

Resilient by Design, Prepared for Change

In today's rapidly evolving and interconnected business environment, organisations are required to navigate heightened market volatility, shifting regulatory frameworks, supply chain uncertainties, climate-related risks, and accelerating technological change. Recognising these complexities, we have embedded a proactive and integrated risk management approach across our operations to strengthen resilience, protect value, and ensure business continuity. We continuously assess emerging risks and opportunities to enable informed decision-making, drive sustainable growth, and maintain a competitive edge in an increasingly dynamic landscape.

Our risk governance framework is underpinned by a well-defined [Enterprise Risk Management Policy](#) that promotes structured oversight, clear accountability and informed decision-making at all levels of the organisation. The framework defines roles, responsibilities and escalation mechanisms to identify, assess, and manage risks across the value chain. An integrated three-tier structure comprising Enterprise Risk Management, Crisis Management and Business Continuity Management, enables comprehensive risk coverage and coordinated response mechanisms. These systems work in tandem to enhance business resilience, strengthen preparedness and protect stakeholder value.

The Board exercises active oversight of the ERM framework through periodic reviews, ensuring continued alignment with our strategic priorities, regulatory expectations, and the evolving risk landscape.

Risk Governance Structure

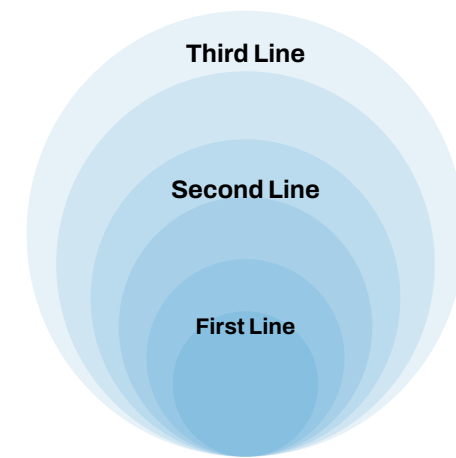
At Hindalco, our risk governance is underpinned by a resilient, strategically aligned framework with robust Board level supervision. This framework enables the organisation to anticipate, evaluate, and respond to risks with discipline and foresight, while ensuring alignment with long term strategic objectives and stakeholder expectations.

At the apex of the governance structure is the Board level Risk Management (RM) and ESG Committee, which is responsible for overseeing the Company's overall risk profile and ensuring that exposure remains within approved tolerance limits. The RM and ESG Committee is the highest governance body responsible for ensuring that the organisation's risk profile remains within acceptable exposure limits while aligning with strategic business objectives. Chaired by a member of the Board, the Committee meets quarterly and provides strategic direction and oversight across economic, environmental, and social risk dimensions.

The Committee ensures the formulation and implementation of risk related policies, frameworks, procedures, and governance mechanisms. Its oversight ensures that risk considerations are systematically embedded into strategic planning, capital allocation, and operational decision making across the organisation. Board-level oversight is further reinforced through continuous monitoring of long-term sustainability commitments, including net zero, zero waste to landfill, no net loss of biodiversity and water positivity.

Additionally, our senior management is accountable for translating the Board's risk governance directives into effective execution. This includes implementing risk management practices, integrating risks into business strategies, and ensuring alignment with organisational objectives. Continuous engagement between the Board and leadership supports the ongoing refinement of risk practices, strengthening mitigation effectiveness, business continuity, and stakeholder confidence.

Our risk governance framework is anchored in the *Three Lines of Defence Model*, ensuring clarity of roles, accountability, and assurance across the organisation:



Internal Audit and Assurance

- + Internal Audit provides independent assurance on the effectiveness of risk management, controls, and governance processes
- + Periodic external audits further validate the robustness of the risk governance framework

