (Independent) Director
16.	Shri Bijay Kumar Das	Director (Production) - (Upto 31.01.2023)
17.	Shri Manasa Prasad Mishra	Director (P&T) - (Upto 31.07.2023)

GGM & Company Secretary Shri Nayan Kumar Mohanty





Shri Sridhar Patra has been appointed as Chairman-cum-Managing Director of the Company w.e.f. 17th December, 2019.

Shri Sridhar Patra joined the Company as Director (Finance) on 01.09.2018. He resumed the office of Chairman-cum-Managing

Director w.e.f. 01.12.2019. Before joining NALCO, he had served as Director (Finance) of THDC India Limited for more than 5 years.

Born on 12.10.1964, Shri Patra is a member of the Institute of Chartered Accountants of India and rank holder graduate in Commerce from Utkal University. Shri Patra is a seasoned Finance & Accounts Professional. Over three decades of experience in finance and accounts functions of various Public Sector Undertakings like Odisha Mining Corporation Ltd., Indian Rare Earths Ltd. and Mangalore Refinery & Petrochemicals Ltd (A subsidiary of ONGC Ltd.) with exposure in Corporate Accounts, Budgetary Control, Direct & Indirect Tax Management, Strategic Financial & Business Planning, Financial evaluation of Contracts, Cost Excellence and Treasury function, he has demonstrated commitment to organizational growth. Shri Patra has contributed significantly as an academician to professional accounting institutions apart from his employment in PSUs.

04 42nd Annual Report **2022-23**





Shri Sanjay Lohiya, an IAS Officer of 1994 batch (Assam Meghalaya cadre) joined as Joint Secretary, Ministry of Mines in October, 2020 and later become Additional Secretary in March 2021. He joined Indian Administrative Service (IAS) after graduating from Delhi University. Before joining as Joint Secretary, Ministry of Mines, he held the post of Principal Secretary to Chief Minister, Govt. of Assam. He worked in various capacities in Government of Assam. He has already worked in Govt. of India as Director, PMO and as Joint Secretary, Ministry of Agriculture and Farmers' Welfare during 2011-2016. During his tenure in Govt. of Assam, he worked in various departments like Finance, Agriculture, and urban development in various capacities and has wide experience.



DR. VEENA KUMARI DERMAL, IPoS
Part-time Official Director

Dr. Veena Kumari Dermal belongs to 1998 batch of Indian Postal Service (IPoS) of Government of India. She is currently working as Joint Secretary dealing with Mineral Policy, Legislation and International Co-operation in the Ministry of Mines, Government of India, New Delhi.

Dr. Veena Kumari Dermal served in various capacities in the Postal Department at All India level. She has joined as Director in the Ministry of Mines in 2017 and got promoted as Joint Secretary in 2020. She has been associated with amendments to MMDR Act in 2020, 2021 and 2023 and all the subordinate legislations to the Act. She has deep understanding of mineral policy in India.

Dr. Veena Kumari Dermal has done B.Sc. (Agriculture), M.Sc. (Horticulture) from Kerala Agriculture University and Ph.D. in Horticulture from Indian Agricultural Research Institute in New Delhi. She has done Post Graduate Diploma in Public Policy from IIM, Bangalore. She has undergone various short-term courses at the National and International level.

Dr. Veena Kumari Dermal has abundant experience of working in Government and Public Sectors.

42nd Annual Report **2022-23**



Director (HR)

Shri Radhashyam Mahapatro joined the Company as Director (HR) w.e.f. 01.01.2020.

Shri Mahapatro has rich experience in Power, Oil and Coal Sectors in different capacities and successfully shouldered varied and higher responsibilities. He is a physics graduate from Khallikote College, Brahmapur, Odisha and did his Post Graduation in Industrial Relation & Labour Welfare from Berhampur University. Shri Mahapatro has handled many areas of HR functions. During his tenure in NHPC, Engineers India Limited and Central Coalfields Ltd, he was instrumental in the introduction of Productive work culture through Team Work.

