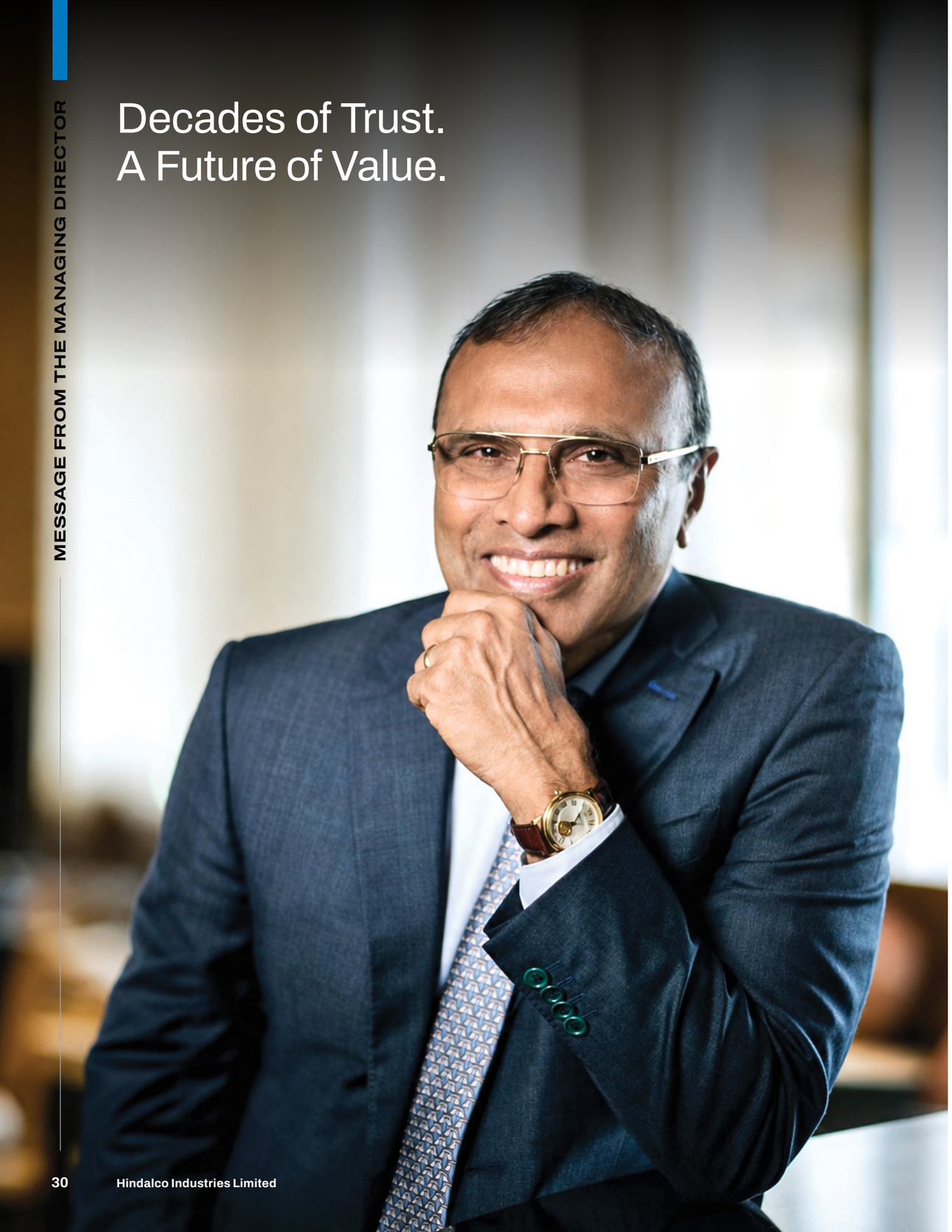
Decades of Trust. A Future of Value.



Dear Stakeholders,

The theme of this Annual Report well expresses Hindalco's story. For decades your Company has been entrusted to deliver on stakeholder expectations, and we have always risen to meet challenges and prove our capabilities.

