

Co-creating an Exciting New Future



Satish Pai

Dear Stakeholders,

It is a matter of pride that your Company has been recognised as the World's Most Sustainable Aluminium Company five years in a row. It is befitting that this report expands on how Hindalco has been steadily advancing as a 'force for sustainable solutions' across our businesses.

We are actively Engineering Better Futures for our customers and stakeholders. By co-creating innovative metals solutions with our customers, we are helping to transform how industries thrive in a resource-constrained world. In India, we have deepened our presence across core and emerging sectors, strengthening the country's industrial backbone with advanced material solutions. Globally, we have expanded our leadership in sustainable aluminium products, supporting major industries with world-class capabilities in automotive, aerospace, packaging and specialty applications.

Today, we are scaling this momentum with a sharp focus on both upstream and downstream expansion that reinforces our integrated model. From expanding extrusion and rolling capacities to securing long-term mineral resources, our strategic actions are designed to unlock value and enhance self-reliance. We are also investing in green smelting, scaling recycling infrastructure, developing next-generation battery materials and forging low-carbon partnerships.

At the heart of our efforts lies the unwavering commitment to act as a force for good. Together, these efforts have culminated in the strongest financial performance in our history and reaffirmed the strength of our strategy and the consistency of its execution.

Consistent Performance Excellence

Building on a foundation of strong financial discipline and strategic foresight, we have been delivering consistently in a dynamic global environment. In FY 2024-25, we delivered a standout financial performance, achieving an all-time high EBITDA of ₹35,496 crore and a Profit After Tax of ₹16,002 crore. Moreover, we have significantly strengthened our financial position over the past decade while driving sustained growth and substantially reducing debt. Our EBITDA has expanded at a 13% CAGR since FY 2013-14, and EPS has risen at a 19% CAGR to ₹72.05 per share. At the same time, our net debt to EBITDA ratio has improved from 6.6 to 1.06, reflecting sharp capital efficiency and robust balance sheet management.

Novelis remains a global leader in aluminium processing, with US\$16.6 billion in net sales and US\$1.8 billion in adjusted EBITDA. Its adjusted EBITDA per tonne stands at US\$491, with a long-term trajectory towards US\$600.

Together, Hindalco India and Novelis generate US\$2 billion in annual cash flow, ensuring robust liquidity and enabling agility in a dynamic environment. This strong financial position gives us the headroom to reinvest confidently in our long-term growth agenda while maintaining balance sheet resilience.

Driving Sustainable Growth

We continue to expand capacities across aluminium, copper, and specialty alumina, solidifying our global leadership in non-ferrous metals. With a strategic commitment of ₹45,000 crore in India, we are advancing our presence in high-precision engineered products by strengthening our portfolio

of value-added products. In parallel, we are focused on expanding upstream capacities through aluminium and copper smelter enhancements and a new alumina refinery.

In addition, Novelis is deploying approximately US\$5 billion (~₹42,500 crore) towards organic growth initiatives over the next 3-5 years. Through these significant investments we are building a future-ready enterprise poised to meet evolving needs.

India's aluminium demand is projected to double in the next 10 years, prompting a strategic scale-up of our upstream operations. At Aditya, we are expanding the smelter and commissioning an 850,000 TPA alumina refinery (secured through a bauxite alliance with the Orissa Mining Corporation). For this facility, we have pioneered the adoption of round-the-clock renewable energy, marking a first for India's aluminium sector. Moreover, the new 170,000 TPA Aditya FRP facility elevates total downstream capacity to 600,000 TPA, complemented by advancements in battery foils and EV fabrication. We are also fortifying aluminium recycling efforts while preparing for future brownfield expansions.

With over 25 years of uninterrupted operations, our Copper business remains anchored by the Dahej smelter - India's sole continuously running copper smelter. We are now accelerating growth with a brownfield expansion in Dahej by increasing copper cathode capacity from 420 KT to 700 KT, which shall make it the largest smelting complex outside China. In keeping with our positioning of Engineering Better Futures, we are also investing in high-growth segments, including battery copper foil and solar PV ribbon, while expanding into copper tubes, inner grooved tubes, and rods for critical industries.