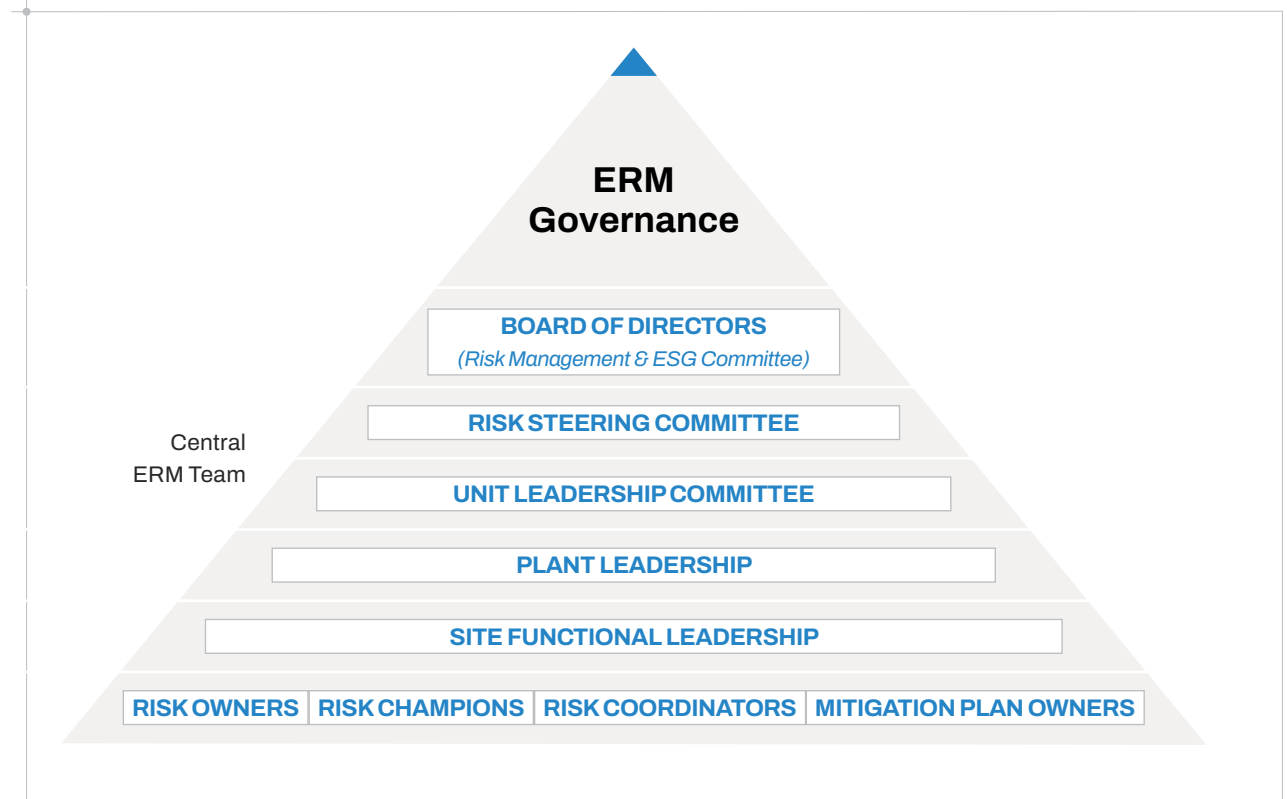
Enterprise Risk Management and Compliance

- + The Enterprise Risk Management (ERM) function develops enterprise-wide risk policies, frameworks, and guidelines to ensure consistency and rigour
- + Risk managers at plant and cluster levels promote risk awareness, strengthen governance practices, and support effective implementation of the ERM framework
- + Compliance teams monitor adherence to policies, regulatory requirements, and ethical standards

Business Unit and Operations

- + Business leaders and functional heads own and manage risks within their respective areas
- + Risk Champions and Risk Coordinators are embedded across key functions to support risk identification, assessment, and mitigation at the operational level.
- + Material risks and deviations are escalated through defined reporting and governance mechanisms

This structured approach fosters a culture of accountability and resilience, incorporating risk management in our daily operations to safeguard business continuity and strategic objectives. A detailed overview of the salient features is provided in the [Integrated Report FY 2023-24](#).



To strengthen preparedness for emerging uncertainties, the Emerging Risk Committee continues to play a forward looking role in identifying, assessing, and monitoring new and evolving risks. The Committee undertakes structured horizon scanning, trend analysis, and scenario planning, complemented by periodic engagement with industry experts, regulatory authorities, and external consultants to benchmark emerging risk themes. Climate related risks are evaluated through scenario analysis aligned with the recommendations of the Task Force on Climate related Financial Disclosures (TCFD), now incorporated under IFRS S2. Insights generated through these activities are systematically escalated to senior leadership and the RM & ESG Committee, enabling agile, informed, and strategic decision making.

Risk governance is further strengthened through a comprehensive and inclusive stakeholder engagement process. Key stakeholders across Strategy, Projects, Operations, ESG, Procurement and Business functions, along with select third party partners, actively contribute to risk identification and assessment through a balanced top down and bottom up approach. Key risks, interdependencies across business units, mitigation progress, and key risk indicators are reviewed quarterly through presentations to the Board and the RM & ESG Committee. This structured review process ensures timely identification of emerging risks and opportunities, enables course correction where required, and reinforces the integration of sustainability and ESG priorities into corporate decision making, supporting long term value creation and sustainable growth.

Risk Management Process

We follow a structured six step Enterprise Risk Management

process to ensure consistent and comprehensive risk management. Risks are systematically identified, assessed, and evaluated based on their potential impact and likelihood, with defined mitigation strategies and control mechanisms in place. These risks are monitored and reviewed at regular intervals to track changes in the risk profile and assess the effectiveness of mitigation actions. This is complemented by a robust due diligence framework that integrates regulatory compliance, ESG risk assessments, sustainability impact evaluations, and financial risk analytics to strengthen organisational resilience and maintain stakeholder trust.

At Hindalco, we recognise that the global business environment is evolving rapidly, marked by increasing complexity, uncertainty, and interconnectivity. This necessitates a proactive, integrated, and forward-looking approach to risk management. Our Enterprise Risk Management (ERM) framework is firmly embedded within our strategic planning and decision-making processes, enabling alignment with business objectives and early identification of potential value drivers and derailers. While our foundational ERM policy framework remains consistent, we have transitioned to a digital, tool-based platform that enhances real-time risk reporting, monitoring, and management visibility across the organisation.