Our journey has been unprecedented. Since our inception 65+ years ago, Hindalco has evolved from a single aluminium unit to a global entity with 48 plants across 10 countries. Along the way, we have demonstrated successful pivots for the sector – such as the world's largest aluminium recycling value chain, and the world's first metal manufacturer to convert most of our manufacturing byproducts – bauxite residue, fly ash, spent pot linings, etc. – into valued resources for other industries.

We have reimagined the manufacturing landscape by initiating India's first integrated Aluminium operations. Today, we are the world's largest aluminium recycling and rolling company. In India, we are the largest copper producer and specialty alumina player, the market leader in FRP and a leading player in extrusions.

We are strengthening our relevance to the industries and economies that matter most by bringing material solutions that help them perform better, build more efficiently, and transition to greener alternatives. We have stepped out to collaborate with customers and co-created new solutions for emerging sectors, such as battery enclosures for EVs, battery foil for battery cell manufacturing, inner grooved tubes and coated AC fins for HVAC applications.

Our manufacturing progress is aligned with our commitment to ESG goals – to be Net Zero, Water Positive, No Net Loss to Biodiversity, and Zero Waste to Landfill by 2050. Our initiatives for safety, people-positive workplaces and community well-being continue to take centre stage. We have been ranked the world's most sustainable aluminium company in the S&P Global CSA for six consecutive years – from 2020 to 2025.

To sum up, across our core businesses of Upstream Aluminium, Downstream Aluminium, Copper and Specialty Alumina, we are sincerely 'Engineering Better Futures'. That is our promise to stakeholders and we are committed to live up to their trust.

The Year in Perspective

Our strategy of balancing Upstream and Downstream businesses is clearly showing results. FY 2025-26 has in many ways been a landmark year, reflecting both the scale of what your Company has built and the rigour with which it is managed. Consolidated Revenue, EBITDA and PAT (excluding exceptional items) were at historic highs. Revenue grew to ₹274,944 crore, a 15% year on year increase, while Consolidated EBITDA rose 7% over the prior year to ₹38,097 crore.

Novelis recorded an adjusted EBITDA of $1,645 million with EBITDA per tonne at $462 per tonne for the fiscal period, despite the temporary impact of the Oswego plant fires and tariff headwinds. The long-term guidance of over $600 per tonne remains intact, supported by the Bay Minette expansion, and the global cost efficiency programme. Novelis has already achieved $200 million in run-rate cost savings in FY 2025-26 well ahead of the 75 million originally targeted a year ago, and now expects $350-400 million in total savings by end of FY 2027-28. These are not one-time gains, they are permanent savings that strengthen the business.

Together, Hindalco India and Novelis maintained a consolidated Net Debt-to-EBITDA of 1.83x well within the 2x ceiling we have committed to stakeholders, even as we advance one of the most ambitious investment programmes in our history.

Strategic Expansion

Metals continue to power industrial progress, and Hindalco's capacity expansions align with economic demand for new metal-based industry applications. Our expansions across Aluminium, Copper, and Specialty Alumina businesses are based on meeting this growing market demand.

We stay on track to bolster our upstream presence by FY 2029-30, from the baseline of FY 2020-21. Notably, the phased expansion at the Aditya smelter, spanning 181 KT in Phase 1 and 193 KT in Phase 2, is advancing on schedule. It will take total upstream capacity to 1.71 million tonnes by FY 2028-29. Captive coal mines at Chakla, Bandha, and Meenakshi will operationalise progressively through FY 2026-27 to FY 2028-29, structurally reducing our cost of production and widening our cost advantage against global peers.

Specialty Alumina is finding increasing traction in applications that range from flame retardants to semiconductor chips. The Business has scaled to over 500 KT, taking Hindalco into the top three globally for this future-relevant material. The expansion at Aditya Alumina Refinery is progressing towards commissioning in FY 2027-28.

The Downstream Business has opened up new market opportunities, with electrification and e-mobility emerging as key sectors. To meet demand, the Aditya FRP plant is scaling up production of flat-rolled products and the commissioning of Aditya Battery Foil unit has begun. The battery enclosure facility at Chakan is fully ramped to optimal levels and the AC Fins facility at Taloja is online.

