Engaging, Equipping and Empowering Our Partners

Social and Relationship Capital

KEY HIGHLIGHTS

Lives Touched	+2.1 Mn
Total Community Spend	₹226.16 crore
Tier-1 Suppliers	26,881
Procurement Spend	₹129,129 crore
Novelis Customer Satisfaction Score	89

LINKAGES

Capital Linkages

- *Financial Capital*
- *Human Capital*
- *Manufactured Capital*

Strategic Priorities

- ***SP-2*** *Scaling up Upstream though Doubling-down on Capacities*
- ***SP-4*** *Strong ESG Commitment, Culture and Digital*

Material Topics

- M4 *Economic Performance & Market Growth*
- M7 *Community Development & Relations*
- M9 *Supply Chain Management*
- M15 *ESG Transparency & Disclosures*

Key Risks and Opportunities Addressed

- R2 *Cybersecurity and data protection risks*
- R4 *Supply chain risks*
- R5 *Price volatility of commodities (aluminium, copper)*
- R6 *Changes in the regulatory requirements*
- R7 *Stakeholders' focus on ESG*
- R9 *Increased import of aluminium*
- O1 *Rising demand for aluminium and copper products*
- O4 *Emerging applications for speciality alumina*

Contribution to SDGs

1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 15

At Hindalco, our philosophies, activities and ambitions transcend our organisational boundaries. We place deep trust in inclusive growth, for which we partner with the communities around us; with particular emphasis on preserving and conserving the ecosystem of indigenous communities. Powered by an established track record, we enhance the trust placed on us by continuing to demonstrate our capabilities in building a cohesive environment around us.

Our sustainability values involve the advancement of people in and around our sites. Each and every site we operate, has targeted interventions around health, education, skill building and natural conservation – along with integrated projects such as model village developments.

We productively engage with our customers to aid co-creation of new products and attune our efforts to their needs. We uphold the trust they place in us, with structured communication; and extensive efforts towards grievance resolution. We also ensure our own suppliers, vendors and logistics partners are in line with our quality standards and complicated sustainability requirements; for which we conduct training and other outreach activities.

Our aim is to weave together the myriad constituents of an enormous ecosystem; as we move towards a sustainable and responsible world.

Focus Areas

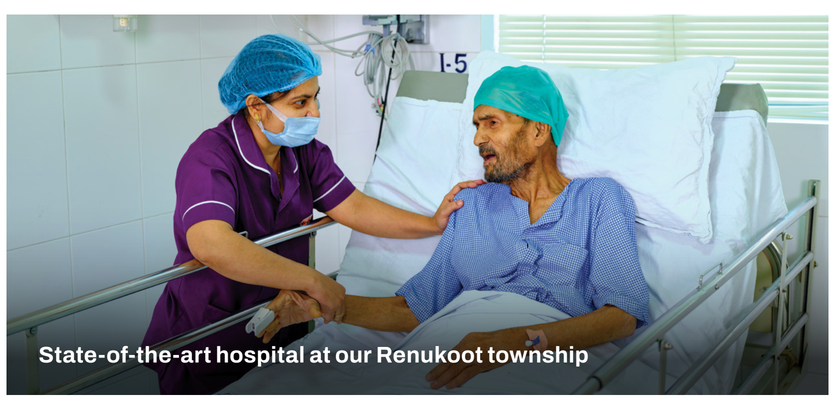
- Strengthening ties with communities
- Fostering Customer Relationships
- Responsible Supply Chain

Enriching Communities, Fostering Progress

We commit to the welfare of all the communities in and around our operational sites. Our CSR approach aims to go beyond regulatory requirements, as we take our role in community development seriously. We also take a collaborative approach to community upliftment, as we see ourselves as facilitators of social change with extensive inputs from the beneficiaries.

Our interventions in education, health, livelihoods and infrastructure aim to improve the quality of life of the communities. We take strides towards inclusive development by identifying key risks, addressing critical needs, and empowering individuals to build a more equitable and resilient society.

Our social vision is anchored by strong policies and guiding principles, creating shared value for all stakeholders.


State-of-the-art hospital at our Renukoot township

CSR Policy

Our CSR policy acts as a guiding anchor to our initiatives, as we actively contribute to the socioeconomic development of the communities in which we operate, and beyond. The policy outlines the approach we follow to design, implement, and evaluate our programmes while adhering to regulatory expectations as well as our values. The policy ensures that our CSR initiatives are aligned with the provisions outlined in the Companies Act, 2013, and the Companies (Corporate Social Responsibility Policy) Rules, 2014.

The policy helps us implement our CSR strategy, which focuses on catering to the real needs of local communities. To identify the needs, we conduct field visits and baseline surveys by external agencies. We also undertake consultations with villagers, panchayat members, self-help groups (SHGs), village-level institutions, NGOs, community-based organisations (CBOs), government officials, and the media. We seek partnerships with other industries and stakeholders, to amplify the impact of our programmes.

CSR Governance

Our commitment to CSR is integral to our values, and is reflected in our CSR governance framework. The framework comprises a structured three-tier system with the Board of Directors at the top providing oversight, ensuring strategic alignment with our corporate vision. Our Corporate Social Responsibility Committee, chaired by Mrs Rajashree Birla, drives key initiatives and decisions. At the execution level, an internal CSR committee, comprising the CFO, CHRO, and CSR Head; focuses on implementation and operational alignment.

Governance Framework

Internal CSR Governance Structure

Chief Human Resources Officer → Corporate CSR Head → Cluster CSR Head (→ Cluster HR Head) → Unit-level CSR Head (→ Unit HR Head) → Unit-level CSR Team


Skill traning center at near our Renukoot plant

Community Consultation and Engagement Process

One of the initial activities of our CSR programmes is the identification of beneficiaries including marginalised communities and affected communities at new plants and mines. A foundation for effective consultation and collaboration is laid down in consultation with the communities and stakeholders. Our community consultation and engagement process is applied across all our locations; and helps understanding their perspectives.

Our structured stakeholder engagement plans are implemented to ensure that the interactions are effective and impactful. We recognise that vulnerable and marginalised stakeholder groups may face systemic barriers that limit their ability to participate equitably in economic and social activities. We provide communities with relevant information; and encourage them to share their views on operational and project risks, cultural heritage preservation, and environmental and social impacts, including proposed mitigation measures. These inputs ensure our operational and project-related decisions are aligned with community needs and aspirations.

Some of our formal and informal mechanisms include community consultations and dialogue meetings, grievance redressal platforms, collaboration with NGOs, local authorities, and community-based organisations, surveys, focus group discussions, and field visits. We bring transparency through reporting mechanisms that ensure our stakeholders are informed. All our locations have respective consultation committees, including occupational health and safety committees. Grievance mechanisms are implemented across sites to address concerns promptly and transparently, reinforcing trust.

Stakeholder Consultation

- Determine the primary stakeholders relevant to specific CSR projects, such as members of local committees, government representatives, and non-government organisations
- Encourage open dialogue to collect feedback, address concerns, and understand stakeholder expectations related to the project
- Record the observations and perspectives shared during these discussions for future reference

Needs-Assessment

- Execute a needs assessment
- Interact directly with community members to understand and identify their specific requirements
- Evaluate the findings to prioritise the identified needs and guide the planning of the project effectively

Resource Allocation and Detailed Planning

- Allocate resources, including funding and personnel, based on the identified and prioritised needs
- Create an Annual Action Plan detailing specific activities, timelines, and designated responsibilities
- Integrate insights from stakeholders and impacted communities to guide operational decisions and project execution

Stakeholder Engagement and Project Implementation

- Incorporate the views of stakeholders, including the affected communities on operational and project risks, cultural heritage preservation, environmental and social impacts, mitigation measures and project decision-making
- Execute the project in partnership with stakeholders, ensuring adherence to the planned activities and timelines
- Foster open communication to keep stakeholders, including affected communities, updated on the project's progress, challenges, and achievements
- Resolve issues or concerns in a timely manner and with transparency, incorporating stakeholder suggestions for effective interventions

Project Monitoring and Impact Assessment

- Continuously monitor project activities to ensure alignment with objectives and expected outcomes
- Track the progress of activities, including the utilisation of resources, quality of work and timelines
- Assess short-term and long-term viability of the project
- Conduct periodic impact assessments to measure the effects of CSR initiatives on community welbeing
- Apply insights from monitoring and evaluation processes to make strategic adjustments and enhance project performance
- Share assessment outcomes and results with key stakeholders, including affected communities, to uphold transparency and foster accountability

At Hindalco India, we conduct community consultations across all current production assets. We have 19 plants and 24 mines. Of our 12 development programmes, one is actively undergoing community consultations. Additionally, at Novelis, community consultation takes place across all 29 of our sites. All major Novelis operational sites have formalised community engagement processes customised to the needs and expectations of local stakeholders. At Novelis, we hold ourselves to high internal standards for community engagement, further supported by a comprehensive Environment, Health, and Safety (EHS) programme across operations.

Community Relations and Grievances

With our grievance resolution system, we strive to fulfil our commitment to transparency, trust, and ongoing collaboration with the communities surrounding our operations. We continuously interact with our community members through structured need assessments, community meetings, satisfaction surveys, training programmes, and workshops. This meticulous approach helps us ensure local voices remain central to our developmental beliefs.

We place deliberate emphasis on ensuring that marginalised and vulnerable groups — particularly women, low income households, and excluded communities — have accessible avenues to voice concerns, especially those relating to environment or employment.

At our Novelis sites, we deliver accessible and culturally sensitive channels to hear and address community concerns, ensuring alignment with local regulations and customs. All emerging issues are actively monitored, and we empower local leadership to act quickly on concerns brought forth by community stakeholders.

Our GRM gives community members a Structured, Accessible, Accountable, and Transparent (SAAT) way to raise concerns about our operations and ensures we resolve them quickly, fairly, and without retaliation. This protects people, builds trust, and reduces risk. GRM covers any concern, complaint, or claim about actual or perceived negative impacts from our operations or contractors on quality of life, livelihood, environment, or social wellbeing.

To reinforce transparency, we disseminate our progress and performance regularly via CSR reports, newsletters, magazines, mass media publications, and social audits.

Each unit has a dedicated CSR team responsible for receiving and addressing complaints through a structured system, whether shared through field visits, phone calls, WhatsApp, SMS, written letters or forms, or drop-boxes in accessible locations and through third-party submissions (panchayat/NGOs).

We have a dedicated Grievance Cell supported by an Apex Committee that manages the entire resolution process. Grievances can be submitted to us in person, either at the Grievance Cell on specific days or directly to the Lead-CSR. All the complaints are thoroughly reviewed by the Cell. It also ensures thorough investigations, approval of responses, and appropriate feedback. The Cell comprises members from HR, CSR, Environment, Legal, Security, Admin, PR, and other departments as required. All cases are systematically recorded with essential details in a register capturing the complainant's details, submission date, issue, and current status. On the other hand, the Apex Committee, comprising the Unit Head and functional heads from HR, EHS, and Legal, evaluates key matters quarterly, ensuring consistent oversight and governance.

The CSR Lead/Nodal Officer serves as the first point of contact for all grievances and is responsible for registering cases, issuing a Unique Reference Number (URN), coordinating with relevant teams, tracking progress, maintaining records, and keeping the complainant informed throughout the process. The concerned department investigates the matter, engages with relevant stakeholders, and recommends corrective or preventive actions with defined timelines, while the Legal team reviews responses involving compliance or liability considerations. At the unit level, a multi-disciplinary Grievance Cell, chaired by the Unit HR Head with CSR acting as Secretariat, meets monthly to review cases, approve actions, ensure timely closure, and monitor trends. Complex or escalated cases are referred to the Apex Grievance Redressal Committee, chaired by the Unit Head, which meets quarterly to provide senior oversight, address systemic issues, and guide policy improvements. Following approvals, the CSR team communicates the outcome to the aggrieved person. However, closure is confirmed based on the complainant's agreement, verified implementation of actions, or the absence of a response within 15 working days, with clear escalation options communicated in case the grievance remains unresolved. During the reporting period, a total of 209 community grievances were recorded from local communities across Hindalco's India operations. Of these, 203 complaints related to Hindalco Standalone operations, out of which 160 were resolved during the financial year and 43 remain pending, while 6 complaints were received from Hindalco subsidiaries, all of which were fully resolved during the year.

Community Risk Management

We prioritise safeguarding local communities by minimising adverse operational impacts; with our robust Enterprise Risk Assessment Process, Risk Champions and Risk Assessors. A risk matrix determines the risk of each function/department, including environmental, health, and social risk to the community.

We take a systematic approach to identifying and mitigating risks. Each location is assessed for site-specific risks through a structured risk matrix. Action plans are developed for 'red' and 'amber' risks, while 'green' risks are regularly monitored.

The identified key community risks around our operations are air and noise pollution, damaged roads, limited access to healthcare and drinking water, poor education infrastructure, low student teacher ratios, and insufficient local livelihood opportunities. These risks are thoroughly monitored through the Enterprise Risk Management Tool (CURA), which maintains a tracker containing information such as start dates, action plans, and completion dates. Both unit level and corporate level teams conduct quarterly reviews, overseen locally by the Unit Head and centrally by the Corporate Risk Manager and the Managing Director, ensuring accountability and timely response.

Mining activities lead to significant health and safety implications for communities living nearby if not managed reliably. Emissions of dust and pollutants can affect air quality, leading to respiratory and cardiovascular illnesses, while the contamination of surface and groundwater from heavy metals or acid mine drainage poses risks to drinking water and aquatic ecosystems. Noise from blasting and heavy machinery, along with occupational exposures, can further impact physical and mental wellbeing. Additional safety risks include accidents, structural damage from vibrations, chemical spills, and potential tailings dam failures.

These impacts are mitigated through robust environmental monitoring, strong engineering and safety controls, regulatory compliance, community health programmes, and sustained engagement with local communities while addressing concerns and improving resilience.

Community capacity-building is integral to our risk mitigation efforts, which we deliver by:

+ Disseminating awareness and collaborating with NGOs to deliver training programmes, promoting transparency through public reporting, and maintaining open channels for dialogue.
+ Ensure our business partners meet internal standards, including conducting Social Impact Assessments (SIAs), stakeholder consultations, and participatory planning.
+ Investments in essential public services spanning education, healthcare, local infrastructure, and enterprise development create direct and measurable benefits for local communities.
+ Business partners also undergo training on stakeholder engagement and encouraged to contribute to community projects and report on their impact.
+ Our entire risk framework aligns with IFC Performance Standards, reinforcing sustainable development and strengthening Hindalco's positioning as a responsible and trusted organisation.

Novelis identifies key community-related risks as the availability of skilled local talent and environmental threats such as natural disasters that could impact operations. These risks are addressed through targeted investments in local talent development, supported by charitable funding and NGO partnerships, alongside companywide efforts to strengthen environmental risk monitoring and business continuity planning. Guided by a global charitable strategy, Novelis focuses on STEM education, recycling initiatives, and community engagement across all major sites; tailoring programmes to local needs while advancing consistent sustainability priorities.

Indigenous Community Relationship

We place strong emphasis on safeguarding and supporting indigenous communities living around our operational areas. Our approach is anchored by a dedicated Rehabilitation, Resettlement, and Indigenous Peoples Policy, in consonance with our commitment to responsible development and ethical business conduct.

We abide by the principle of Free, Prior, and Informed Consent (FPIC) along with UN best practices, to ensure transparency. We ensure that engagement with these communities results in good faith negotiation, informed consultation, and equal participation. Through open consultations and equitable participation, we strive to safeguard cultural heritage, traditional knowledge, and community rights while preventing any form of involuntary displacement.

Identification of Indigenous People

We follow a structured, multi-layered due diligence framework to identify Indigenous Peoples (IPs), particularly Scheduled Tribes (STs), who may be affected by our mining, refining, and associated infrastructure projects. We conduct baseline studies of all project activities to understand the local context which informs the development of tailored, culturally-sensitive engagement plans. Displacement eligibility and entitlements are disclosed in the planning phase, and fair compensation for land acquisition is determined through our assessment.

Indian Statutes: The first level of identification is grounded in the Indian statutes, such as the Scheduled Tribes classification under the Constitution of India, the PESA Act of 1996 (Panchayats Extension to Scheduled Areas), the Forest Rights Act of 2006 (FRA), and the existing Land Acquisition and Rehabilitation laws. This approach ensures baseline recognition of indigenous status before any project planning. We also undertake Social Impact Assessments (SIA) and Environmental and Social Impact Assessment (ESIA) studies, with specific tribal-focused diagnostics which become part of baseline socio-economic and cultural assessment. As part of these assessments, demographic profiling is conducted, identifying tribe-wise population.