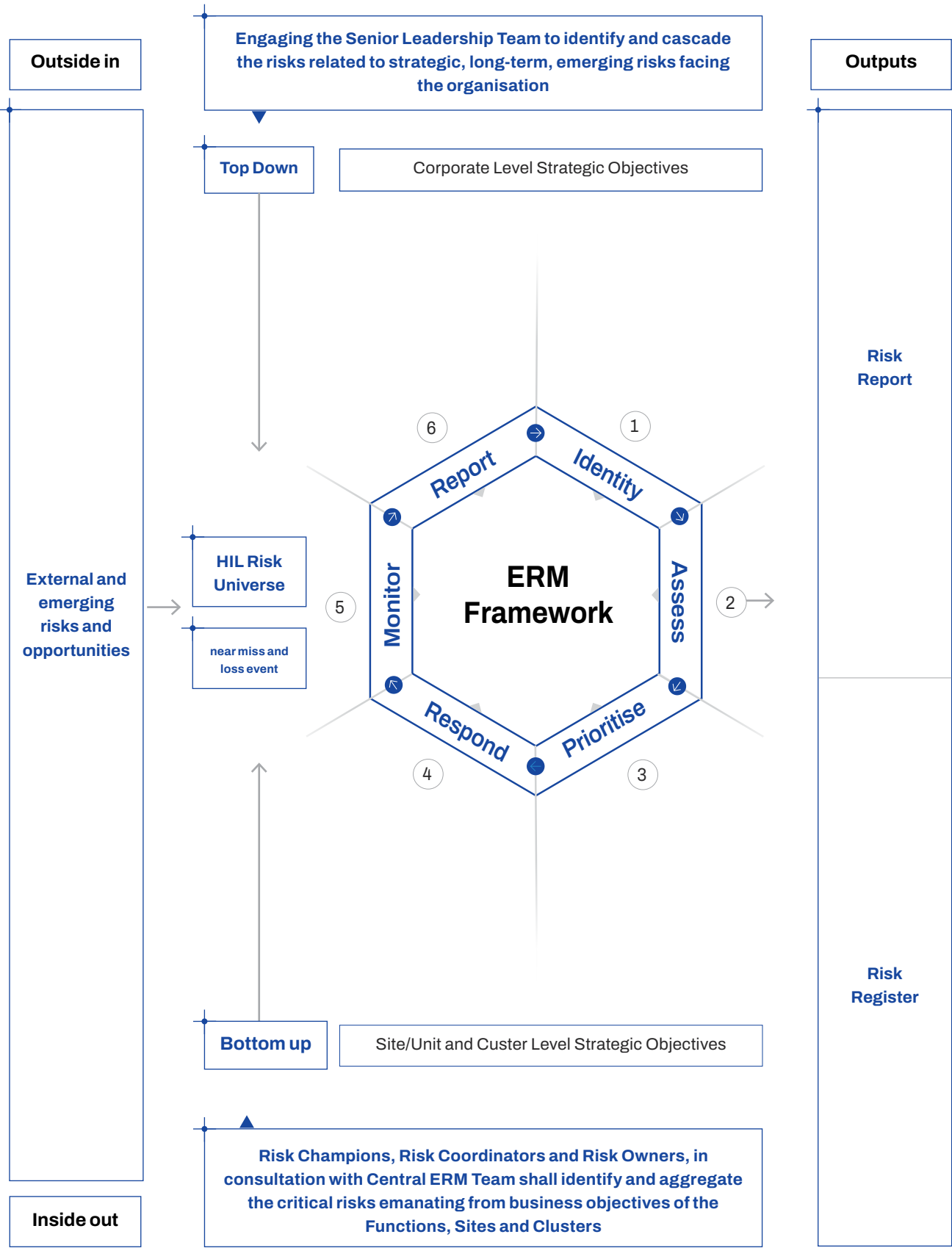
Aligned with ISO 31000:2018 and COSO 2017 principles, our ERM framework adopts a holistic approach to managing strategic, operational, financial, regulatory, and ESG risks. We assess both risks “to” and “of” our strategy, including those embedded within the product development lifecycle, to anticipate challenges that could affect the achievement of strategic goals. These objectives are cascaded across business units, with key performance indicators (KPIs) mapped to relevant risk indicators and

key risk indicators (KRIs), ensuring balanced oversight and accountability across the organisation.

We integrate sustainability related risks including climate change, water availability, regulatory compliance, and environmental and social impacts into our operational risk universe and address them across key functions such as Environment, Health and Safety (EHS), operations, strategy, and finance. These risks are prioritised in decision making to ensure that our activities do not adversely impact the environment or the communities in which we operate. Sustainability risks are managed through an integrated framework aligned with our ERM Policy, Sustainability Policy, and Environment Policy, ensuring consistency and coherence in risk management practices.