Our Copper business is also ramping up its downstream products to meet market demand. Scaling up of the Copper Tubes facility (including inner grooved tubes) at Vadodara has begun, the 50 KT copper e-waste

and recycling facility is targeted for commissioning in H1 FY 2026-27, and our copper smelter expansion remains on track. These additions catapult our Copper business from a commodity-led supplier into a circular and an integrated downstream-led industry leader.

Novelis is looking forward to fully commission the Bay Minette 600 KT greenfield rolling and recycling facility in Alabama by the second half of CY 2026. With the Oswego hot mill operational from June 2026, Novelis is now working closely with customers to ramp up supply.

Together, Hindalco India and Novelis are investing approximately US$10 billion in organic growth — the most ambitious capital programme in the Company's history. It's the clearest signal of our confidence in, and commitment to, the trust our stakeholders have placed in us.

Future-facing Innovation

Our investments also tell the story of the direction of our evolution. Over the past few years, we have deliberately moved towards solutions that are technically demanding, commercially differentiated, and relevant to the industries defining the next economy. This is where our identity as a Company is being shaped — not just in metal but at the confluence of metallurgy, chemistry, and engineering.

Take Aluminium. Our Chakan facility produces battery enclosures for vehicles on the road, and we continue to augment our presence in engineered products for electric vehicles. Hindalco is producing foils for energy storage, precision extrusions for aerospace, AC fin stock for data centre thermal management, and crash management systems for next-generation vehicles. The Duranium alloy powering Eternia's storm-resistant architectural systems is a reference point for what differentiated aluminium can achieve when materials science is matched with customer insight.

In Copper, our Copper-magnesium and copper-silver alloys are advancing India's high-speed and urban rail applications. We are also gearing up to enter the copper foils business for EVs, as well as the PV Ribbons market for solar panels.

Our Specialty Alumina business caters to a wide range of applications, including battery-grade materials, electronic ceramics, refractories, and catalysts. We continue to drive innovation in engineered alumina as seen in the development of spherical alumina for advanced thermal management applications. We have recently introduced a superfine precipitated hydrate — an India-first offering — strengthening our flame-retardant portfolio. In parallel, we are exploring investments in super high-value-added (SVAP) product lines such as White Fused Alumina (WFA), which serves as a synthetic aggregate for refractory and abrasives applications.

Be it through our products or solutions, our positioning as an enabler of future-ready industries is strengthening with every product we qualify and every customer who trusts what we make.

Much of our envisioning of the future occurs at our Hindalco Innovation Centres, from carbon anode optimisation for smelting to copper refining process re-engineering, to new formulations for emerging applications. Our R&D efforts are also focused on enhancing resource efficiency and strengthening operational resilience across smelters and refineries.

Building a Digital-first Culture

Across our operations, we have strengthened our digital backbone through enterprise-wide data platforms, industrial IoT, and advanced AI analytics enabling real-time visibility and sharper decision-making across our operations. Several traditional AI/ML models and digital twins are already helping optimise processes, enhance asset reliability, and improve product quality. Building on this, we are now integrating next-generation, conversation-based Gen AI to drive insight-led decisions and boost productivity at scale.

Equally important is our sustained focus on digital-first culture and capability. Through digital mindset programmes, citizen data scientist initiatives, and a strong network of digital ambassadors across plants, we are embedding data-driven decision-making into everyday workflows. Our ambition is to make digital a way of life at Hindalco — empowering every employee to leverage insights, drive innovation, and deliver measurable business impact as we build a future-ready, intelligent enterprise.

Advancing our Sustainability Roadmap

Hindalco has been ranked the World's Most Sustainable Aluminium Company for the sixth consecutive year, with a score of 89 out of 100 in the S&P Global Corporate Sustainability Assessment 2025, our best-ever score. This recognition is an external validation of our commitment to sustainability-focused stakeholders, partners, and investors, and of our progress through consistent, measurable performance year after year.

Renewable Energy: On energy, renewable capacity reached 470 MW – solar at 326 MW, wind at 140 MW, and hydel at 4 MW. We will be adding 414 MW of additional capacity, to take total renewable installed capacity to approximately 884 MW by the end of FY 2026-27. Aluminium-specific GHG intensity declined to 19.20 tCO_2e per tonne, continuing a multi-year downward trend. Our pathway to 30% renewable energy by 2030 is being engineered, and every project is planned, contracted, or under construction.