Participatory Ground-Level Engagement is another approach taken for identification, where we rely on community-led identification mechanisms like formal and informal engagement with traditional tribal leaders, village elders, forest committees, Self-Help Groups (SHGs), and community-based organisations. We conduct periodic household surveys and needs assessments. Continuous stakeholder mapping and dynamic updating is enabled with the help of CSR field teams, local NGOs, implementation partners, and Government interface platforms.

We demonstrate our commitment to respecting Indigenous Peoples' cultural heritage through strong policy backing and legal compliance, systematic identification and mapping of cultural assets during ESIA. This is done via active preservation and promotion of tribal culture with the help of unit-level newsletters and annual reports under Project Sanskriti.

Engagement with Indigenous People

Outcome-Oriented Engagement

We adopt a rights-based, participatory, and culturally sensitive engagement framework for indigenous people across our mining and refining operations, with a strong emphasis on community consultation, inclusivity, and gender equity. Our structured community engagement framework is institutionalised through a multi-tiered stakeholder engagement system comprising Gram Sabha-centric consultations, village-level meetings, focus group discussions (FGDs), and participatory rural appraisals (PRAs). We also have dedicated CSR and community relations teams deployed at each site. These early-stage engagements at the outset of project planning, expansion, and closure help in building a continuous dialogue across the project life cycle.

We ensure that engagement is not merely symbolic but outcome-oriented, through culturally appropriate participatory methods and open communication. To achieve it, we

+ Disseminate information in vernacular languages using both visual and oral communication tools.
+ Foster engagement through traditional tribal leadership structures, respecting customary norms. Establish feedback loops, ensuring community concerns are tracked and addressed in a timely manner.
+ Conduct segmented consultations ensure equitable representation, particularly of marginalised sub-groups such as women-headed households, landless and forest-dependent families, and Marginalised groups.
+ Adopt a gender-intentional strategy to recognise gender disparities in tribal contexts.
+ Ensure safe participation spaces by conducting women-only consultations and SHG meetings.

Development Programmes for Indigenous People

We implement integrated, long term community development programmes in tribal (Indigenous Peoples) geographies across our mining and refinery operations. The focus is on sustainable livelihoods, human development, and social infrastructure. Beyond philanthropy, the approach follows a cluster based, impact oriented model in tribal districts of Odisha, Jharkhand, Chhattisgarh, and Maharashtra.

Livelihood enhancement and economic empowerment is a core pillar, covering the promotion of climate resilient agriculture, support for horticulture and orchard development. It includes livestock based interventions such as goatery, backyard poultry, and dairy. Forest based livelihoods through non timber forest produce (NTFP) includes value chain development for mahua, tamarind, lac, and sal leaves. The interventions include training in scientific harvesting, processing and aggregation, and market linkages through Farmer Producer Organisations (FPOs) and Self Help Groups (SHGs).

Skill training centres are established in mining belts, with focus on facilitating a shift from subsistence activities to income generating livelihoods; and reducing dependence on forests and seasonal migration.

Women's empowerment and gender inclusion are addressed through the formation and strengthening of SHGs. It also includes financial inclusion initiatives such as bank linkages and access to micro credit; promotion of women led enterprises in food processing, tailoring, and handicrafts; leadership and digital literacy training. The aim is to enhance decision making power, income control, and social status of tribal women.

Health and nutrition interventions include improving primary healthcare access through mobile health units in remote tribal areas, health camps, screening programmes, and strengthening of local health infrastructure. Maternal and child health support is provided through institutional delivery assistance and nutrition programmes for pregnant women and children aged 0–6 years. Preventive healthcare initiatives focus on awareness of malaria, tuberculosis, sanitation, hygiene, and safe drinking water, contributing to reduced malnutrition, disease burden, and health access gaps.

Education and skill ecosystems are strengthened through support to government schools by improving infrastructure such as classrooms, toilets, and digital labs, providing scholarships to tribal students, establishing residential and bridge schools for dropouts, deploying digital education and e learning platforms. They maintain a special focus on girl child education and first generation learners.

Infrastructure and basic services interventions include the development of rural roads and connectivity, installation of drinking water systems such as handpumps and Pipe Jal Yojana, provision of solar lighting in off grid villages. They also create or support community assets, including Anganwadi centres and Panchayat Bhavan.

Natural resource management and environmental stewardship initiatives encompass watershed development, rainwater harvesting, afforestation and mine reclamation through the conversion of mined out areas into green belts and biodiversity parks. They promote sustainable land use practices to protect forest dependent livelihoods and restore ecological balance critical to indigenous life systems. They help preserve tribal culture and identity through support of art, crafts, and cultural festivals, documentation and promotion of traditional knowledge systems; and integrate local practices into development planning. They strengthen community institutions and governance through capacity building of Gram Sabhas and Village Development Committees, participatory planning and social audits, and convergence with government schemes such as National Rural Livelihood Mission (NRLM) and Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA).

These holistic, inclusive, and sustainability driven interventions enable livelihood diversification and income enhancement, women empowerment and financial inclusion, improved access to health, education, infrastructure and environmental conservation. They are aligned with tribal dependence on natural resources, and stronger local governance and institutions. They ensure long term socio economic upliftment of indigenous peoples while creating shared value alongside our mining and refinery operations.

Whenever possible, we avoid land acquisition that could lead to physical or economic displacement. If unavoidable, we prepare detailed Resettlement Action Plans and Livelihood Restoration Plans for those economically displaced. They are consistent which are consistent with national laws and international human rights norms, disclosing eligibility, entitlements, and adequate compensation. For every case of resettlement or relocation, independent evaluations and audits are carried out to identify risks, prevent adverse outcomes, and ensure full respect for the traditions, livelihoods, and perspectives of indigenous communities.

Post-mining responsibilities: We respond to community requests related to land reclamation, employment opportunities, and CSR initiatives. These efforts include the development of ponds, plantation of saplings, provision of drinking water facilities, health camps, and support for education, agriculture, livelihoods, sports, arts, and broader rural development. We also prepare mine closure and rehabilitation plans for our mines, which are approved by the relevant authorities. The implementation of rehabilitation measures is periodically reviewed through internal assessments and audits.

We are committed to preventing forced displacement and respecting their rights to maintain and protect their cultural heritage – including archaeological sites, artefacts, ceremonies, and artistic traditions from any adverse impacts of our activities.

Grievance redressal is facilitated through multiple channels, enabling community members to directly report concerns to the RDO or the Mines Manager. Depending on the nature of the grievance, resolution may involve mediation, negotiation, corrective measures, or compensation. All grievances raised by Indigenous Peoples are reviewed by the District Administration to ensure they are formally recorded, duly investigated, and resolved in a timely manner. The grievance mechanism is transparent and accessible, allowing community members to raise concerns without hesitation, with a specific emphasis on the prompt and fair resolution of grievances related to physical and economic displacement.

Rehabilitation and Resettlement

As part of the Resettlement and Rehabilitation (R&R) process for Project Affected Families (PAFs) and Project Displaced Families (PDFs), a comprehensive R&R Scheme has been approved in line with the state-level R&R Policy. The scheme has been designed to safeguard the interests of affected stakeholders and ensure a fair and transparent transition. It provides for clearly defined compensation rates for land, along with unambiguous definitions of landowners, PAFs, and PDFs. Approved valuation rates for various assets acquired during land acquisition have been incorporated, ensuring equitable compensation. Additionally, the scheme includes provisions for the development of essential infrastructure and amenities in the R&R colony to support dignified living conditions. Community development initiatives under CSR form an integral part of the approach.

Payment to Project Affected Families (PAFs) – FY 2025 26

Sr No.	Name of Project for which R&R is ongoing	State	District	No. of Project Affected Families (PAFs)	% of PAFs covered by R&R	Amounts paid to PAFs in the FY 2025-26 (In ₹)
1	Meenakshi Mines	Odisha	Sundergarh	356	Nil*	**Nil***
2	Bandha Mines	Madhya Pradesh	Singrauli	1,281	100%	**72.32 crore**
3	Chakla Mine	Jharkhand	Latehar	1,472	29%	**99.50 crore**
4	Aditya Refinery	Odisha	Rayagada	278	19%	**1.18 crore**

**The number of Project Affected Families (PAFs) is 356. R&R benefits shall be applicable only to the eligible displaced families. For Project Affected Families, land compensation shall be provided. Currently, the determination of land compensation is sub-judice before the Hon'ble High Court of Odisha, Cuttack.*

Impact Assessments

Key Programmes under Impact Assessment

Health

- Preventive healthcare programmes
- Curative healthcare programmes
- Healthcare infrastructure
- Healthcare of livestocks

Education

- Mid-day meal programme
- Digital literacy programme
- School education programme
- Education support programme
- Vocational and technical education programme
- School infrastructure programme

Natural Resource Conservation

- Solar energy infrastructure

Children from Katarbaga Government High School in Sambalpur, Odisha. Hindalco has built a mini science centre in the school

Key Highlights of the CSR Impact Assessment

Shift from subsistence to commercial farming

- 100% of respondents reported practicing farming for commercial sale in addition to self consumption.
- Farmers reported annual earnings in the range of ₹60,000-₹80,000, which did not exist earlier.

High adoption of improved practices

- >71% farmers adopted at least two improved farming techniques.
- Crop diversification (vegetables, fruits, short-cycle crops) increased resilience and income stability.

Improved irrigation and water availability

- 89% reported year round water availability.
- 98% reported an increase in irrigated land due to irrigation equipment and inputs.

Positive productivity and income outcomes

- Increased yields, reduced crop failure, and improved confidence among farmers.
- Sapling survival rate reported at 85-90% under horticulture support.

Strong outcomes for women and SHGs

- 81% of SHG members started businesses due to project support.
- 71% reported improvement in monthly income; many SHGs achieved ₹10,000-₹25,000 monthly sales.

High quality and relevance of training

- 88% rated training quality highly.
- 83% felt confident in performing job tasks after training.
- 63% secured employment or work opportunities within six months of training.

Enhanced economic participation and confidence

- Women participants reported increased mobility, confidence, and participation.

Significant improvement in water security

- 93% reported increased water levels after check dam construction.
- 89% reported reduction in wells/borewells drying up.
- 90% households reported improved water reliability.

Improved agricultural outcomes

- 74% said agricultural land can be comfortably cultivated now.
- Extended cropping seasons and reduced dependency on monsoon rainfall.

Strengthening Communities, Enriching Lives

Our CSR interventions focus on strengthening healthcare access, improving basic infrastructure, supporting education, and enabling sustainable livelihoods. Special emphasis is placed on tribal and marginalised communities in remote and hard to reach regions across all operational mine sites.

Education

Education forms the cornerstone of our community development initiatives and is aimed at creating equitable opportunities for underprivileged children. We provide focused support to children from marginalised groups by providing study materials, improving school infrastructure, along with school bus services to enhance access and retention. Education linked interventions include school and Anganwadi health screenings, menstrual hygiene awareness, and adolescent health programmes.

Novelis supports FIRST Robotics globally as a strategic partner through charitable commitments in both metal and funding to FIRST participants worldwide.

Our Contribution to the SDG targets through various CSR Projects

SDG 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

Target 4.2	By 2030, ensure that all girls and boys have access to quality early childhood development, care and pre-primary education so that they are ready for primary education	- Supported 650 Anganwadis and Balwadis, benefitting around 8,000 children through early childhood education interventions - Rehabilitated 2,589 malnourished children, improving school readiness and learning outcomes
Target 4.7a	Build and upgrade education facilities that are child, disability and gender sensitive and provide safe, non-violent, inclusive and effective learning environments for all	- Supported 17 schools benefitting 12,478 students - 14 additional classrooms constructed benefitting 3,230 students - 28 smart classes installed benefitting 4,318 students - Distributed educational materials and uniforms to 41,788 students, improving attendance and retention
Target 4.7b	By 2020, substantially expand the number of scholarships available to developing countries, in particular least developed countries, small island developing States and African countries, for enrolment in higher education, including vocational training and information and communications technology, technical, engineering and scientific programmes, in developed countries and other developing countries	- Awarded 1,676 scholarships to students - Enabled equitable learning opportunities by reducing financial barriers for deserving students

Healthcare

Health and sanitation is fundamental to community well-being and sustainable development. Our initiatives focus on delivering essential healthcare services, promote hygiene practices amongst underserved populations. Healthcare initiatives include mobile and static health services, TB eradication support under TB Mukt Bharat Abhiyan, maternal and child healthcare, disability support, and emergency response systems. The interventions encompass preventive care, curative services, reproductive and child health support, as well as the strengthening of local health infrastructure.

Our Contribution to the SDG targets through various CSR Projects

SDG 3: Ensure healthy lives and promote wellbeing for all at all ages

Target	SDG Target	Contribution
Target 3.1	+ By 2030, reduce the global maternal mortality ratio to less than 70 per 100,000 live births	+ Mother and child health (Mother Aanchal) reached 1.28 lakh lives across 534 villages. + Supported 23 family welfare centres delivering safe motherhood and child survival services to more than 89,000 population + Enabled access to institutional healthcare services, contributing to improved maternal health outcomes
Target 3.3	+ By 2030, end the epidemics of AIDS, tuberculosis, malaria and neglected tropical diseases, and combat hepatitis, water-borne diseases and other communicable diseases	+ Successfully treated and released 1,217 TB patients + 4,836 mobile medical camps organised benefitting 1.11 lakh people 864 medical camps organised benefitting more than 17,000 patients including screening and disease prevention services
Target 3.8	+ Achieve universal health coverage, including financial risk protection, access to quality essential healthcare services and access to safe, effective, quality and affordable essential medicines and vaccines for all	+ Provided health care service to 410,086 people + Immunised 37,843 children, improving preventive healthcare coverage + Delivered adolescent health services to 2,120 beneficiaries

AAROGYA -Integrated Community Healthcare Initiative

Initiative: In the villages around our operational areas, healthcare gaps like limited access to timely and affordable care were observed. Families often depend on distant or private facilities. Our initiative makes basic healthcare affordable to households through fixed day village clinics, mobile medical units, teleconsultations with doctors, and ambulance support. They ensure referrals are completed through nearby PHCs, CHCs, and partner hospitals.

Through routine OPD services, primary focus has been on preventive care, especially maternal and child health, adolescent wellbeing, and early screening for hypertension and diabetes. It also includes health education on nutrition, hygiene, and early care seeking. The initiative is implemented with the help of local health workers and government systems by utilising digital tracking for follow ups and referrals for consistency and accountability.

Outcome: During FY 2025 26, this initiative improved healthcare utilisation, reduced out-of-pocket expenses, shortened emergency response times, and strengthened frontline capacity. It also contributed to better health outcomes, fewer preventable illnesses, and stronger community trust in the local health system. It benefitted over five lakh individuals across 697 villages.

Accelerating Tuberculosis Elimination through Corporate Engagement – Hindalco as a Nikshay Mitra

Initiative: Nikshay Mitra is a focused public-health intervention aligned with India's National Tuberculosis Elimination Programme (NTEP), to support TB patients. Under the Government of India's framework, we partnered with District TB Offices, local health departments, and frontline workers to provide sustained nutritional support, strengthen treatment adherence, and address stigma through community awareness. The initiative emphasises on a data-driven and patient-centric approach.

It aims to identify notified TB patients through the Nikshay portal, prioritises vulnerable groups, and provides customised, monthly nutrition kits personalised to local dietary practices the throughout treatment duration. It generates awareness in the local language through campaigns, village meetings, and via community volunteers. This approach helps promote early diagnosis while busting myths around TB.

Outcome: In FY 2025-26, the initiative supported 4,090 TB patients, facilitated the recovery of 1,217 patients; contributing to improved treatment completion, faster recovery, reduced stigma, and stronger trust between communities and the public health system. It demonstrates the role of corporate engagement in accelerating India's TB-free goal.

Infrastructure Development for Resilient Communities

Developing infrastructure is essential for building sustainable communities and enhancing overall quality of life. Our initiatives address critical infrastructure gaps and deliver long-term benefits. Significant progress has been made in improving access through the construction of roads, community centres, bus stops, rural houses, approach roads, and culverts, benefiting 286,094 people. Sanitation facilities have further improved public health standards.

Project Kayakalp, as part of our CSR infrastructure initiatives, focuses on developing and strengthening essential physical infrastructure in communities surrounding its operational areas. Through this programme, we undertake projects such as construction and renovation of roads, community centres, bathing ghats, culvert etc, particularly in rural and tribal regions. The initiative aims to bridge infrastructure gaps that directly impact quality of life and access to basic services. Emphasis is placed on durability, sustainability, and community ownership, ensuring that assets created are both environmentally responsible and socially beneficial. By improving access to connectivity, social assets and sanitation, it contributes to inclusive development and long-term community resilience, reinforcing our commitment to responsible and sustainable CSR practices.