The identification and assessment of sustainability risks are supported through site level assessments, stakeholder engagement, materiality analysis, and alignment with globally recognised frameworks such as TCFD (now IFRS S2), the Global Reporting Initiative (GRI), and CDP. We evaluate risks based on their likelihood and potential impact on operations, the environment, reputation, and financial performance, with specific consideration given to alignment with our 2050 ESG targets and long term sustainability commitments.

Risk identification follows a dual approach: a bottom up process through which business units identify and escalate operational risks, and a top down assessment by senior leadership to evaluate strategic, macroeconomic, and emerging risks. These inputs are consolidated using a structured 6x6 risk matrix that integrates quantitative and qualitative criteria, ensuring a comprehensive and consistent risk profile across the enterprise. Key risks and exposures are reviewed quarterly at the Board level RM & ESG Committee.



Our risk evaluation is supported by a structured risk scoring methodology that incorporates historical incident data, industry benchmarking, environmental and regulatory trend analysis, stress testing, and scenario planning particularly in relation to climate and ESG risks. Based on these assessments, we design and implement mitigation strategies with clear ownership and accountability, ensuring a systematic and proactive approach to managing uncertainty.

Our Risk Appetite Framework is aligned with our strategic objectives, financial capacity, regulatory obligations, and stakeholder expectations. We maintain a low-risk appetite for safety, compliance, and ESG-related risks, supported by stringent governance and proactive controls. A moderate risk appetite is applied to strategic expansion and financial risks to balance growth with financial resilience, while a higher risk appetite is reserved for innovation and emerging technologies, enabling long-term competitiveness and transformation, guided by financial prudence including leverage considerations. We review risk exposure monthly and quarterly at business unit and corporate levels, with an annual reassessment of risk appetite by the Risk Management Committee.

Our risk management approach incorporates a holistic assessment of value creation across the six capitals using the 3C+2S framework: Cash, Cost, Customer, Safety & Sustainability, and Systems & Processes. Strategic planning and capital allocation decisions are informed by this framework to ensure balanced resource deployment and long term value creation. We also embed risk accountability within our performance management systems. Senior management incentives are linked to compliance with risk mitigation plans, achievement of KRIs, and safety

and environmental performance. [DR2.1]Risk considerations are integrated into quarterly and monthly business reviews, and outcomes related to safety and environmental compliance directly influence variable compensation, ensuring that risk management is integral to business performance evaluation.

Independent assurance framework further strengthens our risk governance. We conduct internal audits annually through our Manufacturing Centre of Excellence (MCoE) team to assess adherence to risk management frameworks and compliance standards, while periodic external audits by independent auditors evaluate effectiveness and regulatory compliance. Audit findings, including any non conformities, are reviewed by the Audit Committee and our Risk Management team to drive continuous improvement.

Cultivating a strong risk culture remains a key priority for us. Our Board and non executive directors receive regular risk education through annual sessions, quarterly briefings, and expert led workshops. [DR3.1] Organisation wide training programmes strengthen risk awareness among employees, risk champions, and coordinators. During the reporting period, we delivered over 7,155 hours of risk related training covering safety, environmental compliance, operational risk, cybersecurity, crisis management, and business continuity including sessions on Geo-politics, Macroeconomics, supply chain, the DPDP Act and Risk mindset. Scenario based simulations, mock drills, and specialised cyber resilience sessions further enhance preparedness. Most of the members of our central risk team i.e. Risk Managers, are certified under the BSI Certified Risk Professional (CRiSP) programme, reinforcing technical capability.

At Hindalco, our risk assessment approach is integrated across the product development lifecycle to address safety, environmental, financial, ESG, and regulatory considerations from conception through commercialisation. The ERM framework is embedded within strategic planning to enable early identification of risks and opportunities and support risk-informed decision-making. New product launches undergo structured evaluations covering market, supply chain, regulatory, and reputational risks, alongside monitoring of external and emerging risks aligned with 2050 ESG targets and potential financial impact. As a result, we are building a robust innovation pipeline aligned with growing demand for lightweight, localised, and premium downstream products, while strengthening resilience and long-term value creation.

Furthermore, the Board and the RM & ESG Committee oversee capital allocation decisions to ensure they are aligned with economic, environmental, and social (EES) considerations. Investments are assessed using robust financial analyses, including risk adjusted returns and stress testing, while remaining aligned with strategic priorities such as business expansion, M&A, and asset optimisation. Environmental and social factors are integrated through ESG due diligence, climate transition alignment, resource efficiency initiatives, community and workforce considerations, and responsible supply chain practices. This integrated EES approach is applied across major capital deployments, such as low carbon projects, ESG focused M&A, sustainability informed divestments, and targeted R&D supporting risk informed decision making, long term value creation, resilience, and stakeholder confidence.

Key Risks

During the reporting year, we have reprioritised our risks in response to the evolving risk landscape and based on updated evaluations of heat stress exposure and coverage. This reassessment ensures our focus remains aligned with changing business dynamics, enabling more effective allocation of resources toward high-impact areas and strengthening our overall risk mitigation and resilience.