Water stewardship: Across Hindalco, every unit is working toward water self-sufficiency while contributing to community water resilience through rainwater harvesting and groundwater recharge. In FY 2025-26, 18 million m^3 of rainwater was harvested benefitting 10,850 farming families with 3,708 hectares of land irrigated beyond the fence. Five of our mines (Bagru, Netarhat, Pakhar, Shredang, Samri) have already achieved Water Positive recognition, and our Mouda unit has achieved Water Neutral status. Additionally, Dahej, Taloja, Belur, Kuppam, Belagavi, Mahan and Utkal have also scaled up rainwater harvesting efforts.

Circularity: Our initiatives on transforming waste into value are advancing tangibly. Bauxite residue recycling stood at 131% of generation (excluding Utkal), driven by new cement company partnerships. Fly ash recycling reached 106%, copper slag recycling was at 126% while ETP Gypsum utilisation stood at over 100% with no more landfills. As much as 88% of all waste generated was recycled or reused for the period, including legacy waste. Our efforts to reduce conventional plastic in packaging are gaining momentum, with our patent-pending biodegradable plastic formulation showing promising results.

Recycling: At Novelis, every capital and product decision is filtered through the 3×30 Vision of reaching 75% average recycled content and reducing carbon to below 3 tCO_2e per tonne of FRP shipped by 2030. Bay Minette, when commissioned, will be one of the most resource-efficient rolling and recycling facilities in the Americas, directly advancing these goals.

Biodiversity: The afforestation of 125,000 mangrove saplings across Gulf of Khambhat in Dahej, Gujarat, is among the most significant coastal ecological interventions undertaken by an Indian industrial company. We planted 8.55 lakh saplings in FY 2025-26, taking our cumulative total to nearly 6.3 million of green cover. The No Net Loss on Biodiversity programme launched across 123.1 hectares in Belagavi, Karnataka, is restoring degraded habitats and water conservation through community-led, science-based methods.

People, Culture and Community

The Hindalco culture is built on accountability, meritocracy, and a shared commitment to growth of both the individual and the enterprise. These are not values we declare; they are the conditions under which trust between the Company and our people is earned and sustained.

On safety, our Hirakud FRP facility earned the FICCI Safety Excellence Award - Platinum (First Prize) in the Large-Scale Hazardous Industry category, a recognition that validates the depth of our safety culture at the plant level. We achieved 12% reduction in our Lost Time Injury Frequency Rate (LTIFR). The road safety fatality we experienced this year is a reminder that aggregate metrics do not protect every individual. Enhanced man-machine separation protocols, road safety audits, and the deployment of AI-enabled proximity detection systems across all manufacturing units are among the steps we have taken in response.

Leadership development and succession planning are pursued with the same rigour we apply to capital allocation. Our structured pipeline ensures that every critical role in the organisation has identified successors at multiple stages of readiness. Our early-career programmes are bringing in a new generation of engineers and business professionals who are as adept with digital tools as they are with the operational realities of heavy industry. The VIBES employee engagement survey recorded an 89% participation rate and a 93% overall satisfaction score. They are strong indicators of a workforce that is motivated, connected, and aligned with where the Company is heading.

Capability-building remains a sustained investment. Our Learning and Development framework has deepened institutional knowledge across technical, commercial, and leadership functions. We continue to invest in communities — through health, education, livelihoods, and skills, reaching over five million beneficiaries this year, particularly in the remote regions where our plants are located.

The Road Ahead

The road ahead is exciting — new capacities and products adding to our portfolio, deeper customer partnerships that inspire us to improve, and more meaningful contributions to the economies and communities where we operate. Our guardrails continue to hold firm – to live up to the trust placed in us, and to prove our capabilities to sustain and outperform. We remain committed to making business decisions wisely, responsibly, and with the genuine desire to be a 'Force for Good'.

Satish Pai
Managing Director
Hindalco Industries Limited