Schools and Anganwadi centres are upgraded to strengthen education and early childhood care. Community halls provide spaces for training and social engagement, fostering collaboration and community growth. Improved road connectivity ensures better access to essential services, while irrigation projects enhance agricultural productivity. Investments in drinking water systems, sanitation facilities, and solar-powered lighting support healthier living conditions and greater safety. These interconnected initiatives work in synergy to build resilient and sustainable communities.

Our Contribution to the SDG targets through various CSR Projects

SDG 9: Build resilient infrastructure, promote inclusive and sustainable industrialisation, and foster innovation.

Target	SDG Target	Contribution
Target 9.4	+ By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities.	+ 449 villages covered under Project Kayakalp, benefitting 286,094 villagers

URJA -Driving Rural Transformation through Solar Infrastructure

Initiative: URJA is our CSR-led clean energy initiative aimed to address energy poverty, water insecurity, and safety challenges in villages particularly in mining-affected and forest fringe areas. It promotes decentralised renewable energy solutions through the installation of solar streetlights, solar-based Jal Minars (community water systems), and solar irrigation pumps. It enables reliable access to lighting, water, and irrigation while reducing dependence on diesel and conventional electricity.

It strengthens community-owned governance systems through transparent operation, local ownership, and long-term reliability of assets. This intervention has transformed village nightscapes by improving road safety, reducing human-wildlife conflict in elephant prone areas, and enabling community activities after sunset. It also enhanced agricultural productivity through cost free solar irrigation.

Outcome: In FY 2025-26, the initiative benefited over 25,000 people through the installation of 821 solar streetlights and by providing 37,256 solar lanterns; leading to improved safety and mobility.

URJA is aligned with national priorities and UN Sustainable Development Goals on clean energy, water, climate action, and livelihoods.

Sustainable Livelihoods and Social Change

Sustainable livelihoods are key to economic stability. We aim to equip individuals with the skills and resources to create lasting positive change. Our training programmes cover agriculture, organic farming, orchard development, agri-input support, skilling, entrepreneurship development, etc. They bolster their economic stability, elevate social status, and enable active involvement in decision-making. Sustainable livelihood initiatives, including irrigation support, horticulture development, and women's skill building enhance income security and resilience.

Project Kalyan, as a key pillar of our CSR framework, focuses on social change and social protection initiatives aimed at improving the quality of life of vulnerable and marginalised communities around its operational areas. Through Kalyan initiatives, we undertake interventions in last mile delivery of government schemes and awareness about the schemes. It enhances social security and creates inclusive and sustainable development outcomes. The programme emphasises strengthening community resilience by improving access to essential services such as social entitlements, while promoting awareness on rights-based approaches. Overall, Kalyan reflects our commitment to driving long-term social transformation by ensuring dignity, equity, and protection for underserved communities.

Our Contribution to the SDG targets through various CSR Projects

SDG 1: End poverty in all its forms everywhere, including extreme poverty and social protection for the vulnerable

Target 1.5	+ Build the resilience of the poor and reduce their exposure to economic, social and environmental shocks	+ Implemented Project Kalyan across 399 villages, benefiting 52,894 people + Distributed 15,001 blankets to vulnerable communities + 85 Elderly supported through old age homes ensuring dignity, care and well being

SDG 3: Ensure healthy lives and promote wellbeing for all at all ages

Target 3.8	+ Achieve universal health coverage, including access to quality healthcare services	+ Implemented Project Aarogya Health for all benefitting 522,678 people in 697 villages

Our Contribution to the SDG targets through various CSR Projects

SDG 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

Target 4.3	+ By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university	+ 2,519 trained under Kaushal in Vocational Job-Oriented Skill Training Programme and Technical Skill Training + 1,329 trained under Project Kaushal. Additionally, 164 women engaged in garment manufacturing.

SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

Target 8.3	+ Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalisation and growth of micro-, small- and medium-sised enterprises, including through access to financial services	+ 73,693 cattle were immunised + 2,827 SHGs supported with 33,740 women 1,249 benefitted through Udyamee project supporting small enterprises. + 318 enterprises promoted.

SDG 10: Reduce inequality within and among countries

Target 10.2	+ Empower and promote the social, economic and political inclusion of all	+ Supported 16 orphanages, benefiting 1,160 children; promoted inclusion by supporting 3 para athletes for Paralympics participation

Central to our local employment and community capability building efforts is Project Kaushal, our flagship initiative aimed at creating sustainable and inclusive livelihood opportunities around our Bhubaneswar operations.

Project Kaushal – Bridging Aspiration with Employability

Initiative: In regions surrounding Hindalco's Aditya Alumina Refinery, a significant gap existed between local aspirations and employable skills, particularly in tribal communities. Skill development programme, Project Kaushal is a structured intervention to build a sustainable, community-based talent pipeline aligned with upcoming industrial requirements.

The initiative focused on empowering young tribal women through an Apparel Skill Development Program. Following a third party led baseline survey and a multi stage selection process, 66 tribal women were shortlisted from over 250 candidates.

We enrolled the selected participants in an eight month residential training programme at an apparel manufacturing facility of ABG at Bhubaneswar, in partnership with a specialised skill development agency. Training covered apparel stitching, machine operations, quality standards, workplace safety, behavioural skills, teamwork, and professional grooming.

Outcome: Although most participants were first time learners, they demonstrated strong adaptability. During early shop floor exposure, trainees achieved over 40% operational efficiency. We are developing select high performers under a train the trainer model to support future workforce expansion.

Complementing this initiative, we launched an ITI Skill Development Programme to build a long term technical talent pipeline for tribal youth. Following third party screening of over 200 candidates, selected youth were enrolled in a three year pathway. This includes two years of ITI training and one year of industry linked apprenticeship.

Aditya Birla Skills Centre – Empowering Youth through Skill Development

Initiative: Established in 2024, the centre aims to equip youth with industry-relevant skills and provide livelihood opportunities across rural and urban communities. It operates across four locations — Rayagada, Sambalpur, Vagra, and Kuppam.

The skill centre provides inclusive training to women and men from diverse socio-economic backgrounds, including school dropouts, unemployed, and underemployed youth. The initiative caters to demand-driven courses for professionals – such as electrician, fitter, welder, financial service associate, fashion technician, and consumer durable technician. These courses are delivered through a structured methodology combining classroom learning, hands-on practical training, on-the-job exposure, and soft-skills development. Strong industry linkages ensure alignment with market needs and facilitate placements. They also provide post-placement support which helps trainees transition smoothly into the workforce. The alumni are encouraged to turn guest lecturers to shed light on workplace experiences.

Outcome: Since its inception, around 700 youth have been trained, with the highest monthly salary reaching ₹25,000. Also, 48 candidates opted for entrepreneurship, contributing to steady income generation and local economic growth. The inauguration of the Kuppam centre in 2026 by the Hon'ble Chief Minister of Andhra Pradesh further underscored the initiative's impact.

Kosala: Weaving Heritage

Initiative: In the quiet villages of Chhattisgarh, threads of Kosa silk have whispered stories for over 5,000 years. Reeled patiently by the Dewangan community, each strand carries the sheen of nature's finest fibre and the heartbeat of generations. The humble looms had found their way to global fashion stages.

The Kosala social enterprise was initiated by Hindalco Industries, in partnership with Xynteo Vikaasa. The movement has empowered over 700 artisans, their craft preserved, livelihoods strengthened, and dignity restored. Women reclaim traditional thigh reeling techniques, families find year-round economic stability, and communities step into the future with confidence.

On March 24, 2026, Kosala's flagship store opened its doors in Delhi, inaugurated by Mrs. Rajashree Birla and actress Yami Gautam Dhar. The launch unveiled Sunehri – Spring-Summer 26, a collection where coastal geometry meets floral romance, alongside Chitr and Vyoma, each a testament to storytelling through silk.

Kosala is all about presence with purpose, craft forward marketplaces, and immersive storytelling spaces. It advances SDGs, empowers women, and promotes mindful consumption.

Outcome: During FY 2024-25, there has been a 63% rise in weaver incomes. As many as 379 artisans were engaged, and 100 newly skilled hands were ready to carry the legacy forward.

Strengthening Ecological Resilience Via Sustainable Landscape Management

Initiative: The WADI-based Sustainable Landscape Management initiative was implemented in mining-affected Gram Panchayat areas to restore degraded land. It also aims to strengthen livelihoods of tribal communities by integrating horticulture, soil and water conservation, and income diversification. It covers 500 small and marginal tribal households across 17 Panchayats, 83 chaks, and 450 acres.

Through stakeholder meetings and group discussions, farmers were trained in orchard management, vegetable cultivation, and efficient water-use practices such as drip irrigation and moisture conservation structures. Orchards of mango, cashew, and guava have been established as a core economic activity while promoting intercropping of vegetables and pulses during the initial years.

Outcome: This approach resulted in the transformation of barren lands into productive green landscapes. It increased household incomes by ₹45,000-₹50,000 annually, and helped reduce dependency on daily wage labour and seasonal migration. Beneficiaries like Jalal Rathiya of Nundarha village started earning ₹60,000-₹70,000 per rabi and summer season via intercropping.

This initiative enhanced ecological resilience, ensured early income generation, and laid the foundation for sustainable, long-term livelihoods, in line with outcomes reported in NABARD's WADI Impact Assessments.

Collectively, these initiatives demonstrate a holistic, need based CSR approach that delivers measurable social impact and strengthens community wellbeing around mining operations.

CSR Initiatives and Beneficiaries – FY 2025 26

CSR Projects	Focus Areas	SDG Interlinkages	Beneficiaries – Hindalco India (Standalone)	Beneficiaries – Hindalco India (Subsidiaries)
Aanchal	Health Care		47,677	2,986
Aarogya	Health Care		339,397	183,281
Adhyayan	Education		133,061	34,974
Gyanarjan	Education		3,942	1,860
Harita	Livelihood		22,633	454
Jal Sanchay	Livelihood		8,762	700
Kalyan	Social		42,401	10,493
Kaushal	Livelihood		2,416	150
Kayakalp	Infrastructure Development		192,444	93,650
Lakshya	Social		17,940	10,400
Neer	Health Care		223,113	20,350
Netra Jyoti	Health Care		855	235
Nikshya Mitra	Health Care		3,890	175
Nirmal	Health Care		24,297	18,500
Pasudhan	Livelihood		9,943	301
Samwaad	Social		33,062	21,500
Sanskriti	Social		175,961	28,000
Shakti	Livelihood		19,593	147
Sishu Vatika	Education		2,660	1,150
Swasthya Vahini	Health Care		41,844	45,433
Udyamee	Livelihood		1,961	203
Unnati	Livelihood		19,339	9,995
Urja	Infrastructure Development		40,890	10,354
Wadi	Livelihood		1,768	747
Grand Total			**1,409,849**	**496,038**

Over +200,000 people benefitted from community investment initiatives at our Novelis operations in FY 2025-26.

Forming Early Connections

Meenakshi Coal Mine: At our newly commissioned Meenakshi Coal Mine, efforts to engage with surrounding communities began at an early stage. We established positive connections with residents with activities like village social gatherings, community meals and participation in block and district level cultural events like Jataras. A detailed needs assessment and a baseline study have been completed, and the findings have informed the planning of CSR initiatives for the coming financial year.

Before the baseline, regular interaction with communities and local stakeholders helped identify both immediate entry point interventions and longer term development priorities.

+ Healthcare support has been strengthened through a Mobile Health Unit operated by Hindustan Latex Family Planning Promotion Trust (HLFPPT) across eight villages. Also, 382 camps were conducted this year reaching over 5,000 people.
+ Access to safe drinking water is improved via installation of two RO based chilled water facilities at the Hemgir Tehsil Office and Railway Station.
+ Dual desk benches were provided to eight schools, along with the two mini science centres at a government school in the Hemgir area, benefiting around 500 students.
+ Livelihood initiatives like training women from Kiripsira village in natural silk fibre handicraft production through a local NGO.
+ Support for sports, arts, and culture continues through village level tournaments and cultural events.
+ Assistance to orphanages and schools for children with visual and hearing impairments includes essential supplies and improvements to menstrual hygiene facilities

Community Investments

Our community development initiatives aim to enhance quality of life, stimulate economic growth, build local capacity, and promote social empowerment and positive behavioural change. Challenges such as dependency, uneven participation, resistance to change, environmental pressures, and political dynamics may emerge. Hence, we proactively identify and manage these risks to deliver meaningful and sustainable outcomes.

We invested ₹149.82 crore in community development projects across Hindalco India (Standalone) and Hindalco India (Subsidiaries). Our Novelis operations contributed around US$8.64 million (₹76.34 crore). Together, this amounts to a total investment of ₹226.16 crore.

CSR Spend as per Focus Area (₹ crore) – FY 2025 26

Focus Area	CSR Spend (Hindalco India Standalone)	CSR Spend (Hindalco India Subsidiaries)
Education	37.82	8.86
Healthcare	24.46	18.88
Sustainable Livelihood	14.2	6.96
Infrastructure	3.56	12.33
Social Issues	3.72	10.8
Salary and Overheads	5.93	1.77
Impact Assessments and others	0.44	0.09
Total	**90.13**	**59.69**

CSR Spend in Aspirational Districts in FY 2025 26 (₹ crore)

Hindalco India (Standalone)			Hindalco India (Subsidiaries)		
State	Aspirational Districts	CSR Spend (₹ crore)			
Chhattisgarh	Raigarh	2.22	Odisha	Kalahandi, Rayagada	49.15
Madhya Pradesh	Singrauli	2.79			
Uttar Pradesh	Sonbhadra	19.36			
Jharkhand	Ranchi Lohardaga Palamau Latehar	12.72	Jharkhand	Gumla	0.12

Novelis' Habitat for Humanity International Affiliate Challenge in the US and Canada

Initiative: Novelis' Habitat for Humanity International Affiliate Challenge in the United States and Canada is designed to increase awareness and action around aluminium recycling at a time when recycling rates are declining, with the U.S. rate at approximately 40% and trending downward. Through this initiative, Novelis partners with Habitat for Humanity to provide grant funding to Habitat affiliates that choose to run aluminium recycling campaigns in their local communities. The campaigns encourage more people to recycle aluminium in selected areas while simultaneously creating a sustainable funding source to support affordable housing efforts.

Outcome: Now in its fifth year, the programme achieved record engagement in FY 2025-26, generating increased enthusiasm among participating affiliates and reinforcing the connection between environmental responsibility and community development. More than 18 million used beverage cans have been recycled since the programme's inception, with Habitat affiliates earning more than $1.1 million USD in grants and through the value of the aluminium they recycle.

Novelis and Ball CanBot Collaboration To Promote STEM and Recycling

Initiative: Novelis and Ball Corporation collaborate through the CanBot initiative to promote STEM education and aluminium recycling across FIRST Robotics teams and their communities globally. Under this programme, FIRST Robotics teams can apply for US$5,000 grants from Novelis and Ball Corporation to design and build can crushing robots, allowing students to strengthen their robotics skills while encouraging recycling awareness and action within their communities.

Outcome: In FY 2025-26, the initiative expanded with 10 additional teams awarded grants, resulting in increased community outreach beyond Novelis' operational footprint. CanBots are now active in multiple countries, including the United States, Canada, Mexico, Brazil, Hong Kong, Australia, and Turkey. The initiative also provides additional support to teams needing funding for robotics competitions, many of which include need based participants and diverse groups, helping broaden access to STEM learning opportunities. Novelis and Ball now support 34 CanBot teams globally and plan to add another cohort in 2026.

Employee Volunteering Initiatives

We encourage employees to contribute their time, skills, and effort towards community development initiatives. Employees actively participated in education, health, environment, and social welfare programmes, fostering a culture of empathy and civic engagement. As many as 3,661 employees invested more than 28,000 man-hours across 740 initiatives. We also encourage our young Graduate Engineer Trainees (GETs) to spend 10 days in a rural setting, and work with the CSR team.

In addition to its impact on communities, volunteering also strengthens employee morale, leadership capabilities, and a shared sense of purpose aligned with the organisational values. Through focused efforts such as environmental conservation and educational support, employees play a critical role in driving positive change in the communities in which we operate.

Novelis hosts an Annual Volunteer Month for its employees. Across all locations, employees are invited to come together and participate in volunteer service, collectively contributing thousands of hours each year to strengthen their local communities. Novelis empowers employees to make a meaningful impact by focusing its charitable giving and volunteer efforts on three key pillars: STEM Education, Recycling, and Greatest Local Needs. From mentoring FIRST Robotics teams and educating youth on environmental responsibility through recycling, to organising food and clothing drives for communities in need, employees play an active role in driving positive change. Each October, Novelis celebrates Global Volunteer Month, recognising the impact employees make.