Climate Change Risk

Significance and Impact

- + Extreme weather events and rising stakeholder expectations linked to climate change can disrupt operations. Extreme heat has reached record-breaking levels in various parts of India as suggested by heat stress report. Its widespread impacts on health, livelihoods, and the economy make climate change a high-priority risk requiring urgent and focused action.
- + Adapting to climate impacts may increase operating costs through infrastructure upgrades and emergency response measures, while non-compliance with evolving climate regulations may lead to fines and legal challenges.



Mitigation Actions

- + Identification and measurement of the impact on climate change by tracking and monitoring the GHG emissions from operations and the value chain.
- + Carrying out periodic climate risk assessments based on Intergovernmental Panel on Climate Change's (IPCC) global scenarios, i.e. Representative Concentration Pathways (RCPs), as per the Fifth Assessment Report (AR5).
- + Climate study for our 15 plants had been conducted, we have also started implementing climate adaptation solutions for Taloja plant post detailed study conducted in partnership with CEEW.
- + Enhancing our climate risk assessment processes to align with the requirements of IFRS S2; using the GeoSust tool to assess climate related risks for future projects under the SSP-2, SSP 4.5, SPP-6.5 and SSP 8.5 scenarios.
- + Implement early-warning systems for extreme weather tracking.
- + Heat action plan for all the sites, including job rotation, hydration, indoor cooling improvement.
- + Invest in resilient infrastructure and equipment to withstand extreme weather events.

Cyber Security Risk

Significance and Impact

- + Increased digitalisation and IT integration heighten exposure to cyber-attacks, system failures and data breaches, potentially impacting operational continuity and sensitive information.
- + The increasing use of digital tools and AI/GenAI has amplified cybersecurity risks, including privacy and data protection concerns, which may affect business operations and customer relationships. Also, non-compliance to strengthened regulations and stricter penalties for data breach and the DPDP act may lead to heavy fines and legal challenges.



Mitigation Actions

- + Cybersecurity practices guided by our IT policy
- + IT infrastructure certified with ISO 27001 Information Security Management System; periodic audits to strengthen the systems
- + Incident Reporting Form to report any actual or suspected information security breaches on the intranet portal.
- + Information security training programme (Cyber Suraksha Programme) for our employees about cybersecurity best practices and phishing awareness.
- + Carrying out different simulation exercises (phishing, smishing, etc.) on a regular basis.
- + Implementation of data privacy measures to ensure secure handling of sensitive and personal information in line with regulatory requirements.
- + Post hawk eye assessments to map digital personal data, the DPDPA implementation is being done with dedicated privacy champions nominated from each function.

Capitals: Natural Manufactured Intellectual Financial Human Social and Relationship

Risk Category: ESG Operational Strategic Risk Exposure: High Low Medium

Strategic Priorities: SP-1 Prudent Capital Structure SP-2 Scaling up Upstream though Doubling-down on Capacities

SP-3 Scaling up Downstream through Portfolio Enrichment (Non-LME linked) SP-4 Strong ESG Commitment, Culture and Digital

R3 Increased Focus on Decarbonisation



Significance and Impact

- + Global decarbonisation efforts may change material demand and supply patterns across industries, while policies such as carbon pricing and the EU Carbon Border Adjustment Mechanism (CBAM) may influence Hindalco's operating costs in future.



Mitigation Actions

- + 470 MW of installed renewable capacity as on 31 March 2026
- + Commissioned 187.5 MW solar and 92.4 MW wind projects at Bhuj (Gujarat) in FY 2025–26 for the Aditya smelter.
- + Executed a 200 MW RE RTC PPA for the Aditya Unit in October 2025, backed by 630 MW of wind solar capacity and 50 MW of pumped storage (6 hour duration), with commissioning planned in FY 2027–28.
- + RE RTC project for the Mahan smelter is under development, comprising 361 MW of combined wind and solar capacity supported by 60 MW pumped storage (6 hour duration).
- + Climate-supporting milestones such as completion of mangrove plantation by March 2026, covering 50 hectares with 1.25 lakh mangrove saplings, to enhance long-term carbon sequestration and climate resilience.

R4 Supply Chain Risk



Significance and Impact

- + Geopolitical tensions, freight volatility, port congestion, or supplier dependency can disrupt raw material supply and finished goods movement, affecting customer commitments and working capital.



Mitigation Actions

- + Identifying significant suppliers using risk- and criticality-based classification.
- + Strengthening the supply chain strategy through systematic screening, due diligence, and risk assessments.
- + Transforming the supply chain through digitisation, improved governance, and streamlined processes.
- + Deploying a dedicated team to identify and mitigate internal and external supply chain risks.
- + Mitigating exposure from high-risk sourcing regions through the Responsible Sourcing Policy and CAHRA methodology.
- + Enabling real-time geopolitical risk monitoring and countermeasures through close Supply Chain–ERM coordination.
- + Engaging with the Indian government to support policy reforms for competitive raw material sourcing.

R5 Price Volatility of Commodities (Aluminium, Copper)



Significance and Impact

- + Hindalco's performance is sensitive to global price movements of aluminium, copper, alumina, coal and caustic soda. Sharp fluctuations can affect revenues, EBITDA margins, inventory valuation and cash flows across upstream and downstream businesses.