Another pioneering move is the upcoming commissioning of India’s first-of-a-kind copper and e-waste recycling operations in Gujarat by FY 2026-27. Designed to scale from 50 KT to 200 KT, the plant will recover valuable metals while playing a pivotal role in formalising India’s unorganised e-waste sector and subsequently advancing circular economy objectives.

India’s demand for specialty alumina is growing at twice the global rate. Our Specialty Alumina portfolio spans sectors such as flame-retardant materials, batteries, electronics, ceramics, and catalysts, with shipment volumes surpassing 500,000 tonnes per annum. We are planning to exceed 1 million tonnes per annum within three years, solidifying our position among the top three global players.

At Novelis, we maintain our global leadership in aluminium beverage packaging and automotive solutions, driving sustainability with a focus on recycled content and closed-loop recycling strategies. Our US\$4.1 billion Bay Minette project remains on schedule for commissioning in the second half of calendar year 2026, marking a significant milestone in our strategic growth agenda. Another major milestone was the launch of a cutting-edge automotive recycling center in Guthrie, Kentucky—right next to our existing finishing plant. This facility can cast up to 240 KT of sheet ingot and is expected to reduce our carbon emissions by more than one million tonnes annually.

We also commissioned a US\$65 million recycling and casting center at our UAL joint venture in South Korea. Funded by Novelis, this facility will produce 100 KT of low-carbon sheet ingot each year and is expected to cut carbon emissions by over 420 KT annually once it is fully up and running. Looking ahead, our US\$90 million investment in Latchford, UK, will increase the facility's used beverage can (UBC) recycling capacity by 85 KT per year, more than doubling its current

capacity. This is another example of how we're investing in smart, sustainable solutions across our global footprint.

Aligning Our Identity

In keeping with our positioning of Engineering Better Futures, we unveiled a bold new brand identity that signifies the company’s evolution into a champion of innovation, sustainability, and high-performance solutions. We believe that structured industry collaborations and continuous feedback will allow us to actively co-create solutions with our customers. This approach has driven impactful innovations including battery-grade copper foil, OFC (Oxygen-free copper) rods, high-precision aluminium extrusions, lightweight battery enclosures, and circular packaging solutions using over 80% recycled beverage cans.

I am happy to share that we are innovating the next generation of materials: aluminium and copper foils for EV batteries, copper-magnesium and copper-silver alloys for high-speed rail, hard alloys for defence, and ultra-pure metals for space applications.

Our Duranium alloy powers gale-resistant Eternia windows, while our specialty alumina goes into fire retardants, refractories and wire & cable insulation. In kitchens, our aluminium supports India’s top cookware brands and is now shaping modern, durable and sustainable modular kitchen designs.

Whether through India’s first copper foil plant for EVs, advanced fabrication lines at Chakan, or materials used in ISRO missions like Chandrayaan and Mangalyaan, we are strengthening our position as a key enabler of future-ready industries.

Accelerating Digital Innovation

Digitalisation has been an exciting journey for Hindalco as we engineer a paradigm shift in industrial efficiency, by embedding cutting-edge digital solutions across our operations. For instance, the digital twin technology at our Mahan Green Anode Plant has drastically improved production metrics, slashing anode rejection rates by 24%, reducing pitch rejection by 38%, and refining baked anode density. Our power plants at Hirakud and Aditya are now smarter, with digital simulations optimising energy use, cutting heat rates, reducing steam consumption, and thus delivering substantial cost savings.

Our Hindalco Innovation Centre is pioneering innovation in aluminium smelting technology through carbon anode optimisation and process automation, setting new industry benchmarks for efficiency and sustainability. In Copper, we are integrating AI-driven computer vision into our refining processes, automating cathode classification, improving bundle integrity, and eliminating nodulation defects, thus enhancing both quality and operational efficiency.