Sustainable Sourcing and Value Delivery

We are committed to fostering a responsible value chain grounded in integrity, transparency, and ethical business conduct. We strengthen supplier accountability through a robust governance framework rooted in ethical sourcing and sustainability principles. Our approach to sustainable procurement is guided by our policy framework comprising the Novelis Supplier Code of Conduct, Hindalco Supplier Code of Conduct and Responsible Supply Chain Policy. These policies are applicable across Hindalco and its subsidiaries, are contractually binding on suppliers, and aligned with globally recognised standards, such as the OECD Due Diligence Guidance, UN Guiding Principles on Business and Human Rights, United Nations Global Compact, and ILO Core Labour Standards. These policies together enshrine clear expectations for responsible behaviour across our supplier ecosystem. The Responsible Supply Chain Policy is revised once a year to align with any changes to the business that alter material environmental, social, and governance risks.

Embedding Accountability across Our Supply Network

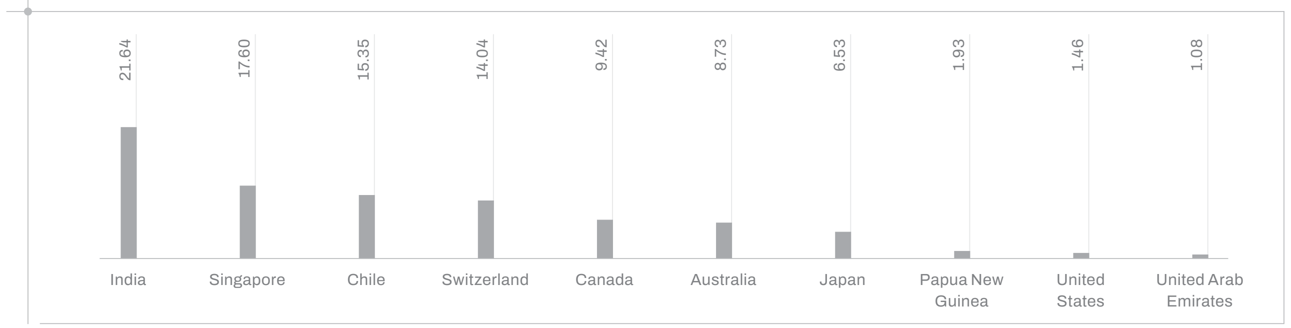
Our Supplier Code of Conduct is aligned with global best practices and encompasses health and safety, environmental stewardship, human rights, and ethical business conduct. This framework promotes sustainable business practices across our value chain and applies to all suppliers, vendors, contractors, consultants, agents, and service providers. Our sustainable sourcing procedures ensure compliance with applicable government regulations and International Labour Organisation (ILO) standards. Human rights requirements are explicitly covered in vendor agreements, and suppliers are encouraged to foster safe, inclusive, and respectful workplaces. Vendors are required to comply with Hindalco's Supplier Code of Conduct, which outlines expectations on sustainability in the supply chain, business conduct principles, anti bribery, diversity, labour and human rights, safe and healthy working conditions, environmental and statutory compliances, conflict free mineral sourcing (CAHRA compliance), and the obligation to uphold these standards across their own supply chains.

We actively encourage suppliers to continuously improve their ESG performance and align with our values and principles. Oversight of the supply chain ESG strategy and related initiatives rests with the Board of Directors, supported by a dedicated team comprising internal teams and executive leadership. The team owns and continually strengthens sustainable sourcing practices, proactively identifying and addressing emerging supply chain risks and ensuring long-term viability of our supply chain in line with the Supplier Code of Conduct.

Overview of Supplier Ecosystem

Our extensive supplier network spans multiple geographies, with the majority of suppliers based in India, followed by Singapore, Switzerland, and Chile.

Hindalco's Share (%) of Procurement Spend from top 10 Countries in FY 25-26



Our operations depend on a robust and diverse supplier base to ensure the timely procurement of critical raw materials, enabling uninterrupted production and reliable market delivery. To strengthen this ecosystem, we identify and monitor 'significant suppliers' based on criteria such as business volume, dependency, operational impact, continuity, strategic relevance, and ESG considerations. During the reporting period, there were 26,881 tier-1 suppliers at Hindalco India and Novelis. Of these, Hindalco India had 13,883 tier-1 suppliers, of which 100 were considered significant, while Novelis had 12,998 tier-1 suppliers, out of which 728 were considered significant.

In FY 2025-26, the combined procurement spend of Hindalco India and Novelis amounted to ₹ 129,129 crore. Novelis accounted for ₹47,038 crore (US$ 5.32 billion), while Hindalco India's total procurement expenditure stood at ₹82,091 crore, and out of which total procurement spend for our significant suppliers stood at ₹ 73,889 crore. The total procurement included ₹17,764 crore spent on domestic suppliers and ₹ 64,327 crore on international suppliers. Coal constituted 7% of Hindalco India's overall procurement spend during the reporting period.

We have sourced, 21.64% of materials and services from India in FY 2025–26. In value terms, spending on MSMEs increased from ₹5,315 crore in FY 2024–25 to ₹5,582 crore in FY 2025–26, reflecting a 5% growth in inclusive sourcing.

On a standalone basis for Hindalco India, 19% of materials and services were procured domestically during the year, of which 6% were sourced from Micro, Small, and Medium Enterprises (MSMEs) and small producers. This compares with the previous year, when 27% of input materials were sourced within India, including 8% from MSMEs and small enterprises.

Despite a moderation in domestic sourcing proportions, we continue to deepen its inclusive procurement efforts, as evidenced by the strong growth in its MSME network. The number of MSME business partners increased significantly from 7,398 in FY 2024–25 to 9,075 in FY 2025–26, marking a 23% rise.

Furthermore, 7% of total procurement comes from suppliers comprising marginalised/vulnerable groups.

For our mine sites, spending on local and proximate suppliers accounted for approximately 3.5% of total procurement spend, reinforcing our commitment to supporting local economies and building resilient supply chains.

Acquisition of EMMRL (Emil Mines and Mineral Resources Limited) by Hindalco - long-term energy security and cost resilience

Challenge: Mahan is located in the Singrauli region, and recent volatility has seen coal prices spike to around ₹1,500 per MKCal. With anticipated future supply constraints, optimising coal procurement costs is likely to become increasingly challenging. To mitigate this risk and secure a reliable fuel supply for the Mahan and Renusagar plants, including the planned expansion of the Mahan Captive Power Plant, Hindalco identified the need for a captive coal source.

The Coal Project in Singrauli to cater to the future needs of coal for Mahan and Renusagar—is a strategic initiative undertaken by Hindalco to ensure long term fuel security. In this context, access to a commercial coal block in the Singrauli coalfields is critical to meeting future coal requirements.

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Initiative: Hindalco completed the acquisition of Emil Mines and Mineral Resources Limited (EMMRL), which holds the mining lease for the Bandha Coal Mine. At steady state, the Bandha Coal Mine is estimated to deliver an annual EBITDA contribution of approximately ₹450 crore, primarily through savings achieved by replacing high cost linkage and auction coal with captive production. Hindalco has taken operational control of EMMRL, enabling direct access to the Bandha mine's coal resources.

Outcome: This strategic move strengthens long term fuel security, improves cost resilience, and supports the sustainable growth of Hindalco's power generation operations. It further strengthens our control over raw materials, providing a competitive advantage in the market.

	FY 2025-26	
Percentage of input material (inputs to total inputs by value) sourced from suppliers	**Hindalco India (Standalone)**	**Hindalco India (Subsidiaries)**
Procured directly from within India	19%	86%
Out of which: Directly sourced from MSMEs/small producers	6%	21%
Directly from International Suppliers	81%	14%

Procurement Spend – FY 2025 26

Hindalco India	**Procurement Spend (in Cr)**	**% of Spend**
India	17,764	22%
International suppliers	64,327	78%
Significant Tier-1 Suppliers	73,889	90%

Type of Supplier – Tier 1 (FY 2025-26)	**No. of Suppliers**
Total number of unique suppliers	26,881
Number of unique significant suppliers	826
Number of unique significant suppliers supported with development measures	18
Number of unique significant suppliers assessed via desk assessments/on-site assessments	83
Number of unique significant suppliers assessed with substantial actual/potential negative impacts	10
Number of unique significant suppliers with substantial actual/potential negative impacts with agreed corrective action/ improvement plan	10
Number of unique significant suppliers with substantial actual/potential negative impacts that were terminated	0

Assessment of Suppliers	**FY 2022-23***	**FY 2023-24**	**FY 2024-25**	**FY 2025-26**
Percentage of significant suppliers that have gone through a sustainability on-site audit	62.2	55.84	88	**83**
Percentage of significant suppliers that have gone through a sustainability assessment	62.2	55.84	88	**83**
Number of audited or assessed suppliers engaged in corrective actions or capacity building	0	27	12	**20**

**In FY 2022-23, there were no suppliers that were identified with substantial actual/ potential negative impacts.*

Supply Chain Risk Management

Critical risks are systematically tracked through an enterprise risk register that classifies vulnerabilities based on severity using a green, yellow, amber, and red categorisation. Each identified risk undergoes detailed root-cause analysis to ensure alignment with organisational objectives and to support the development of effective mitigation frameworks. These mitigation plans are reviewed through monthly evaluations to assess their implementation and effectiveness, contributing to a continuous reduction in overall risk scores.

Amid high commodity exposure, significant capital procurement, and rising global supply-side volatility, we have embedded a robust Enterprise Risk Management (ERM) framework within our supply chain operations. Risks are systematically identified across strategic, market, and environmental dynamics, regulatory and geopolitical forces, supply continuity, and critical constraint points. Each risk is assessed using a structured likelihood and impact framework grounded in business relevance, ensuring focus on exposures that could materially affect cost, availability, quality, safety, or project execution.

Our ERM approach includes clarity of governance and ownership. Accountability is assigned from individual risk owners through to senior leadership, enabling disciplined reviews, timely escalation, and tight alignment between supply chain risks and enterprise-level risk oversight. Mitigation actions such as source diversification, long-term and index-linked contracting, alternative logistics strategies, and ecosystem development are embedded directly into the risk evaluation process. Digital enablement significantly differentiates our supply chain ERM maturity. The complete risk lifecycle: capture, review, reassessment, mitigation tracking, and continuous monitoring, is managed through a dedicated digital platform. Real-time dashboards and key risk indicators provide continuous visibility across businesses and categories, enabling proactive, data-driven decision-making instead of periodic, static assessments.

Furthermore, geopolitical and conflict-related risks are being addressed through the Responsible Sourcing Policy and Conflict-Affected and High-Risk Areas (CAHRA) methodology. Collaboration between the Supply Chain and Enterprise Risk Management teams enables continuous monitoring of geopolitical developments and timely risk mitigation. The responsible sourcing framework incorporates CAHRA-based red-flag identification, enhanced due diligence, independent screening, sanctions and watchlist checks, adverse media monitoring, and evidence-based supplier engagement. These measures help us manage rising global supply chain disruptions, maritime instability, and heightened sanctions scrutiny. It ensures risk-informed, compliant, and resilient sourcing and logistics in an increasingly volatile environment.

Supplier Screening and Onboarding Process

We implemented a comprehensive and systematic supplier screening, onboarding, and risk mitigation process to ensure a resilient, ethical, and sustainable supply chain. This process aims to proactively identify, assess, and address risks, enabling informed decision making before and throughout supplier engagement.

Before establishing any business relationship, a detailed risk assessment is conducted, evaluating suppliers on financial stability, quality of products or services. This assessment meets compliance with all applicable statutory requirements, including the payment of statutory dues and adherence to relevant laws and regulations.

In addition to financial and operational parameters, we assess suppliers' sustainability practices across ESG criteria, recognising their material relevance to our business. This comprehensive evaluation enables us to understand the broader impact of suppliers' operations. To ensure a holistic assessment for significant suppliers, we undertake enhanced screening that considers sector specific, country level, and commodity-related risks.

As part of our supplier screening and onboarding process, we have introduced an ESG verification checklist in line with the Supplier Code of Conduct and the Contractor Safety Management Procedure. During onboarding, suppliers are assessed comprehensively on

- environmental and social compliances,
- waste management and pollution prevention practices,
- efficient use of natural resources,
- energy consumption, GHG monitoring,
- measures to protect land and biodiversity
- fair employment practices,
- prohibition of forced or child labour, compliance with minimum age requirements,
- respect for non discrimination and freedom of association.

We expect suppliers to provide safe and healthy working conditions, supported by valid labour licences, workforce insurance, medical fitness records, and job specific risk assessments before work begins. The checklist also covers close scrutiny of ethical business conduct, alignment with conflict free mineral sourcing norms, availability of written EHS policies, incident reporting mechanisms, and periodic safety inspection records.

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Supplier Screening Process

Identified Vendors	Empanelled Vendors	Approved Vendors
Those willing to do business with our company	Those eligible to undertake trial orders	Those ultimately selected and approved following performance evaluation

Sustainable Procurement and Supply Chain

We ensure that 100% of our inputs are procured sustainably and has a comprehensive process in place for the same.

+ All our suppliers must meet the stringent ESG requirements laid down by us to be eligible for tenders and contractual engagements.
+ Continuous review is conducted by our procurement team to ensure purchasing practices are aligned with the Supplier Code of Conduct and concurrently, to prevent potential conflicts with ESG requirements.
+ Suppliers demonstrating superior ESG performance are given preference during the supplier selection and contract award process.
+ Suppliers are excluded from contracting if they cannot achieve minimum ESG requirements within a set timeframe.
+ Dedicated cross functional teams are equipped with appropriate tools to assess ESG compliance across the onboarding, engagement, and audit phases.

This meticulous approach supports responsible sourcing practices and reinforces our commitment to ethical business conduct and environmental stewardship.

Framework and Evaluation

Our Responsible Supply Chain framework is periodically reviewed through Contractor Safety Management audits to ensure ongoing compliance with ESG, safety, and statutory requirements. Contractor activities and associated hazards are regularly assessed, and the findings are used to prioritise improvements in practices and programmes.

Periodic as well as post contract performance evaluations are conducted to identify gaps in meeting contractual expectations and applicable standards. The evaluation outcomes are used to update contractor databases, strengthen contractor selection processes, and implement corrective actions as required. Suppliers are provided with time bound opportunities to strengthen ESG related management systems. Persistent non compliance may result in disqualification from registration or future engagement. These audit and review mechanisms help strengthen supply chain management practices, particularly in response to operational changes or the identification of control gaps that could impact material ESG risks.

During the reporting period, all new suppliers were screened using defined environmental and social criteria in accordance with our responsible sourcing framework. 100% of our onboarded suppliers were assessed using environmental and social criteria. However, no supplier relationships were terminated.

Supplier Assessment

Our Supplier Performance and Risk Assessment framework is a structured tool to evaluate and manage suppliers. It brings together multiple assessment components to help us understand supplier risks, mitigate potential issues, and align supplier practices with our organisational values and objectives.

We classify our suppliers based on how critical their goods or services are to our operations; grouping them into Significant, Medium, and Low dependency categories. Suppliers identified as significant are subject to more detailed physical assessments carried out by an independent audit team. The assessments are tailored to the type of supplier, such as Manufacturers, Traders, Service Providers, Transporters, or Authorised Dealers. Significant suppliers are evaluated across multiple parameters like operational capability and performance, as well as environmental, health, social, and sustainability aspects, supported by appropriate evidentiary documentation.

After this assessment, a supplier risk-rating is given with clearly defined corrective actions as required. We support suppliers through the remediation process and monitor progress until all actions are satisfactorily addressed. Failure to implement the agreed corrective actions may impact the ongoing business relationship. This meticulous, risk based approach ensures that our efforts and resources are focused where the risk and potential impact are greatest.

Our assessments include a combination of internal desk reviews, supplier self-assessments, and on-site evaluations conducted by contracted consultants or independent accredited auditors, wherever applicable. These assessments cover checks on financial stability, operational audits, performance reviews, and sustainability practices. All assessments are carried out in line with applicable national and international guidelines, regulatory requirements, and globally recognised standards, including those issued by the Organisation for Economic Co operation and Development (OECD), IMS, Global Reporting Initiative (GRI), Business Responsibility Sustainability Reporting (BRSR), and the United Nations (UN) standards.

We assess our suppliers and contractors through well defined pre-qualification and periodic review processes to ensure they meet our legal, safety, and ESG expectations. As part of this process, we verify compliance with applicable laws and regulations, review accident and incident records, analyse injury frequency and severity data, examine workers' compensation histories, and consider any regulatory notices issued by authorities. Before engagement, we also review contractors' Environment, Health and Safety (EHS) policies, workforce capability, supervision arrangements, and systems in place to manage and monitor subcontractor compliance.

We place strong emphasis on labour and human rights compliance in line with our Supplier Code of Conduct. This includes verifying fair employment practices, ensuring there is no forced, bonded, or child labour, checking adherence to minimum age requirements, and confirming the provision of safe and healthy working conditions. Where gaps are identified, we work closely with suppliers and contractors, providing up to three months to strengthen their safety, labour, or management systems and submitting the required documentation.