Mitigation Actions

- + Deployed strategies such as hedging against price fluctuations and diversification of product portfolio.
- + Regular reviews and stress tests to optimise hedge levels.
- + Follow view-based hedging in the Aluminium business to insulate it from commodity price and currency fluctuations.
- + Follow price offset hedging in the Copper business to insulate it from commodity price and currency fluctuations.

R6 Changes in the Regulatory Requirements



Significance and Impact

- + Changes in mining regulations, environmental laws, taxation structures, trade duties or export-import policies across jurisdictions can affect project approvals, costs and business continuity.
- + The regulatory landscape around ESG is evolving rapidly. Carbon trading systems and the EU CBAM regulation can affect aluminium-related business and compliance requirements.



Mitigation Actions

- + Engaging with government agencies and industry bodies to adapt to the evolving regulatory environment.
- + Developing low carbon products and executing decarbonisation plans across all sites.
- + Aligning our disclosures in line with the EU's CBAM requirements.

R7 Stakeholders' Focus on ESG



Significance and Impact

- + Regulatory changes have elevated stakeholder focus on ESG, enhancing long-term value. Stakeholders are increasingly aware of the organisation's impact beyond direct associations.
- + Growing significance of ESG among stakeholders can influence operations, reputation, and capital access if expectations are not addressed.



Mitigation Actions

- + Fostering new opportunities and implementing ESG best practices such as emission reduction, responsible waste management, and resource conservation. Also, ensuring fair labour practices, contributing to communities, strengthening corporate governance and risk management.
- + Enhancing ESG reporting and transparency in line with the evolving reporting landscape.
- + Integrating sustainability parameters into our annual incentive payout scheme.

R8 Solid Waste Management



Significance and Impact

- + Improper solid waste management may contaminate surrounding areas and adversely affect neighbouring communities. We also highlights evolving waste regulations and constraints in land availability for waste storage, making efficient waste management essential for environmental protection and social safety.



Mitigation Actions

- + Establishment of unit-level Waste Management Task Forces (WaMTFs).
- + Implementation of a circularity-led waste strategy emphasising minimisation and resource recovery.
- + Adoption of the 5R+1S framework (Reduce, Redesign, Recover, Rehabilitate, Recycle, and Storage), partnerships with cement manufacturers for by-product utilisation.
- + Development of in-house waste value-creation processes, collaboration with research institutions and think tanks, and a long-term commitment to achieving zero waste to landfill by 2050.
- + Follow standard operating procedures (SOPs) to ensure safe handling and storage of waste.
- + Conduct periodic audits to uphold compliance and best practices.
- + Continuously engage with communities to address concerns and promote awareness.

R9 Increased Import of Aluminium



Significance and Impact

- + Rising imports of aluminium and scrap can create risks for market share, pricing power, and profitability.



Mitigation Actions

- + Expanding downstream facilities organically by improving product mix;
- + Commissioning can-recycling facility to utilise secondary aluminium
- + Shifting towards engineered solutions and value-added offerings.