At our Novelis operations in Pinda, Brazil, predictive maintenance has transformed asset reliability and reduced unplanned downtime through AI-powered drivetrain failure detection, generating \$6.5 million in annual savings and shifting maintenance strategies from reactive to predictive. By integrating intelligent systems into our production lines, we are redefining operational benchmarks and future-proofing our business. These advancements are not incremental but transformative.

Championing Sustainability

As a global industrial leader, we are committed to a responsible growth strategy that encompasses environmental stewardship and

circular economy initiatives. Optimising resource utilisation and minimising environmental impact remain central to this approach.

At Hindalco India operations, we are transforming our energy mix to reduce dependence on fossil fuels, targeting 30% renewable energy by 2030. However, with most of our current energy coal-based, we are also ensuring self-sufficiency in our captive coal supply. Waste utilisation is another key priority. With a commitment to achieve Zero Waste, we are utilising over 100% of our fly ash and over 111% of our bauxite residue (3 out of 4 refineries).

Responsible water stewardship is embedded in our operations across all sites. With the adoption of NITI Aayog’s water neutrality framework of 3M+7R (map, monitor, measure + reduce, recycle, recover, replenish, recharge, rejuvenate, recognise/ respect), efforts toward water neutrality have accelerated, with 16 of our 19 sites achieving Zero Liquid Discharge (ZLD). We are also focused on ecosystem restoration and biodiversity preservation to ensure that our progress aligns with ecological responsibility.

At our Novelis operations, we are driving sustainability through our 3x30 Vision, a strategic framework that reflects our ambition to lead the aluminium industry toward a more circular and low-carbon future by 2030.

We are increasing the average recycled content in our products from 63% to 75%, reinforcing our commitment to circularity across our portfolio. We are also reducing the carbon footprint of our aluminium flat-rolled products from just over 4 tCO₂e per tonne to below 3 tCO₂e per tonne shipped.

Our unwavering focus on responsible business practices has earned us global recognition. For the fifth consecutive year, we have been ranked the World’s Most Sustainable Aluminium Company in the S&P Global Corporate Sustainability Assessment.

Reinforcing Our Organisational Culture

The Hindalco culture is rooted in meritocracy, diversity, and continuous growth, and we are committed to fostering an environment where our people are enabled to thrive.

Our leadership strength stems from decades of domain expertise, strategic foresight and operational excellence. This is complemented by a deliberate focus on building a future-ready talent pipeline through structured succession planning, leadership development programmes and early-career talent integration. Together, this ensures continuity, agility and a strong bench of capable leaders equipped to navigate evolving business challenges.

The organisation also prioritises capability-building through a robust Learning and Development framework. Over the past year, we delivered 3.83 million hours of training across teams, thus strengthening institutional capabilities.

Our culture plays a vital role in fostering employee satisfaction and connection. This is reflected in the results of our most recent VIBES employee engagement survey, which recorded an 89% participation rate and a 92% overall satisfaction score. These are strong indicators of a thriving and engaged workforce.

In line with our target to achieve zero harm in occupational health and safety, we remain focused on building a strong safety-first culture. This ambition is supported by proactive systems

and technology-driven interventions, including virtual reality-based safety training, AI-enabled cameras and collision-avoidance tools that mitigate critical risks and protect our workforce. Job creation is central to our socioeconomic impact, with employment generation exceeding four times our direct workforce. Many of our plants are located in remote regions, where Hindalco proactively encourages local economic upliftment.

The culture we nurture within our organisation also shapes the way we engage with and support the communities around us. We continue to invest significantly in education, healthcare, livelihood and skill-building programmes in areas surrounding our facilities. In FY 2024-25, an investment of ₹235.38 crore helped our community development initiatives reach more than 5 million beneficiaries.

Looking Ahead

As we continue to evolve, our focus remains on delivering long-term value to our stakeholders through innovation, operational excellence and inclusive growth. We are deepening our capabilities, expanding our footprint and investing in technologies that align with the needs of tomorrow.

Our transformation is guided by a clear purpose -- we are shaping a resilient, responsible and forward-looking organisation, dedicated to ‘Engineering Better Futures’.



Satish Pai
Managing Director