Shri Mahapatro's areas of interest include improving productivity, human development, creation of employment through skill development, sports, culture and improvement of human dignity. He has passionately worked for reformation in administration to make it responsive to the need and aspirations of the communities. His forte includes transparency, leadership and teamwork.



SHRI RAMESH CHANDRA JOSHI
Director (Finance)

Shri Ramesh Chandra Joshi assumed the charge as Director (Finance) of Navratna CPSE, National Aluminum Company Limited w.e.f. 04th February, 2022. Shri Joshi brings forth over three decades of multifaceted experience across various organizational tiers. He holds degrees in Commerce and Law, and is also a certified Cost & Management Accountant. In 1994, he embarked on his journey at NALCO, displaying unwavering dedication, relentless determination, and tireless efforts, all of which propelled him to ascend to this esteemed position.

Shri Joshi stands as a seasoned professional in Finance & Accounts, recognized for his astute decision-making process, adept analytical skills, effective problem-solving and insightful business acumen, result-oriented leadership, and a collaborative team-driven approach. His steadfast dedication to organizational advancement remains resolute.

At NALCO, he has adeptly steered through a multitude of financial operations. His expertise extends beyond the fundamental domains of accounting, encompassing a profound understanding of financial planning and analysis, comprehensive Financial Reporting, strategic business mapping, as well as intricate contractual and regulatory nuances. Furthermore, he places paramount importance on value creation through strategic capital expenditure and an unwavering commitment to enhancing market capitalization, showcasing his strategic vision and dedication to the organization's financial growth.

Notably, he serves as a nominee director on the Board of M/s. Angul Aluminium Park Pvt. Ltd, a joint venture of NALCO, further underscoring his influential presence within the corporate landscape.

06 42nd Annual Report **2022-23**



SHRI SADVASHIV SAMANTARAY
Director (Commercial)

Shri Sadashiv Samantaray has joined as Director (Commercial) of National Aluminium Company Limited, a Navratna CPSE on 22.03.2022. He was inducted as a Director of KABIL (Khanij Bidesh India Limited) and was entrusted with additional role of CEO w.e.f. 10.08.2023.

Born in the year 1965, Shri Samantaray had been a position holder all throughout his education in schools and colleges. After completing his B.Tech. (Mechanical) with University Merit certificates in all the four years of graduation from GB Pant University of Ag & Technology, Pantnagar, now in Uttarakhand, he joined NALCO as Graduate Engineer Trainee in the year 1985 (2nd batch of GETs). He has done his MBA from Utkal University with specialization in Marketing and Finance. He has also completed PG Diploma in Business administration and PD Diploma in Marketing Management.

Through his sincerity, hard work, dedication and competence on strategic management, he rose to the level of Executive Director (Commercial) before being selected as Director (Commercial).

Shri Samantaray has more than 36 years of rich experience in Plants and commercial areas. Working at Plants he was involved in erection, commissioning, operations and production planning in CPP and Smelter. Due to his strategies and planning, NALCO could achieve highest levels of production and productivity. He was involved in many critical decisions and landmark achievements at Plants like restoration of burnt single line coal cable belt at CPP in record time to save NALCO from catastrophe, scientific spares planning, design and implementation of MIS system, strategy for enhancing critical equipment availability at Smelter to increase productivity, Optimization of logistics system etc.

He has strong multi-disciplinary commercial experience in Marketing (export & domestic market involving all products), supply chain management (procurement, stores, inventory control) and logistics. During his long career he had introduced many landmark initiatives in the company such as maiden MOU system with customer, LME linked pricing mechanism, LME registration of metal, e-tendering for export, formulation of commercial manuals and guidelines to bring transparency, augmentation of logistics system for efficient supply chain and cost savings, opening of master stock yard at strategic locations, launch of mobile APPs for customers (NAGINAA) and vendors (NAMASYA), customer and supplier satisfaction index etc. He was deeply involved in development and launching of several value added products including launching of more than 12 new niche products. Under his leadership the commercial functioning of NALCO was developed to be dynamically competent to sense and seize the market opportunities which had resulted in record breaking performances during 2016-17, 2018-19 and 2022-23. During 2022-23 under his leadership, the company had achieved the all-time highest sale of Metal, setting a new benchmark. Out of box strategies taken by him assured supplies of all the major raw materials during the COVID-19 lockdown to sustain the plant operations with zero loss of production while achieving huge savings in procurement cost which helped Company's profitability in 2019-20 and 2020-21 when the LME prices had nosedived. Through dedicated endeavors, the procurement of Goods and Services via GeM (Government e-Marketplace) has been significantly multiplied during 2022-23.