R10 Depletion of Natural Reserves



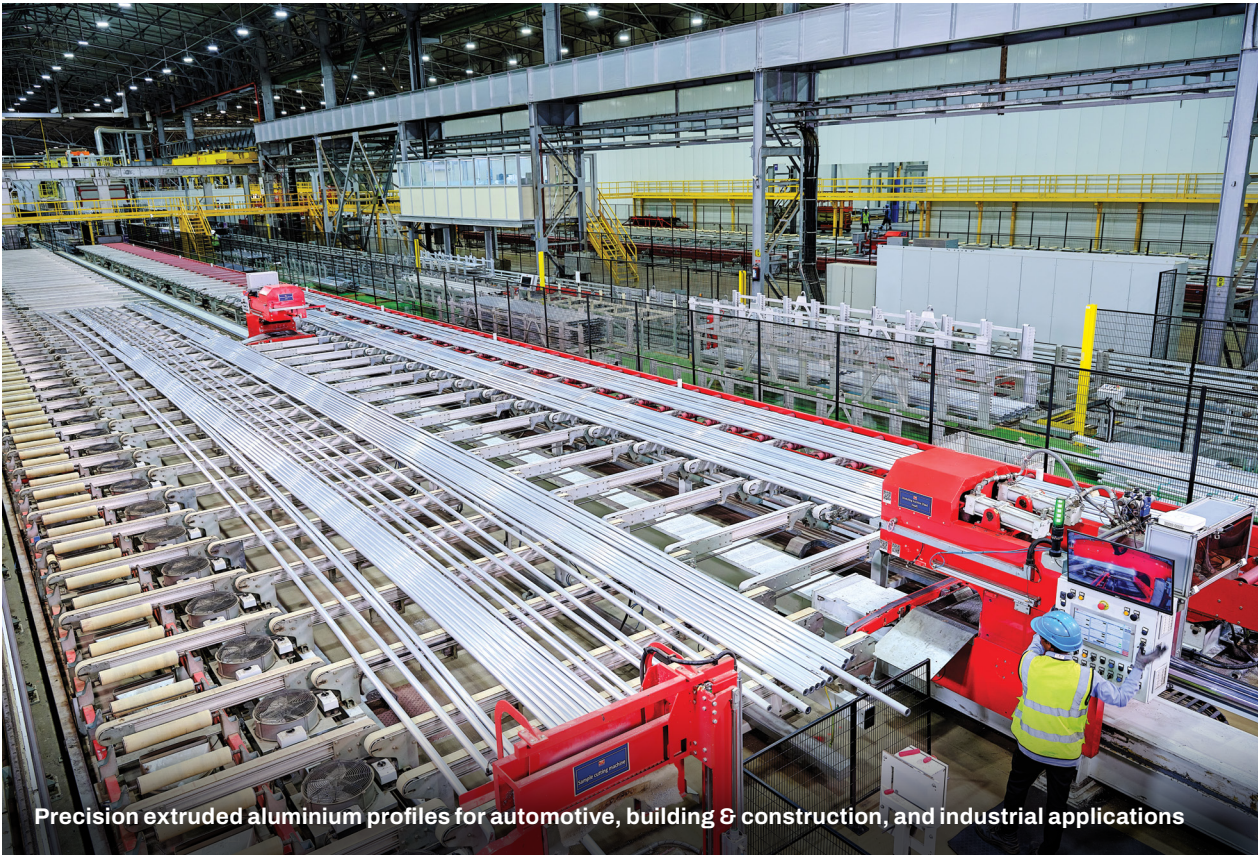
Significance and Impact

- + Rising consumption of natural resources is increasing material costs, while shortages of natural resources may adversely affect long-term business prospects.



Mitigation Actions

- + Adopting water-saving technologies and practices, recycling and reusing 21.78 million m³ of water. This included 19.86 million m³ recycled at our aluminium facilities, achieving a rate of 30.99%, and 1.92 million m³ recycled at our copper operations with a rate of 25.16%.
- + GCRS identified eight micro-catchments and recommended rainwater harvesting and reuse of collected water in plant processes.
- + Six ponds with a total capacity of 132,000 KL over 6.6 hectares proposed to support reuse and non-potable applications.
- + Adopted the Niti Aayog (3M+7R) principle for water management across all our plants.



Precision extruded aluminium profiles for automotive, building & construction, and industrial applications

Emerging Risks

Emerging risks can materially impact our business across operational, financial, and strategic dimensions. We take a structured and proactive approach to identify and evaluate potential threats including cybersecurity incidents, regulatory and policy shifts, technological change, and environmental factors. Through continuous monitoring and early intervention, we strengthen operational resilience while positioning the organisation to adapt quickly and capitalise on opportunities in an evolving market landscape.

1. Geoeconomic Fragmentation

Significance

- + Geopolitical fragmentation is emerging as a critical risk as geoeconomic tensions particularly around trade, tariffs, and control over strategic resources; intensify and increasingly shape global economic relations.
- + Major powers are leveraging economic instruments to restrict the flow of goods, capital, technology, and knowledge in order to strengthen domestic resilience, counter rivals, and consolidate spheres of influence. This trend has accelerated amid US–China strategic rivalry, sanctions linked to the Russia–Ukraine conflict, and energy disruptions from West Asia crises, driving fragmentation through supply-chain realignment, technological decoupling, and tighter economic blocs.
- + While policies such as import substitution, export controls, and localisation aim to reduce dependencies, they also introduce inefficiencies, raise costs, and distort markets. For businesses, especially in manufacturing and metals, this evolving landscape creates multi-dimensional risks, including higher procurement costs, reduced supply-chain flexibility, and vulnerability to sudden policy or export restrictions due to concentrated resource geographies. At the same time, rising trade barriers, regulatory divergence, and financial volatility are constraining market access and complicating investment decisions, reinforcing geopolitical confrontation as a sustained and systemic risk to global growth.

Mitigation Actions

- + Expanding renewable energy use and improving efficiency to advance low-carbon operations
- + Diversifying energy sources and strengthening supply arrangements to manage fuel risks
- + Enhancing efficiency and reducing fuel intensity to support resilience and cost optimisation
- + Maintaining flexible, diversified logistics through multiple partners, routes, and proactive monitoring
- + Strengthening contingency planning, contract adaptability, and fleet coordination to manage disruptions

2. Adverse Outcomes of AI technologies

Significance

- + The rapid proliferation of AI technologies is likely to bring numerous benefits but poses significant risks to individuals and businesses. As AI becomes more widespread and advanced, it may lead to unforeseen or deliberate negative consequences that could have far-reaching impacts.
- + Inaccurate and poor-quality data inputs to train AI models can significantly impact our business performance and lead to negative outcomes.
- + AI systems are vulnerable to cyberattacks, which could compromise our sensitive information, disrupt supply and operations, and can even have severe consequences for data security.