We assess environmental and social criteria such as safety certifications, emergency response plans, safety training programmes, environmental management systems, human resource management practices, human rights commitments, ESG governance mechanisms and disclosures, and quality management systems, as applicable. Our environmental evaluations also cover key performance indicators, including the availability of environment related training programmes, energy consumption, greenhouse gas emissions, air emissions, and waste and water management practices.

We monitor supplier performance throughout the contract period to ensure expectations are consistently met. Feedback is shared during contract execution, and periodic reviews are conducted at least once every six months for long-term engagements to help us track progress and encourage continuous improvement. At the end of the contract, we carry out a joint review to assess overall performance and compliance with contractual and ESG commitments. The outcomes of these reviews are used to update our contractor database and guide decisions on future engagements. If suppliers are found to be non-compliant with our Supplier Code of Conduct, we work with them through time-bound corrective action plans. However, if issues remain unresolved or violations persist, we may discontinue the business relationship and restrict the supplier from future engagements.

There is no significant risk to health and safety practices arising from the assessment of value chain partners. However, we have conducted the on-site assessment of 45 significant suppliers. Out of the 45 suppliers, 20 vendors were identified as high ESG risk. However, corrective actions have been undertaken for all of them through the implementation of CAPA based on the Opportunities for Improvement (OFI) identified.

Each supplier is informed of the reason for the improvement, advised on actions to be taken, and provided with a time-bound corrective action plan. All the improvements are verified by our independent auditors. While no negative impacts were identified, Observations for Improvement (OFIs) were recorded. Corrective action plans were provided along with active support from our internal teams to implement the identified corrective and improvement actions, either remotely or through on-site visits. These plans address instances of non-compliance by identifying root causes and defining measurable, time-bound interventions. Clear timelines guide the improvement process, and suppliers that are unable to meet minimum ESG standards within the specified timeframe are liable for disqualification. However, as all suppliers met the required standards, no terminations were necessary during the reporting period.

In FY 2025-26, we assessed a total of 909 suppliers against criteria including legal and litigation risks, financial stability, creditworthiness, regulatory compliance, adverse information, sanctions, and environmental and social performance.

In FY 2025-26, 83% of our significant suppliers were assessed on sustainability parameters comprising environmental parameters, health and safety aspects; human rights and working conditions. No negative impacts were identified. All suppliers were also assessed for human-rights-related risks, including discrimination, sexual harassment, child labour, forced labour, wage practices, right to freedom of association and collective bargaining, with no violations reported. Further details on the human rights assessment are outlined in the Human Capital section.

Supplier Risk Assessment

One of our key evaluation processes is the supplier risk assessment, which is conducted either online or through physical assessments. The assessment is carried out before onboarding new suppliers and subsequently at defined intervals, based on supplier categorisation and the criticality of the business relationship. Based on these evaluations, Tier 1 or significant suppliers are classified as high, medium, or low risk, which in turn influences their business opportunities and engagement with us.

The assessment covers a broad range of criteria, including health and safety practices, environmental sustainability, labour management, human rights, regulatory compliance, financial stability, and market dependency. We also carry out scenario analyses to identify potential risks across the supply chain and update our evaluation parameters accordingly. For significant suppliers, ESG criteria carry substantial weight in the overall risk rating process. Physical assessments follow a defined risk rating methodology with a maximum score of 100, where suppliers scoring below 70 are categorised as high risk. This comprehensive and risk based approach enables us to build a steadfast and responsible supply chain, while reinforcing our commitment to ethical business practices and long term sustainability.

Criteria for Assessment

Technology Base	Governance	Operation Management
Resource Management (Human Resources and Equipment Resources)		
QMS	Risk and Business Continuity	General Administration
Financial Strength	Litigation History, Criminal Records, Illegal and Unethical Practices	Environmentally Responsible Business Operations
Human Rights (Labour Processes)	Management System	Health and Safety

Risk-rating for Online Due Diligence (out of 100)

Low Risk (1)	Medium Risk (2)	High Risk (3)*
Genuineness and Credibility of the Vendor		
+ Established track record of the vendor + Compliant with all tax and regulatory formalities	+ Recently incorporated entity with no significant operations + Vendor with relatively less professional experience	+ Vendors/Promoters who have no business operations/ professional background + Vendors whose physical address cannot be validated + Non-compliance with tax and other regulatory formalities
Reputation of the Vendor		
+ No negative media coverage	+ Consumer complaints + Negative media, including strikes and workplace accidents + MCA defaults	+ Violation of anti-bribery and anti-corruption compliance/ UK Bribery Act violations + Environmental law violations + Business with the Office of Foreign Assets Control (OFAC) sanctioned countries + Sanctions/Bans by regulators
Legal/Criminal History and Regulatory Violations/Sanctions		
+ No litigation/ criminal history/ regulatory violations	+ Civil litigations + Investigations by police, arrests depending on the parties involved and the severity of the crime	+ Links with terrorist or anti-social groups + Criminal litigations + Investigations by police, arrests depending on the parties involved and the severity of the crime + Fines imposed by regulatory authorities + Operations in OFAC-sanctioned countries
Financial/Operational		
+ Healthy financials + Good liquidity ratio + Low debt/equity ratio + No credit defaults	+ New vendor with low working capital + Weak liquidity	+ Consecutive operating losses + High debt/equity ratio and low liquidity + Credit defaults + Negative net worth
Government Links		
+ No government links	+ Interaction with government/ political entity + Services provided to the government	+ The key individual of the vendor is a politically exposed person + The family of the key individual of the vendor is politically exposed
ESG		
+ No ESG risk	+ Medium ESG risk	+ Non-compliant with ISO, labour laws, safety, permits, and sustainable sourcing + Active cases on corruption, bribery, harassment, and customer complaints in the public domain

Suppliers categorised as 'high risk' stand to lose the opportunity to receive enquiries or business from Hindalco.

Engagement-First Approach to Risk Management

Our due diligence model is designed to identify risks and drive structured risk-management responses. The framework adopts an engagement first approach with suppliers, emphasising time bound corrective actions, defined verification mechanisms, and measurable improvements in safety and working condition standards where gaps are identified.

The copper due diligence disclosure illustrates this active risk response approach in practice. For example, where logistics providers or vessels exhibited signals of regulatory non-compliance, corrective actions were mandated as a precondition for continuing the commercial relationship. The Responsible Supply Chain Policy establishes clear thresholds for suspension or disengagement in severe cases, such as serious human rights abuses, and for other specified risks where mitigation efforts fail within agreed timelines. The approach strengthens supplier accountability and reinforces Hindalco's zero tolerance stance towards severe adverse impacts.

During the reporting period, we strengthened our supplier risk-rating process by introducing differentiated assessment criteria based on supplier type, criticality, and overall risk profile. The enhanced framework integrates ESG parameters more comprehensively and leverages third-party data sources to improve objectivity and transparency. Risk-ratings now play a decisive role in supplier onboarding, continuation, and access to business opportunities, ensuring that only suppliers meeting minimum risk thresholds are eligible for engagement.

COPPER BUSINESS
DUE DILIGENCE FRAMEWORK UNDER THE COPPER MARK

We are proud to be the first Indian copper manufacturer to fully achieve the Joint Due Diligence Standard (JDDS) under The Copper Mark framework. Developed in collaboration with The Copper Mark, the International Lead Association (ILA), the Nickel Institute (NI), the International Zinc Association (IZA), and the Responsible Minerals Initiative (RMI), the JDDS sets a high bar for ethical and conflict free mineral sourcing. This globally recognised standard aligns with the OECD Due Diligence Guidance.

By aligning with the JDDS, we strengthened our approach to ethical sourcing, human rights, supply chain transparency, and robust, independently verified site-level practices. Our conformance with this standard is recognised by the London Metal Exchange (LME) under its 'Track A' responsible sourcing requirements.

As India's leading copper producer, we continue to set new benchmarks for transparency, sustainability, and responsible sourcing across the industry.

Supplier Capacity Development Programmes

Supplier development is a key enabler of our sustainability agenda and plays an important role in building long-term, value-driven partnerships. We actively invest in supplier growth through structured engagement initiatives. They include regular communication, vendor assessments, audits, training workshops, seminars, and stakeholder surveys. These focused workshops strengthen supplier practices and deepen their commitment to responsible business operations.

Our biennial global vendor meets provide a valuable platform to foster enduring relationships and advance ESG integration across the supply base. These forums enable direct engagement between senior leadership and suppliers, reinforcing our sustainability priorities. Plant level vendor meets too are held with local suppliers to ensure alignment on ESG expectations, programmes, and compliance. These engagements communicate our ESG expectations, supplier programmes, processes, and requirements, ensuring shared understanding; and alignment across the value chain.

In FY 2025-26, we conducted three vendor meets at the unit level, with approximately 200 vendors invited. They served as structured forums for awareness building and alignment on compliance, safety, and related requirements. The copper due diligence disclosure also emphasises our broader capacity building efforts, including large scale responsible sourcing, and due diligence training delivered through an online portal during the reporting period.

In our last business partner meet, we recognised and rewarded six suppliers through an exhaustive assessment process. The business partners were recognised for ensuring a resilient supply chain, customer centricity, excellence through collaboration, and a joint improvement project that elevates the safety and sustainability in the supply chain

Training and awareness programmes cover a broad range of topics, including the Supplier Code of Conduct and Responsible Supply Chain Policy, human rights, labour standards, POSH, and statutory compliance, health, safety, road safety, and defensive driving practices, ESG expectations and sustainability practices, ethical business conduct, governance standards, and grievance mechanisms, and responsible sourcing, due diligence, and risk management processes.

We also provide ESG aligned training to suppliers and contractors through mandatory Site Safety Orientation and job specific training programmes under our Contractor Safety Management process. These programmes address key environmental topics such as environmental hazard communication, safe chemical handling, waste management, and spill prevention; social aspects including personal safety, emergency response, use of personal protective equipment (PPE), and workforce welfare measures; and governance requirements such as compliance with site safety policies, Permit to Work (PTW) systems, and incident reporting procedures.

The effectiveness of these training interventions is assessed through competency tests, helping ensure supplier and contractor understanding of both regulatory obligations and our operational and ethical expectations.

Internal Training Programmes

To aid sustainable human capital development in the supply chain, we implemented a one-of-a-kind, structured one year training and capability development programme. It is designed to build future ready skills and ensure long term sustainability of the procurement function.

This programme was designed with a consistent and well governed learning framework, supporting continuity, resilience, and knowledge retention within the department.

The programme integrates structured learning modules, hands-on operational exposure, and continuous mentorship, enabling participants to develop strong domain and manufacturing understanding while gaining practical, real world experience. Clear development milestones and outcome based learning objectives ensure effective skill transfer and readiness for critical roles.

With this comprehensive training approach, we reinforce organisational capability, succession readiness, and workforce sustainability. It also aligns with ESG principles of investing in people, enabling long term employability, while supporting business growth.

We link employee performance and compensation to GHG reduction outcomes through the 3C+2S Key Responsibility Area (KRA) framework, where Sustainability and Safety are integral components applicable to all employees, including the procurement (buyers) team. Sustainability priorities such as Net Zero targets, increased renewable energy use, and specific annual GHG emission reductions are embedded within KRAs and performance evaluations. An annual incentive payout mechanism further reinforces this linkage, with approximately 5% weightage assigned to Sustainability and Safety, directly tying variable pay to climate performance and ensuring organisation-wide accountability toward environmental goals.

Supplier Grievance Mechanism

Our grievance mechanism enables suppliers to proactively raise concerns or issues related to their engagement with Hindalco. Ahead of our global and plant level vendor meetings, we actively seek inputs and feedback from key suppliers regarding any challenges or grievances they may be facing. These matters are reviewed and addressed by senior management during the meetings. Any grievance that remains unresolved is escalated by the supplier to the relevant internal teams for timely and effective resolution. Suppliers can also report concerns independently through our open ethics line. The Supplier Code of Conduct includes details of the dedicated ethics email ID through which suppliers may raise such concerns.

No supplier complaints or grievances were reported during the FY 2025-26 reporting period.

Digitally Advancing Supply Chain Resilience

Our commitment to digital advancements helped streamline processes, improve coordination, and build stronger, transparent relationships with our suppliers.

During this reporting year, we introduced a new digital vendor onboarding tool, while improving the overall onboarding process. The new platform is designed to be user-friendly while ensuring a structured and consistent onboarding experience. Onboarding and assessment requirements are tailored based on supplier type and risk profile. Supplier risk is digitally evaluated using information provided by suppliers as well as data from independent third party sources, helping ensure objectivity and transparency. We are digitising our procurement processes through a unified digital platform that supports the entire journey, from enquiries and bid submissions to vendor selection, order management, and approvals. This platform is a single, intuitive interface which responds to RFQs, manage documents, and collaborate with Hindalco teams in real time. Suppliers benefit from improved visibility into purchase orders, order status, and invoice payments, bringing greater clarity and predictability to commercial transactions. Paperless workflows, faster cycle times, and improved compliance reduce manual effort and administrative burden. It also helps build trust and efficiency in supplier relationships.

We are also implementing a Contract Lifecycle Management (CLM) platform to standardise and manage contracts across Hindalco. The tool will enable centralised creation, negotiation, approval, execution, and ongoing management of all suppliers and commercial contracts. It ensures consistency, transparency, and control across locations and business units. By digitising contracts and embedding approved templates, clauses, and approval workflows, the tool strengthens contractual compliance, reduces legal and commercial risks, and ensures alignment with Hindalco's policies and risk appetite. The platform provides real-time visibility into contractual obligations, milestones, renewals, and performance. It enables proactive risk management and stronger supplier accountability across the supply chain.

We implemented a Vendor Bill Discounting digital solution as a key enabler of MSME inclusion and supply chain resilience. The platform allows eligible suppliers to access early payments against approved invoices through a transparent, self-service mechanism. It helps improve cash-flow predictability and eases working capital pressures, particularly for MSMEs and liquidity-sensitive vendors. It provides suppliers the flexibility to opt for early payment at a supplier-driven discount and also delivers working-capital and cost benefits to Hindalco.

Value Delivery through Logistics

We view logistics as a core facilitator of our integrated operations across Mining, Alumina, Aluminium, Copper, and a growing portfolio of downstream value-added products. With several of our production and mining facilities located in remote and geographically challenging regions, logistics plays a decisive role in ensuring uninterrupted material flow, strong market connectivity, and sustained cost competitiveness. By leveraging volume-based strategies and meticulous planning and coordination, we optimise efficiency and secure commercial benefits.

Integrated and Multimodal Logistics Network

Over the years, we have built a robust and dependable multimodal logistics network that integrates road, rail, ports, coastal shipping, and warehousing. Through sustained investments in railway sidings, dedicated and General Purpose Wagon Investment Scheme (GPWIS) and Liberalized Special Freight Train Operator (LSFTO) rakes, port infrastructure, and EXIM connectivity, we significantly strengthened our domestic and global reach while improving reliability, efficiency, and scalability. This diversified network allows us to select the most efficient transport modes, consciously reducing our dependence on road transport wherever feasible, while effectively supporting large scale bulk movements as well as finished goods distribution.

Key Facets of Logistics

Road	Railway	Shipping	Warehousing	Digitalisation
Manage the movement of finished goods to customers and ports, while also handling the inward transportation of key raw materials such as bauxite, coal, fuel, and other inputs through a widespread road network. Red mud, Fly Ash, Caustic Soda, Furnace Oil.	Operate and manage our own rakes as well as Indian Railway rakes and railway sidings to transport alumina, finished goods, and bulk minerals such as coal and bauxite, Red mud, Fly Ash, Caustic Soda, Furnace Oil enabling cost-efficient and environmentally favourable long-haul movement.	Oversee ocean and air movements for both imports and exports, including end-to-end coordination with ports and terminals to ensure smooth and timely international logistics operations.	Manage a network of external warehouses strategically located closer to our customers, helping improve service levels, reduce lead times, and enhance market responsiveness.	Leverage advanced digital technologies to improve end-to-end visibility, strengthen operational control, and drive efficiency across logistics planning and execution.

Our logistics planning is closely integrated with the Sales and Operations Planning (S&OP) process, ensuring alignment between demand, production, and distribution. Through structured fleet strategies, reverse auctions, share of business and transporter scorecards, we maintain strong cost discipline while delivering reliable service levels. This approach ensures that our long term network design is supported by execution excellence.

As we expand further into consumer facing businesses and deepen our presence across Tier 2 and Tier 3 markets, our logistics model has evolved accordingly. In addition to traditional bulk and full truckload movements, we now support Part Truck Load shipments, express cargo, and last mile deliveries. They are enabled through carefully selected partnerships, driven by Service Level Agreements that focus on responsiveness and customer experience.