Shri Samantaray is a National Council member of Indian Institute of Materials Management, Fellow in Institute of Engineers with Chartered Engineers certificate, member of Indian Institute of Industrial Engineering.



SHRI PANKAJ KUMAR SHARMA
Director (Production) &
Director (P&T) - Addl. Charge

Shri Pankaj Kumar Sharma has joined Board of Directors of the National Aluminium Company Limited (NALCO) as Director (Production) on 01.02.2023. He graduated from IIT (BHU) in the year 1992 in B.Tech (Electronics) and joined NMDC Limited as Executive Trainee (Electronics) in the same year. He has varied and rich experience of working in all facets of the Open Cast Mining Industry. During his association of more than 30 years with NMDC Ltd., he has successfully completed challenging assignments in different key positions. Before joining NALCO, he was acting as Head - Global Exploration Centre of NMDC Ltd., CEO - NMDC CMDC Ltd. (a JV company of NMDC Ltd.) and CEO - Bastar Railway Private Ltd. (a JV company of NMDC Ltd.). He has not only immensely contributed in the sustainable development of the operating Iron Ore Mines of NMDC Ltd., but also set milestones in the upcoming projects of the subsidiary companies. His technical knowledge and strategic expertise will help NALCO in achieving accelerated growth.

Shri Pankaj Kumar Sharma has been assigned with the additional charge of Director(P&T) w.e.f. 01.08.2023, consequent upon the superannuation of Shri M. P. Mishra, Director(P&T) on 31.07.2023.



SHRI RAVI NATH JHA
Part-time Non-official
(Independent) Director

Shri Ravi Nath Jha is a Bachelor of Science graduate from Ranchi University. His professional expertise is in journalism. He is a social worker. Right from his student days,he has worked with various social and cultural organisations. He was a freelance journalist for various local newspapers of Ranchi. He is continuing as Editor of Antyodaya Sandesh & Antyodaya Sankalp from October, 2003.

He attended a discussion session on Good Governance and Policies organised by Public Policy Research Centre. He has also attended a Youth Conference at Vigyan Bhavan, New Delhi organised by NALCO. He was delegate to the National Conclave of Mines and Minerals which was organised by Ministry of Mines.



DR. B. R. RAMAKRISHNA
Part-time Non-official
(Independent) Director

Dr. B. R. Ramakrishna is BSAM, BAMS, MD (Ayu.), MSc & PhD (Yoga) holder and recipient of Gold Medal & Karnataka State Award in BSAM. He is having 30 years of experience of UG & PG Studies, 40 years in Integrative Medicine Practice and 23 years in Research experience. He held very senior positions in Ayurveda, Yoga and Sports in Government of India and Government of Karnataka. He has conducted Ayurveda & Yoga Workshops at Germany, Austria, Spain, Switzerland, Hong Kong, China, France, Italy, Singapore, Malaysia and Thailand from 2006 and IDY Programs in Germany & Austria from 2015. He has also been awarded Best Teacher Award, Torch Bearer of Ayurveda, Adhamya Chetana Award.

Presently, Shri Ramakrishna is working as Vice Chancellor SVYASA Deemed to be University, Bangalore, Professor Emeritus and Director Sushrutha Ayurveda Medical College and Hospital, Bangalore.



ADV. GEORGE KURIAN
Part-time Non-official
(Independent) Director

Shri George Kurian is an advocate by profession from Kottayam District of Kerala and has rich and vast experience in practicing as an advocate in various Courts.

42nd Annual Report **2022-23**