Mitigation Actions

- + Given the growing significance and utilisation of AI across our operations, we are incorporating AI-related considerations into key policies, such as human rights, cybersecurity, and IT governance etc. A policy on the Secure Usage of Generative AI Technology has been developed to ensure the secure and responsible use of AI tools, with defined safeguards to protect sensitive information, prevent data leakage and manage associated cybersecurity risks.
- + We leverage Large Language Models (LLMs) to benchmark our ESG performance against industry peers. This enables us to identify best practices across various Key Performance Indicators (KPIs), such as water conservation, waste circularity, occupational health and safety, risk management etc.

Key Opportunities

Our commitment to innovation and sustainability underpins our continuous pursuit of advanced applications and technologies that enhance both the performance and environmental footprint of our products. By embedding cutting-edge research and advanced manufacturing practices across our operations, we respond to the

evolving needs of our customers while supporting the transition to a greener and more resilient economy.

In the face of global challenges such as climate change, supply chain volatility, and resource scarcity, aluminium and copper have emerged as critical enablers of decarbonisation and the circular

economy. At Hindalco, we have strategically evolved from a pure metals manufacturer into a comprehensive engineering solutions provider. This transformation enables us to deliver higher-value offerings, capture emerging opportunities, and play a meaningful role in shaping a sustainable future.

1. Rising Demand for Aluminium and Copper Products

Significance

- + There is growing market demand and a shift in consumer preferences for aluminium products with low carbon footprint and recycled content.
- + By 2033, aluminium demand is expected to double in India from 4.5 to 9 million MT and copper consumption is set to increase from 1 to 2 million MT.
- + The increase in demand will open opportunities in sectors such as automotive and transport, urban infrastructure, pharma, renewables, and air conditioning etc.
- + Potential revenue growth is expected from sales of sustainable aluminium products.
- + There are opportunities to expand market share and enter new market segments.
- + An increase in demand from OEM manufacturers for lightweight materials, with rapid expansion of the electric mobility space, is creating significant growth opportunities.

Resource Allocation

- + Focusing on technological innovations to develop newer products and solutions.
- + Invest in research and development to innovate sustainable aluminium alloys and manufacturing processes.
- + Enhance marketing and brand campaigning to promote eco-friendly products.
- + Expanding India's aluminium downstream business, targeting a 4x increase in downstream EBITDA by FY 2029-30 vs FY 2023-24.
- + Creating shareholder value through organic expansion of aluminium and copper upstream capacities.
- + Driving cost optimisation through resource securitisation and captive assets.
- + Commissioning key upstream projects: Chakla – H1 FY 2026-27, Bandha – FY 2026-27, Meenakshi – FY 2028-29, Aditya Alumina Refinery FY 2027-28, Aditya Aluminium Smelter Ph 1 (181KT) FY 2027-28, Aditya Aluminium Smelter Ph 2 (193 KT) FY 2028-29, and Copper smelter (300 KT) – FY 2028-29.
- + Advancing from a metal producer to an engineering solutions provider.
- + Enriching the product mix with a higher share of high-end, value-added products.
- + Focusing on high-margin end-use segments including automotive and EVs, packaging, electricals, renewables, and industrial applications.
- + Scaling a brand-led downstream portfolio (Eternia, Freshwrapp, PrizTec, EcoEdge).
- + Scaling downstream manufacturing capacity across FRP (Aditya), battery enclosures (Chakan), copper inner-grooved tubes (Vadodara), AC fins (Taloja), and Aditya Battery Foil.



Belagavi Specialty Alumina Plant uses ball mills to finely grind bauxite and hydrates

2. Development of Low-carbon Products

Significance

- + With rising carbon prices and increasing commitments to decarbonisation, the industry will see a growing appetite for low-carbon products.
- + Low-carbon products will be a differentiator compared with other products.
- + Investments in renewable energy, inert anodes, hydrogen, and biofuels will be significant.

Resource Allocation

- + Expanding our renewable energy portfolio and investing in research and development for and low-carbon products and solutions.
- + Included products manufactured from recycled aluminium in our Novelis portfolio.
- + Commissioned 50 MW of Aditya RE RTC, with capacity ramp up underway to 100 MW.
- + Progressing Mahan RE RTC (100 MW) and Aditya RE RTC (200 MW) projects, currently under implementation.

3. Recycling and Circular Economy

Significance

- + Aluminium and copper, with their high recycling properties, may prove to be building blocks for the circular economy.
- + With the projected increase in consumption, the volume of post-consumer aluminium and copper is also set to rise.
- + Using recycled metals will help meet consumer demand while reducing the consumption of virgin metals.

Resource Allocation

- + Expanding circular economy capabilities through Copper and e-waste recycling (50 KT) by FY 2026-27.
- + Developing modified alloys with higher recycled content for aluminium rolled products, including composite panels, roofing sheets, fan blades, and household foil, along with evaluation of the extrudability of recycled billets versus primary billets.

4. Emerging Applications for Specialty Alumina

Significance

- + Due to evolving industry requirements, there is an increased demand for developing high-end sophisticated products in existing markets such as refractories, ceramics and flame retardants, and emerging markets such as Li-ion batteries and semiconductors.

Resource Allocation

- + Commissioned the specialty alumina precipitated hydrate facility in the reporting year.