Reinforcing resilience and sustainability as an integral part of our logistics strategy, we have taken initiatives such as increased modal shift to rail, deployment of EV and LNG vehicles, introduction of aluminium freight rakes, and adoption of renewable energy, which are closely aligned with our broader ESG commitments and NetZero ambitions. We ensure end to end visibility of trucks through real time GPS tracking and 24/7 control tower operations, enabling proactive risk management and faster response to disruptions.

Logistics Partner Ecosystem

The scale and complexity of our operations are enabled by a wide and geographically diverse logistics partner ecosystem. Across the country, we work closely with around 170 road transporters to move finished goods and key raw materials, alongside nearly 600 specialised transporters supporting the movement of critical minerals such as bauxite and coal from mines to plants. For rail based movements, finished goods are handled through rail rake service providers. Mineral transportation is supported through Indian Railways rakes and our owned GPWIS, deployed flexibly based on operational requirements.

Our warehousing network is supported by 9 service providers, complemented by a strategically located export warehouse near the Bangladesh border that strengthens cross-border connectivity. In the shipping and EXIM domain, we engage with a broad set of partners, including 23 export shipping lines, 15 Customs House Agents (CHAs), 11 freight forwarders, five stevedores, and 35 import freight forwarding and allied agencies. These are further supported by 11 bulk chartering and inspection agencies, ensuring end-to-end oversight of bulk and break bulk movements. For North America, Novelis partners with over 140 transportation carriers, over 20 warehouses and three freight forwarders.

For domestic port linked distribution, we work with 49 handling and transportation agents and nine clearing and forwarding (C&F) agents, enabling smooth last mile execution from ports to customer locations. Nine digital solution providers support our technology led initiatives, strengthening visibility, control, and decision making across the logistics value chain.

Structured Onboarding and Screening

We follow a structured and transparent approach to onboarding and managing our logistics partners. Each partner is onboarded through a detailed functional assessment of capabilities and domain expertise, followed by a comprehensive techno-commercial evaluation.

During onboarding, logistics partners are required to comply with our Code of Conduct, core values such as Integrity, Commitment, Passion, Seamlessness, and Speed, as well as our policies on Quality, Environment, Occupational Health and Safety, and the Uniform Diesel Price Variation mechanism, which helps maintain fairness and consistency in freight pricing. Once onboarded, partner performance is closely monitored through key operational metrics such as transit and delivery timelines, transit damages, availability and timely placement of trucks, and overall service reliability. These performance indicators are consolidated into partner ratings, which play a key role in determining the allocation of business volumes.

1 Statutory compliance and possession of valid operational licences	2 Financial stability and operational capability	3 Proven experience in handling bulk cargo and EXIM operations
4 Strong safety records and demonstrated past performance	5 Compliance with ESG requirements and commitment to sustainability standards	6 Adequate technical capabilities, successful proof of concept (POC), and positive references

Vendors are shortlisted based on a combination of industry experience, market reputation, past performance, financial profile and infrastructure availability. The commercial engagement process follows a structured bidding mechanism, supported by detailed Requests for Quotation (RFQs) that clearly define all technical, commercial, and compliance parameters.

Respect for human rights is integral to our logistics engagements and is embedded within our contracts and agreements. While we conduct regular internal performance reviews, service partners are contractually required to comply with all statutory obligations, including adherence to minimum wage laws and the prohibition of underage labour. Ethical conduct, worker safety, and regulatory compliance form non-negotiable elements of our partner relationships.

As part of the onboarding process, we carry out a comprehensive set of assessments covering statutory, operational, financial, safety, and ESG parameters. These include verification of statutory documents such as GST, PAN, CIN, and relevant operating licences; evaluation of operational capability and infrastructure; review of safety performance and regulatory compliance; assessment of financial health; and validation of tracking capabilities such as GPS-enabled fleet and consignment monitoring. For import and export operations, we ensure full compliance with statutory and regulatory requirements through appointed Custom House Agents (CHAs) and stevedores. These include the payment of customs duties, GST, inspection and examination charges, handling fees, and applicable port dues. Cargo and port related charges are settled through established accounting processes, while vessel related charges are borne by vessel owners in line with prevailing port regulations.

All logistics partners are required to adhere to Hindalco's Supplier Code of Conduct, Supply Chain Management Policy, and core values. In addition, the Uniform Diesel Price Variation policy is consistently applied across all our road logistics contracts to ensure transparency and fairness in freight pricing.

During the reporting year, we are using an online reverse auction system to digitally manage freight discovery, negotiation, and business allocation.

Data from Logistics Analytics dashboards and Customer Relationship Management (CRM) systems is actively used to support partner onboarding decisions as well as contract renewals. The shift from manual processes to digital platforms has significantly improved operational efficiency, reduced errors, enhanced data-driven decision-making, and supported our sustainability objectives by saving time and resources.

Assessment of Logistics Partners

ESG considerations form an integral part of our partner assessment framework. H&S requirements are clearly communicated to all stakeholders through contractual obligations and form an integral part of our agreements with service providers and vendors. Safety expectations are embedded from the outset, ensuring that partners understand and commit to our standards before operations begin. To ensure consistent adherence to these standards, we conduct both scheduled and surprise safety observation rounds across ports and warehouses. These on-ground checks help us verify compliance with our H&S policies, identify gaps in real time, and drive immediate corrective actions where required. A structured system is in place to monitor and evaluate the health and safety performance of all logistics partners, ensuring alignment with our internal benchmarks and applicable regulatory requirements.

We also ensure that all material handling equipment (MHE) used by service providers at plants, warehouses, sidings, and ports undergoes mandatory testing and certification by authorised agencies. Fitness certificates are verified periodically, and equipment is permitted for use only after compliance is confirmed. Toolbox talks are conducted at the start of every shift to plan dispatch activities and address safety aspects related to the cargo, equipment, and work area.

As part of our operational controls, we ensure the use of tested and approved lifting slings, with inspections carried out prior to deployment. Fire-fighting equipment, including fire extinguishers, is made readily available at all required locations and is periodically inspected to confirm operational readiness.

These measures reinforce a strong safety culture and help minimise operational risks across the logistics value chain. Work conditions and operating practices are governed through clearly defined Standard Operating Procedures (SOPs) implemented across all operations. For all new or non-routine activities, a General Work Permit and Hazard Identification and Risk Assessment (HIRA) is prepared in advance, reviewed, and strictly followed to identify potential hazards and implement appropriate risk-control measures.

We ensure that all warehousing and stevedoring facilities maintain adequate ventilation and sufficient illumination in line with statutory and operational standards. All essential infrastructure required for safe and efficient operations — including furniture, electrical connections, fire-fighting systems, IT equipment, and other basic facilities — is clearly specified in contractual agreements with service providers. These requirements are factored into cost structures to ensure compliance without compromising safety or working conditions.

Many of our plants are located in remote geographies, requiring truck drivers to travel long distances to reach loading points. We recognise the challenges this creates in terms of rest, and access to hygienic food. Keeping driver well-being in focus, and to improve truck turnaround time (TAT) within plant premises, we have established dedicated Truck Plaza facilities at select locations such as Renukoot and, more recently, Dahej.

These Truck Plazas are equipped with essential amenities, including clean washrooms with bathing facilities, hygienic canteen services, and designated rest and dormitory areas. Truck drivers arriving at our plants for loading are encouraged to utilize these facilities before commencing their onward journeys, ensuring they are well-rested, refreshed, and fit to travel. This initiative reflects our commitment to driver welfare, road safety, and operational excellence, while extending our health and safety culture beyond the boundaries of our plants.

Our broader ESG approach to logistics partner management encompasses:

Environmental: Adoption of cleaner fleets, use of EEXI and CII-compliant vessels, focus on fuel efficiency, higher proportion of BS-VI vehicles, and availability of EOT cranes and electric material-handling equipment in warehouses.

Social: Labour law compliance, worker welfare, driver safety protocols, mandatory PPE usage, and implementation of safety guidelines across external warehouses.

Governance: Strict anti-bribery compliance, adherence to Hindalco's Supplier Code of Conduct, regular visits to external warehouses, and periodic safety audits.

Through these collective measures, we continue to strengthen safety governance, support responsible operations, and build a resilient and ethical logistics ecosystem. During the reporting period, 100% of logistics partners were assessed for environmental and social impacts, including sexual harassment, discrimination, child labour, forced labour, wages, health and safety, and workplace conditions. During the reporting period, no logistics partners were penalised or terminated for violation of labour practices and any other relevant assessments.

Novelis tracks logistics vendor performance through a balanced scorecard that measures operational effectiveness, safety standards, sustainability practices, and pricing competitiveness. Performance is reviewed through Quarterly Business Reviews with key and strategic vendors, incorporating both qualitative and quantitative feedback from Novelis and the vendors. Improvement initiatives and corrective actions identified during these reviews are systematically tracked and monitored to drive continuous performance enhancement.

Novelis monitors several sustainability focused metrics and certifications across its logistics vendor base, including EPA SmartWay participation, miles per gallon benchmarking, average fleet age assessment, empty mile reduction, and payload optimisation. These measures help reduce the overall number of loads and fuel consumption across the network. During the reporting year, Novelis partnered with Breakthrough Fuel to enhance its fuel reimbursement programme, providing access to more granular fuel consumption data across the logistics network and enabling identification of opportunities to further reduce fuel use. Mode shift opportunities such as transitioning from over the road trucking to intermodal container movements are also evaluated across the network to support ESG improvements and emission reduction goals.

Shaping our Environmental Footprint in Logistics

We recognise that logistics plays a critical role in shaping our environmental footprint. The transportation of coal, hazardous waste, fly ash, alumina, and other raw materials has the potential to impact ambient air quality and the surrounding environment if not carefully managed. To address these risks, we implemented a comprehensive set of preventive, monitoring, and mitigation measures across our road, rail, and marine logistics operations.

Mandatory tarpaulin covering is enforced for all coal trucks, fly ash trucks, and open box railway wagons to prevent spillage and dust emissions during transit. All fly ash trucks are tracked and traced through GPS based monitoring systems to prevent unauthorised dumping. Transportation of hazardous waste is carried out strictly through specialised and certified vehicles in compliance with State Pollution Control Board (SPCB) requirements. Inter-plant movement of alumina is undertaken only through Company-owned BTAP rakes or bulkers, helping minimise transit losses and reduce environmental impact.

In regions governed by stringent National Green Tribunal (NGT) norms, we ensure strict adherence to applicable environmental regulations. Wherever feasible, we increase the use of sustainable transport modes by shifting material movement from road to rail. Transporters are selected based on their proven track record of environmental compliance, and penalty clauses are included in contracts to address any instances of non compliance. Direct coal linkage has further reduced dependence on long-haul road transportation.

For marine transportation, compliance with the International Maritime Organisation (IMO) 2020 regulations under MARPOL Annex VI is ensured through dedicated internal standard operating procedures. These include engaging only low sulphur fuel compliant vessels and restricting deployment to vessels with a maximum age limit of 15 years. These measures contribute to reduced emissions and improved regulatory compliance across marine logistics operations.

At the upper carriage rail maintenance yard, activities such as painting and grit blasting of BTAP wagons are managed with appropriate controls. Paint chips and grit blasting waste are collected in impervious pits to prevent soil and water contamination, and the installation of a bag filter system has been planned to further control particulate emissions.

We continue to work towards reducing Scope 3 emissions across logistics operations through increased rail usage to lower emissions compared to road transport, deployment of EEXI and CII compliant shipping lines, route optimisation, and reduction of empty container repositioning. Digitalisation of logistics documentation, including e Bills of Lading, e Delivery Orders, and digital gate passes, has reduced paper usage and improved operational efficiency. For aluminium finished goods, tracking dashboards capture BS emission classifications of trucks and enable monitoring of fleet composition.

Electric Vehicles (EVs): We proactively engage with our service partners through structured, long-term contractual arrangements aimed at accelerating the adoption of EVs across the logistics value chain. This strategic commitment provides transporters with the confidence and financial visibility required to invest in EV fleets, charging infrastructure, and associated technological capabilities. By focusing on short-haul movements—typically within a 200 km radius—we ensure operational feasibility while maximising environmental benefits, including reduced GHG emissions and lower dependence on fossil fuels. This collaborative approach strengthens our supply chain resilience, and aligns with our broader sustainability agenda. EVs have been deployed at select locations, with six EVs operating at the Dahej plant and four electric flatbed trailers operational at the Aditya FRP facility.

Furthermore, with the aid of our detailed charter to capture Scope 3 emissions across the entire logistics value chain, covering inward and outward movements through rail, road, and sea, we are enabled to accurately measure emissions across all logistics operations and provide a consolidated, holistic view of our footprint, supporting focused planning and targeted emission reduction initiatives.

Novelis regularly evaluates opportunities for mode shifts to optimise both cost efficiency and sustainability outcomes. During the year, Novelis completed enhancements to the Greensboro rail infrastructure, a key initiative that is expected to reduce the number of trucks used for shipments between Greensboro and Russellville, Kentucky, by approximately 75%, delivering meaningful reductions in road movements and associated emissions.

Interplant Material Movement between Aditya FRP and Hirakud FRP through Electric Vehicles

Initiative: The Interplant Material Movement between Aditya FRP and Hirakud FRP through Electric Vehicles initiative represents a strategic shift towards greener and more cost-efficient logistics across a high-frequency 50-km interplant corridor used for two-way movement of RI and HRC. Given the operational interdependence of the two plants and the extensive reliance on diesel-powered transport, this corridor was identified as a priority lane for decarbonisation. The objective was to establish sustainable road logistics with freight savings, while supporting the organisation's Net Zero 2050 commitment through zero tail emissions on this route.

The initiative was executed through close collaboration among corporate Road Logistics, transporters, plant logistics teams, and plant operations, supported by EV OEMs. Customised electric flatbed trailers with canopies were developed and approved to reduce tarpaulin handling time, improve turnaround time (TAT), and enhance operational safety. A competitive rate-discovery process involving all existing and interested transporters resulted in the finalisation of L1 rates that were 6% lower than prevailing diesel rates. To address the higher upfront cost of EVs, a five-year PMT-based contract was adopted, along with a three-month rental phase to stabilise initial operations.

Outcome: By leveraging the higher load capacity of EVs, the project optimised vehicle utilisation, improved freight efficiency, and reduced carbon emissions. The initiative also establishes a scalable model for low-carbon inter-plant transportation.

Interplant transit E-vehicles fleet

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Greensboro Rail Spur Project

Initiative: The Greensboro Rail Spur Project was undertaken to enhance logistics efficiency and sustainability by upgrading the Greensboro plant's rail spur to enable shipment of aluminium ingots via CSX rail to the Logan plant in Russellville, Kentucky. Previously, ingots were transported entirely by road, with each truck carrying a single ingot, resulting in higher logistics costs and emissions.

Through this initiative, a cross-functional team from procurement, operations, and logistics collaborated to conduct an RFA and FEED study, detailing the technical, operational, and commercial requirements for rail movement on this lane. The shift to rail transport allows up to three ingots to be shipped per rail car, significantly reducing reliance on over the road trucking while delivering cost and emissions benefits.

Outcome: Completed in mid March 2026, the project has positioned the Greensboro plant to ship by rail on an ongoing basis, supporting more efficient, lower carbon logistics for the Greensboro–Logan supply corridor.

Managing Geopolitical/ Operational Conflicts

Our approach to managing geopolitical and geographical risks in logistics is built on flexibility, diversification, and proactive planning. We engage multiple operators across transport modes to minimise single-vendor dependency and closely monitor global shipping disruptions and geopolitical developments to anticipate potential impacts. Route flexibility and alternative port planning are integral to our logistics strategy, supported by long-term contracts with shipping lines that provide freight stability and cost predictability.

To address operational disruptions such as port congestion or extreme weather conditions, we maintain well-defined rail and road contingency plans, along with inventory and scheduling buffers to manage uncertainties in import and export movements. In certain geographies, logistics operations are influenced by seasonal demand fluctuations. To manage availability and cost implications, we execute separate contracts for peak and lean periods. In union-dominated regions, truck deployment is coordinated through Truck Owners' Associations, where fleet availability is managed within the prevailing operational constraints.

Resilient Export Execution Amid War-induced Disruptions

Challenge: In March 2026, the escalation of geopolitical tensions, combined with the Strait of Hormuz blockade, triggered extreme volatility in global shipping. It resulted in acute vessel space shortages, frequent blank sailings, port congestion, delayed berthing, and sharply rising freight rates. These external disruptions were compounded by internal inventory and production constraints.

Initiative: A dedicated cross-functional initiative was launched involving logistics, production planning, sales, and senior leadership, working in close coordination with shipping lines, freight forwarders, customs house agents, ports, and regulatory authorities. The strategy centred on proactive booking of vessel space at negotiated long-term freight rates to shield the business from sudden market escalations, strict prioritisation of critical export shipments, and continuous alignment of inventory readiness with confirmed sailing schedules. Dynamic re-planning was adopted on a near-daily basis to respond to blank sailings and rolling vessel changes, ensuring optimal utilisation of every available slot.

Outcome: Despite severely constrained capacity and operational uncertainty, the initiative enabled uninterrupted export continuity and maximised feasible export sailings in March 2026. It helped achieve highest possible export volumes for FY 2025-26, reinforcing the organisation's resilience amidst geopolitical stress.

Digitally Enabling Our Logistics Ecosystem

Our digitally enabled logistics function evolved into a, resilient, and strategic capability. It plays a vital role in delivering cost leadership, operational reliability, customer satisfaction, and long-term sustainable growth.

During the reporting year, we advanced several digitalisation initiatives to strengthen visibility, control, and efficiency across our logistics operations.

- A shipping-integrated digital platform for freight and logistics management covering shipment planning, freight procurement, and global ocean visibility has completed its proof of concept and is currently under implementation.
- Centre for Railway Information Systems (CRIS) data intelligence has been integrated with Oracle Integration Cloud (OIC), supported by reporting dashboards that provide enhanced visibility into logistics costs and operational metrics. Ekaayan ERP serves as the enterprise backbone for planning and control of our digital enablement, and is complemented by Oracle Transportation Management (OTM) for operational governance.
- Oracle Warehouse Management Systems (WMS) improves inventory accuracy, visibility, and dispatch excellence across our warehouses. These systems translate planning intent into consistent on ground execution. It is implemented across all external warehouses and the Mouda unit.
- Dedicated tracking systems across critical material flows, focused on visibility and theft prevention. They include fly-ash logistics at the Hirakud and Aditya locations and a coal supply-chain tracking solution at Mahan.
- Bharat-standard compliance monitoring has also been enabled for aluminium transportation to ensure regulatory adherence across road movements.
- Online reverse auctions are now being used for freight finalisation across all areas except union-dominated regions.
- End-to-end digital track-and-trace has been implemented for shipments, complemented by automation of export and import documentation processes to reduce manual intervention and improve turnaround times.
- Operational oversight is further enhanced through digital dashboards covering CHA, CFS, rail, and port operations, along with exception-based alerts for delays and compliance issues.
- Vendor performance is also monitored through integrated analytics-based scorecards, enabling consistent performance evaluation and data-driven improvement actions.
- All 18 external warehouses are monitored real time through a network of 188 IP cameras. This enables continuous oversight of safety compliance, operational discipline, vehicle turnaround times, use of personal protective equipment by crews and visitors, as well as shed and peripheral security.
- Novelis expanded the use of Power BI by introducing several new reports that integrate data from our Transportation Management Systems. These include a consolidated freight report to track and analyse logistics spend, and a routing guide report to monitor compliance with awarded and competitive carriers, strengthening visibility and execution discipline across the network.

Resilient Digitisation and Automation of Rail Freight Cost Analysis

Challenge: Earlier, rail freight cost analysis was carried out through manual, excel-based calculations. It involved consolidating rake-wise data and multiple charge components across spreadsheets. It was time consuming, error prone, dependent on individual expertise, and offered limited confidence in reported numbers. An extensive CRIS railway billing data was already available in EBS, but it was largely underutilised for analytics, cost control, and governance.

Initiative: To address these challenges, an initiative was launched to digitise and fully automate rail freight cost analysis using CRIS data. It eliminates manual processing to create a single, standardised, and auditable source of truth for rail logistics costs. It also aims to identify and control hidden cost leakages such as dead freight, POL charges, and demurrage. It also enables real time and reliable decision making, and establish a scalable foundation for future lift and shift to OTM Analytics. The solution was designed to support corporate logistics, plant logistics and operations teams, finance and audit functions, digital and ERP teams, and senior management.

Outcome: In FY 2025 26, the organisation successfully transitioned from manual Excel based processes to automated, system driven rail freight analytics. The initiative strengthened cost control, enabled proactive management of dead freight, POL costs, and demurrage, enhanced compliance and financial governance, and created a scalable digital foundation for advanced analytics and future integration initiatives.

Nurturing Customer Relationships

At Hindalco, our customer engagement strategy is closely aligned with India's evolving economic landscape, driven by urbanisation, infrastructure development, electrification, and shifting consumption patterns. These forces are reshaping demand across aluminium and copper markets, and we are strategically positioning our portfolio to serve high-growth sectors such as electrical infrastructure, automotive, including – EVs, building and construction, packaging, consumer durables, aerospace, and defence.

Our integrated upstream-to-downstream capabilities enable us to deliver value-added, application-specific solutions at scale. We are increasingly moving beyond primary products to provide tailored, industry-focused offerings, strengthening our ability to respond to domestic demand while supporting emerging sectors critical to India's growth.

We are strengthening our role as a solutions provider by addressing sector-specific requirements through innovation and collaboration. In automotive, we co-develop lightweight aluminium components and battery enclosures that improve efficiency and extend EV range. In infrastructure and railways, we supply specialised panels, freight wagon solutions, and high-performance copper alloys. Our copper products support renewable energy systems, power transmission, and HVAC applications, while our packaging portfolio focuses on sustainable foil and can-stock solutions. Our

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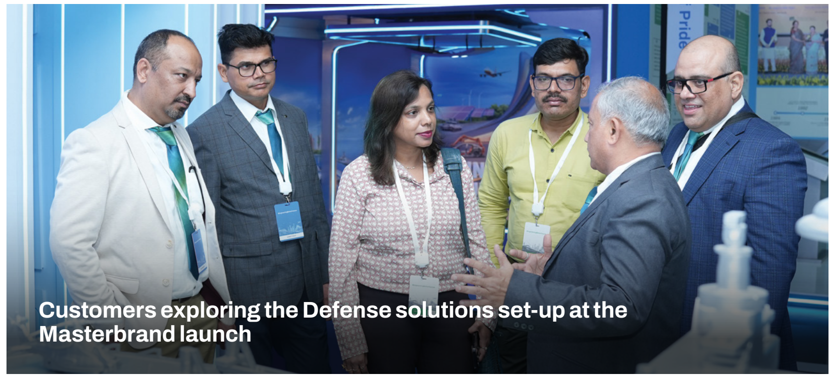


Customers exploring the Defense solutions set-up at the Masterbrand launch

Specialty Alumina business caters to advanced industrial applications such as ceramics, electronics, and flame retardants.

Across sectors, our approach is forward-looking. We anticipate demand, co-develop solutions with customers, and build deep integration rather than maintain a transactional presence. This is evident in our expanding EV ecosystem, including aluminium battery enclosures produced at our Chakan facility, as well as battery-grade foil, busbars, and cell components. Our investments in cathode foil manufacturing further strengthen India's EV supply chain.

In packaging, we are a leading manufacturer of aluminium foil and laminates under brands such as Freshwrapp and Superwrap, serving pharmaceutical and FMCG sectors. We are also well positioned in the growing aluminium beverage can segment, supported by expanded capacity at Hirakud and a strong share in India's flat-rolled products market.

Our infrastructure and construction portfolio supports applications across airports, metros, buildings, and industrial facilities, complemented by consumer-facing brands such as Eternia and Everlast. In the energy transition space, we supply aluminium framing, copper wiring, and specialised components, while Birla Copper provides high-conductivity products for power and renewable applications. We also serve railways, defence, and aerospace through precision extrusions and advanced alloys, with applications extending to projects such as ISRO missions and high-speed rail collaborations.

In electronics, our aluminium and copper solutions support heat sinks, enclosures, and circuit components, meeting global standards and strengthening our position in a rapidly expanding manufacturing ecosystem. Additionally, our Specialty Alumina business continues to expand into higher-value grades for advanced industrial uses.

Overall, we are evolving from a materials supplier to a strategic partner by leveraging our integrated aluminium-copper portfolio, prioritising localisation, sustainability, and advanced manufacturing, and aligning closely with India's long-term economic priorities.

Further details of our product portfolio can be accessed on our website: Industries We Serve | Hindalco - Metals for Every Sector.

Moreover, our integrated approach combines reliable delivery with consistent quality, backed by investments in capability building, digital tools, and strong customer collaboration. We are not just responding to demand but also anticipating it, creating new market opportunities and co-developing solutions that keep us ahead of the industries we serve. Our customer feedback systems and evolving Key Account Management journey further reinforce this commitment.

Customer Relations Management

Effective customer relationship management plays a vital role in fostering loyalty and enhanced experience. We implemented a structured programme to proactively manage and strengthen customer relationships. This programme includes regular technical service visits to customer plants, knowledge sharing sessions, and focused engagements aimed at improving productivity and efficiency. Our Sales and Marketing teams, along with senior leadership, maintain consistent interactions at customer locations to ensure close alignment, timely support, and responsiveness to customer needs.

We regularly capture customer feedback through Net Promoter Score (NPS) surveys. Continuous engagement with industry stakeholders helps anticipate market developments and improve customer experience. We operate a proactive customer feedback mechanism. Customers can request support and share feedback through multiple channels, including in person interactions, phone calls, or direct email communication. The feedback is systematically incorporated into our product and service development processes.

We have a robust customer complaint management which includes transparency on timelines for resolution, and structured follow up to ensure closure. The complaint handling process is subject to independent external verification through periodic audits conducted under ISO 9000:2015 standards.

CEO Forum at Copper Business

In 2025, we marked the third edition of Copper Confluence and the official launch of the Copper CXO Club. It is an exclusive platform bringing together leaders from across the domestic copper value chain. The landmark event was held in Mumbai and featured the unveiling of the Copper CXO Club logo by our Managing Director, CEO, and CMO, along with prominent industry leaders.

The event facilitated thought-provoking discussions on key themes including sustainability, Extended Producer Responsibility (EPR), procurement, and the domestic copper ecosystem. These discussions were enriched by insights from leaders across the sector, including representatives from Teck Resources, Recykal, and ICMM.

Four-Pronged Approach to Customer Centricity

Engagement

+ Through close collaboration with customers, we align on product volumes, technical specifications, input pricing, and performance metrics. Our engagement goes beyond understanding product characteristics to include a deep appreciation of customer processes and end-use applications.

Delivery

+ We partner with dependable suppliers and logistics providers to ensure timely and reliable delivery. Long-standing relationships with these partners further reinforce consistency, accountability, and service excellence.

Research and Marketing

+ By working with leading market research agencies, we gain valuable domestic and global market insights. Creative agencies help effectively showcase our offerings across exhibitions and industry platforms. In parallel, our teams continuously monitor emerging technologies across our value chains and those of our target industries.

Sales and Development

+ Ongoing training equips our sales teams with in-depth product knowledge, process understanding, and application expertise, complemented by advanced selling skills. This holistic capability-building approach strengthens customer engagement and drives operational efficiency.

Customer Engagement and Communication

We prioritise proactive engagement with our customers to understand their needs, preferences, and concerns. Our structured customer engagement strategy includes annual or biannual customer meets in every zone, where we jointly reflect on achievements, identify areas for improvement, and share knowledge on copper quality and its applications.

We ensure our customers have access to comprehensive and easily understandable product information through multiple channels. This includes detailed brochures of our offerings, test certificates from our NABL-accredited laboratories validating product quality and specifications; and concise, informative content on our website.

We emphasise clear and transparent communication without ambiguity, and strive to address and resolve every customer query.

We organise knowledge sharing sessions, customer awareness programmes, and user (on Shop floor) training programmes.

At Hindalco, we are supported by a dedicated Technical Services team that provides in depth knowledge on product usage and applications. The team conducts on-site knowledge sessions at customer locations to foster a deeper understanding of our products. We have regular Kaizen initiatives, and initiatives related to customer service. Regular voice of customer operations too are conducted by the Technical Services team.

Collaborations

In line with DMRC requirements, we collaborated with our customer to develop Copper Silver and Copper Magnesium alloys for railway and Delhi Metro applications. These alloys have been approved by Indian Railways and DMRC for Copper Silver and Copper Magnesium. We also received approval from Indian Railways for higher size ETP rods.

We also worked with our partners to develop special Copper-Silver Alloy based cables for high-speed rail and urban metros.

Customer engagement in the business is driven through structured digital interactions for product development and grievance resolution. This has been further strengthened through increased on-site customer visits, deeper channel partner presence in key markets, and enhanced deployment and capability building of technical sales specialists within the Sales and Marketing team to better understand and address evolving customer requirements. We actively engaged customers through periodic plant visits followed by detailed feedback on plant operations. Customer engagement during the year was further strengthened through a mix of physical and digital initiatives. We participated in industry expos and conferences, including international events, to showcase our product portfolio and introduce new products across key markets. This participation is not just by the S&M teams, but Plant Operations, R&D and Quality teams also represent the business and engage directly with customers at these events.

Our industry presence was further enhanced through sustained engagement with trade publications and expanded participation in industry bodies. In our Specialty Alumina business, in addition to existing associations, we obtained membership in The Refractory Institute (TRI) and continued to hold key positions in associations such as Indian Refractory Makers Association (IRMA) and Indian Chemical Council (ICC); enhancing our visibility across key forums. To further improve customer proximity and service level, local resources were added in strategic locations, and warehouses have been established in Japan, Europe and USA.

Customer centricity is embedded in our Research and Manufacturing (R&M) philosophy, which enables us to stay ahead of market trends and customer expectations. Our innovation centres work closely with customers, research institutions, and technology partners to develop advanced materials and solutions that meet both domestic and global standards.

Ensuring consistent quality and reliable delivery is fundamental to building trust with our customers. We maintain rigorous quality standards across our operations supported by globally recognised certifications and robust testing protocols. Our integrated supply chain, supported by strong logistics partnerships and backward integration, ensures timely and efficient delivery across geographies. Through clearly defined service-level agreements and continuous performance monitoring, we align closely with customer expectations, delivering consistency and reliability even in dynamic market conditions.

Customer Feedback

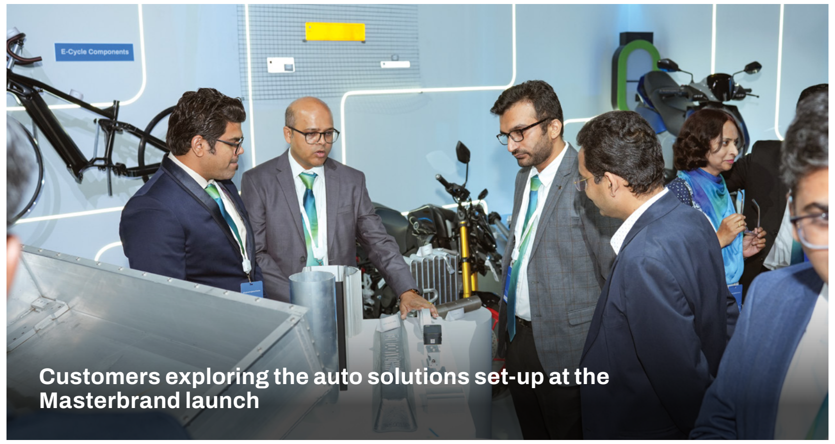
We integrate customer feedback into our processes by engaging with customers at every stage of product development, sharing products for trials and incorporating their views to refine and improve our offerings. At Hindalco, we keep customers at the centre of everything we do. Our philosophy is based on the practice of listening, learning, planning, acting, and closing the loop, with feedback on a standard question collected from multiple touchpoints across the customer's organisation.

Regular feedback gathered from the customers has helped us better understand our customers and ensure customer delight.

Customer Satisfaction

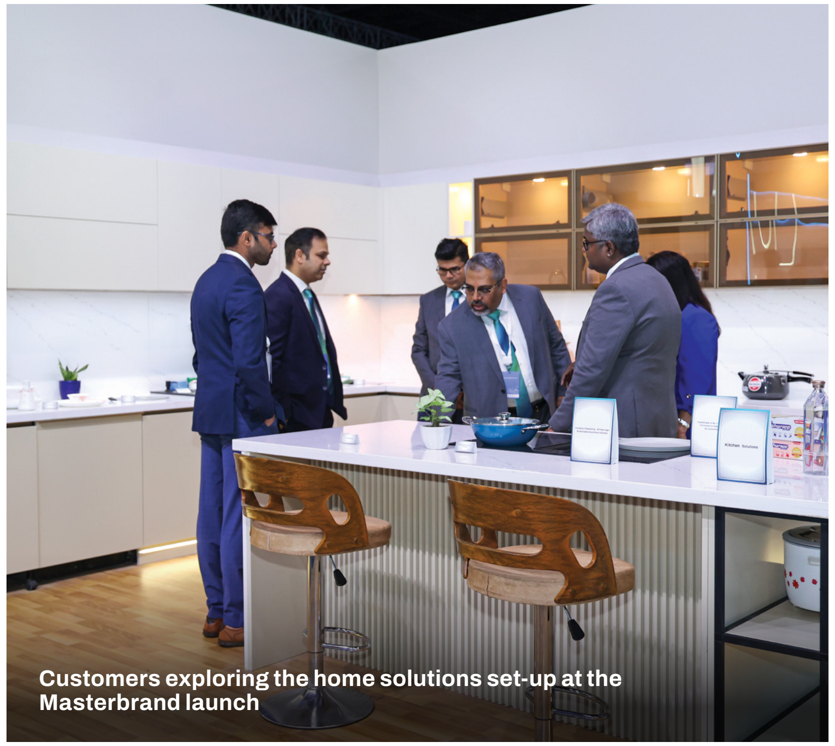
Customer feedback surveys form an integral part of our improvement strategy. Through Net Promoter Score (NPS) surveys, we undertake a detailed cross-functional analysis of customer feedback to gain an in-depth understanding of customer perceptions. This comprehensive and structured feedback loop enables us to continuously evolve, strengthen service delivery, and reinforce our commitment to excellence. In FY 2025-26, we achieved a customer satisfaction score of 89 for our Novelis operations. The business division-wise NPS scores achieved for Hindalco in FY 2025-26 are presented below:

SBU	NPS Score	Next Survey Planned
Hindalco Primary- Aluminium Business	74	FY 2027-28
Hindalco Copper Business	74	FY 2026-27
Hindalco Specialty Alumina Business	72	FY 2026-27


Customers exploring the auto solutions set-up at the Masterbrand launch

Customer Grievance Redressal Mechanism

Customers can lodge complaints 24/7 through multiple channels, including phone calls, emails, logbooks, meetings, customer interactions, and surveys. All responses are systematically categorised into positive feedback and detractors. The complaints are addressed through an internal reporting mechanism and the Corrective and Preventive Action (CAPA) protocol. Regular meetings and customer visits support the identification and resolution of issues, with escalations managed by plant or technical teams as required. Upon resolution, we share a complaint settlement report with the customer, detailing the corrective actions. Quarterly audits are conducted to drive continuous improvement and ensure faster resolution timelines.


Customers exploring the home solutions set-up at the Masterbrand launch

Recording	Analysing	Resolving	Settling	Closing
+ Respective ASM Lodges complaint in system (CX portal)	+ Complaint is accepted or Rejected	+ After Investigation, Corrective and Preventive action are taken	+ Accepted complaint quantity is settled	+ Complaint is closed

In FY 2025-26, customer complaints continued to be systematically tracked across all businesses, with a sustained focus on timely resolution and process improvement. During the year, we received 759 customer complaints (746 pertaining to the standalone business and 13 to subsidiaries), compared to 1,015 complaints in FY 2024-25 (1,000 standalone and 15 subsidiaries).

Of the complaints received in FY 2025-26, 94 remain pending for resolution, an improvement from 122 pending cases in FY 2024-25. Notably, no complaints were pending for resolution within subsidiaries at the end of the reporting period.

In FY 2025-26, the customer complaint numbers have been reviewed and revised to ensure alignment with the update in the methodology for consideration of the complaints related data. Hence, the data has been restated for the previous financial year to ensure consistency and comparability of information for the current year and previous year.

The Aluminium business reported the highest volume of complaints across product segments, with a portion of cases remaining under resolution at the end of the reporting period. Focused efforts are ongoing to ensure timely closure and continued improvement in customer experience. In contrast, both the Copper and Specialty Alumina businesses achieved full resolution of all reported complaints during the year, reflecting strong operational responsiveness and customer focus.

The overall increase in reported complaints is primarily attributable to enhancements in the customer complaint management platform, which have enabled more comprehensive and accurate capture of customer issues that may previously have gone unrecorded. This reflects a strengthening of transparency and process robustness.

Further, the scope of complaint reporting in the Copper business has been expanded to include all downstream plants, enabling broader coverage, improved accountability, and enhanced visibility of customer experience across operations.

Customer Relationship and Digitalisation

With the objective of structurally enhancing customer experience across all touchpoints, a key strategic initiative is the digitalisation of Customer Relationship Management (CRM).

The CRM is being developed as a centralised, end-to-end customer intelligence platform, enabling a unified view of customer interactions, preferences, service history, and engagement patterns, while eliminating fragmentation across multiple channels. The platform also incorporates AI-driven capabilities to enable proactive customer engagement through advanced analytics, actionable insights, and automation of routine queries, case routing, and service workflows. These enhancements are expected to strengthen lead management, customer interaction tracking, and overall service responsiveness.

In parallel, an AI-enabled support toolkit is being developed to equip technical sales teams with quick and accurate access to product and application knowledge.

Digital platforms have also been deployed across PPC operations, including bagging, internal transfers, and re-bagging, improving process visibility, operational efficiency, and control.

From a structural standpoint, the digitalised CRM embeds customer experience principles directly into business processes and workflows, enabling scalability, consistency, and improved governance.

Additionally, the Aluminium and Copper businesses are implementing an integrated Sales and Operations Planning (S&OP) platform to strengthen customer service capabilities through enhanced demand visibility, consolidated customer data, and deeper insights into customer behaviour and service performance.

Product Safety and Compliance

We adhere to rigorous quality standards and established protocols. This commitment spans across our Business-to-Business (B2B) and Business-to-Customer (B2C) segments, ensuring compliance with all mandated requirements. We uphold the highest standards of health and safety across our product portfolio and actively seek to keep customers informed about the key impacts of our products. While products from our Specialty Alumina Business are classified as non-hazardous, we provide Material Safety Data Sheets (MSDS) to ensure customers remain fully informed.

In the Aluminium business, we adhere to standards as specified by our customers for all products and serve both B2B and B2C segments. In the B2B segment, we supply food grade material to cooker and cookware manufacturers, certified as food grade in compliance with EN 602 and IS 21, and we share test certificates with customers. In the B2C segment, we comply with BIS 15392, RoHS, and REACH requirements. In aluminium foil, we ensure that total heavy metal content remains below 100 ppm, as mandated by applicable standards. Our compliance with REACH and RoHS regulations reinforces our commitment to producing environmentally responsible and safe products.

We assess 100% of product and service categories for health and safety impacts to drive continuous improvement. For B2C products, packaging includes product details, and aluminium foil produced at our plants meets EN 602 requirements for safe food contact. All process inputs, including rolling oil, rolling oil additives, paper, and glue, are food grade, while slip coats and inks are water based, non toxic, and suitable for food packaging. Our aluminium quality is widely recognised, with some B2B customers highlighting that their cookware is made using Hindalco Aluminium.

In FY 2025-26, 100% of significant products were assessed for compliance with procedures on product and service information and labelling. There were no reported incidents of non-compliance regarding marketing communications, product and service information, or labelling.

Further, no instances of product recalls on account of safety issues were reported for Hindalco India operations during the reporting period.

Public Policy Advocacy

We follow a structured approach to public policy advocacy, enabling effective engagement with policymakers in shaping new policies and modifying/updating existing frameworks. Through representation across international, national, and state-level industry bodies, we contribute constructively to policy discourse. Our strategy involves a solution-oriented approach that combines industry perspectives with practical, implementable solutions developed collaboratively with government and stakeholders across key markets. These efforts are grounded in rigorous research and analysis, strengthening the credibility of our engagement and supporting long-term relationships with policymakers.

Our advocacy initiatives are structurally and centrally driven from our Corporate Office in Mumbai by the Policy Advocacy team, with regular updates provided for MD's review and intervention as and when necessary. The team works closely with various functions like Mining, Operations, Marketing, Sustainability, and Legal to address a wide range of policy issues, including climate and sustainability.

We actively engage with trade associations and industry bodies to contribute to policy formulation that supports inclusive growth, creates long-term stakeholder value, and safeguards the environment. Our focus areas span key domains, including taxation, trade, mining, energy systems, climate action, and sustainability. Across all engagements, our approach remains collaborative, fact-based, and solutions-oriented, supported by continuous dialogue with policymakers at all levels. Through these interactions, we engage with key ministries, such as Coal, Power, Railways, Renewable Energy, Environment, Forest and Climate Change, Finance, Commerce, and Mines, as well as with leading think tanks such as NITI Aayog.

Addressing climate change is a core focus of our advocacy efforts. We work closely with industry associations and research institutions to support India's commitments under the Paris Agreement and contribute to its Nationally Determined Contributions. Prior to engaging with new trade associations or undertaking direct advocacy, we conduct a thorough assessment of alignment with our climate principles and national commitments. We also periodically review our existing associations to ensure continued alignment. Potential misalignments between trade association positions and our own are actively evaluated through a structured review process, which may include corrective engagement or, where necessary, withdrawal from representation. We ensure transparency by clearly communicating our climate policy positions as well as any instances of distancing from misaligned positions to our stakeholders. Further, we collaborate closely with the Group Chief Sustainability Officer's office on key climate-related policy matters and Group's positions.

This advocacy framework is applied consistently across all jurisdictions in which we operate. Further details on our associations and memberships are provided in the "Our Key Associations and Memberships" section of this Report.

To further strengthen and streamline our advocacy and engagement, we have established a robust governance framework supported by a comprehensive management system. Given that regulatory risk is among the top 10 identified risks for Hindalco, a formal governance mechanism has been instituted. Under this mechanism, the Risk Management and ESG Committee oversees our advocacy positions and activities, and the board is updated in the due intervals. Managing Director oversees the key policy developments, including climate policy positions and trade association engagements. These matters are also subject to periodic review by the Group's Business Review Committee on a quarterly basis and by the Chairman annually.

Review Mechanism for Policy Advocacy

Company-level

Board of Directors
(The Committee updates the Board in due intervals for their review)

Risk Management and ESG Committee
(Oversees policy risks and initiatives)

Managing Director
(MD oversees the policy advocacy initiatives and development. Regular update is provided for MD's review and intervention wherever required)

Head of Policy Advocacy
(Leads the team and the initiatives)

Policy Advocacy Team
(Drives all advocacy initiatives)

Board-level

Group Chairman
(Reviews advocacy initiatives annually)

Group Business Review Committee
(Reviews advocacy initiatives quarterly)

Charitable and Political Contributions

Our charitable and political contributions are made in strict accordance with our established policies. Details of our charitable contributions are provided in the CSR section of this Report.

During the reporting period, Hindalco India made no political contributions, while Novelis contributed ₹0.22 crore. Throughout the reporting year, no corrective actions were required or initiated in relation to anti-competitive conduct, and no adverse orders were issued by regulatory authorities.

Further, during the reporting period, we did not make any contributions towards lobbying, interest representation, or related activities (e.g. spending related to ballot measures or referendums).

Training Institute for Women at Renukoot is designed to empower local women by providing skill development, vocational training, and livelihood opportunities

Contributions to Trade Associations (in ₹ crore)

Trade Association	FY 2024-25*	FY 2025-26
Confederation of Indian Industry	1.52	**0.86**
Indian Electrical and Electronics Manufacturers' Association	0.78	**0.78**
Federation of Indian Chambers of Commerce and Industry	0.33	**0.19**
Other Contributions by Hindalco India	2.43	**0.48**
Other Contributions by Novelis	0.05	**26.50**
Total	**5.11**	**28.81**

**During FY 2024-25, certain accounting discrepancies were identified, and the figures have been revised and restated accordingly.*

Climate Change Advocacy at Hindalco – Direct Policy Advocacy Positions

We have been an active member of the World Business Council for Sustainable Development (WBCSD) for over a decade, reflecting a long-standing commitment to advancing sustainable development. Our senior leadership also holds memberships with the International Aluminium Institute (IAI), enabling close collaboration with the Mission Possible Partnership (MPP) to accelerate the decarbonisation of heavy industry and transport. The MPP's Aluminium Transition Strategy outlines pathways to achieve Net Zero emissions by 2050. Further reinforcing this engagement, our Group Chief Sustainability Officer co-chairs IAI's Energy and Environment Committee and serves on the South Asia Advisory Board of the Global Reporting Initiative (GRI).

As governments worldwide advance carbon border measures, Novelis collaborates with industry associations to advocate for frameworks that address carbon leakage while avoiding protectionist outcomes. In the UK, Brazil, and across Europe, we engage through the Carbon Border Adjustment Mechanism (CBAM) Task Force of European Aluminium and maintain direct dialogue with the European Commission to promote circularity-driven approaches.

In the United States, Novelis actively contributes to policy advocacy across multiple states, supporting legislation focused on extended producer responsibility and recycling incentive mechanisms. At the federal level, we support initiatives to strengthen recycling infrastructure through public–private partnerships. These efforts are undertaken in collaboration with organisations such as the U.S. Chamber of Commerce, the National Association of Manufacturers, and the Aluminium Association, where we hold active memberships.

International - Direct Policy Advocacy Positions

European Union	Our Novelis operations are actively involved with the EU Packaging and Packaging Waste Regulation to promote circularity. Additionally, we participate in the automotive and transport group of European Aluminium to advocate for EU regulations that support automotive recycling.
World Economic Forum	We, at Novelis, are a founding member of the WEF's First Movers Coalition for aluminium, which has committed to purchasing 10% of its primary aluminium as ultra-low carbon and sourcing 50% of its inputs from scrap. Additionally, we have advocated for these practices in national jurisdictions.
Securing America's Future Energy (SAFE)	We at Novelis joined a coalition organised by SAFE to emphasise the significance of aluminium and advocate with the US Department of Energy and other government agencies for increased low carbon primary production in the United States.
U.S. International Trade Commission (ITC)	The ITC is establishing metrics for measuring the carbon intensity of the US aluminium industry, which will inform the US government's international negotiations on low carbon standards. Novelis was the sole secondary aluminium producer to submit comments and testify at the ITC's hearing on "Greenhouse Gas Emissions Intensities of the US Steel and Aluminium Industries at the Product Level."

National - Direct Policy Advocacy Positions

Indian Ministry of Mines	At Hindalco, our senior leaders proactively collaborate with the Ministry as members of its Greening Committee, which aims to provide inputs for formulating sustainable mining practices and guidelines for India.
Bureau of Energy Efficiency, Ministry of Power	We, at Hindalco, are actively participating in the Bureau's consultation process as part of the Technical Committee on Indian Carbon Market on developing India's Carbon Market, contributing proactively to the formulation of policies and guidelines for India's Carbon Credit Trading Scheme with respect to Aluminium sector. The targets have been released until FY 2026-27.
NITI Aayog	We, at Hindalco, are a member of NITI Aayog's Decarbonisation Committee, responsible for mapping the decarbonisation pathway for the aluminium sector in India.
Bureau of Indian Standards	At Hindalco, we actively participate in a BIS committee dedicated to integrating sustainability into Indian standards, aiming to enhance the adoption of sustainable practices including climate change mitigation and adaptation and transparent disclosures.

Climate Policy Positions and Collaboration with Trade Associations

Hindalco India's climate-related policy advocacy efforts are strengthened through active participation in leading national trade associations. These include the Confederation of Indian Industry (CII), the Federation of Indian Chambers of Commerce and Industry (FICCI), the Bombay Chamber of Commerce and Industry (BCCI), along with other key industry bodies. Through these platforms, we represent not only the Company's interests but also contribute to shaping broader industry perspectives on climate action and policy.

Climate policy advocacy remains a central focus for these associations. Accordingly, the positions and recommendations advanced directly by Hindalco are also channelled through these forums in our engagement with the Government of India. As an active member of national-level environment committees under both FICCI and CII, we continue to contribute to advancing industry-wide climate and sustainability agendas. Our participation across these platforms enables us to engage constructively with national stakeholders and support broader ecosystem transformation.

As a founding member of the Resource Efficiency and Circular Economy Industry Coalition (RECEIC), established under FICCI during India's G20 presidency, Hindalco continues to demonstrate leadership in advancing climate and sustainability priorities. In addition to industry forums, we collaborate with leading think tanks on emerging climate-related issues at both global and national levels, with a particular focus on India and other developing economies.

At the leadership level, our Group Chief Sustainability Officer (CSO) plays an active role across multiple institutions. She is a member of the Climate Change and Environment Committees of both CII and FICCI, chairs FICCI's Green Procurement Sub-Committee, and co-chairs the Sustainability and Climate Change Committee of the BCCI. She also contributes to national-level policy discourse as a member of the SEBI's ESG Advisory Committee, the steering committee of RECEIC, and the Core Working Group on Corporate Affairs and ESG at the Indian Institute of Corporate Affairs (IICA).

In addition, Hindalco's CSO holds key positions across other institutional platforms, including serving as a member of the IAI Bauxite & Alumina Committee, and a member of the Ministry of Jal Shakti's Water Working Group. Further, as the Vice Chair of the National Level CII GreenCo Committee, CSO represents Hindalco regularly in forums that facilitate the exchange of best practices across the metals and mining sector. These engagements focus on key sustainability initiatives such as emulsion treatment, zero liquid discharge, rainwater harvesting, and waste management. In addition, we participate in collaborative initiatives exploring innovative solutions, including phytoremediation, xeriscaping, and the use of digital platforms for enhanced water and effluent management.