

Management Discussion & Analysis

Market Review



Economic Outlook

The year 2025-26 was marked by moderate and uneven global economic growth, as economies adjusted to increased trade protectionism, financial market volatility, and ongoing geopolitical uncertainties. While inflation eased and recession risks declined, structural challenges continued to shape the global outlook.

2025 – The Year of Uncertainty

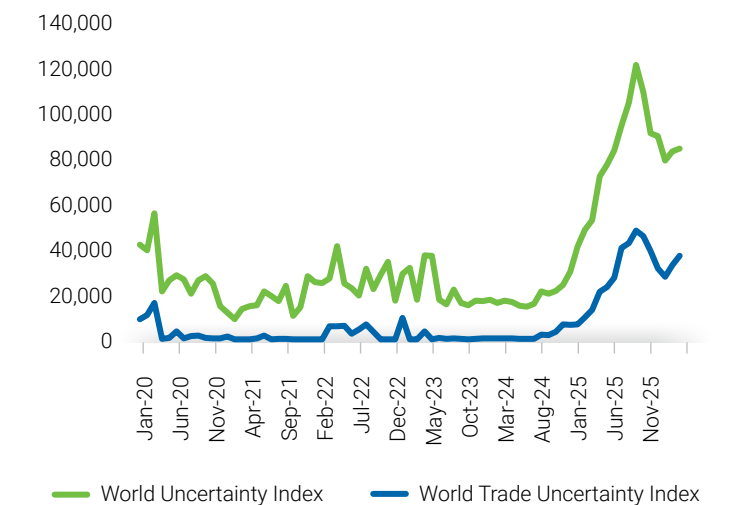
The last fiscal started with President Donald Trump's sweeping "Liberation Day" tariffs announcements in April 2025 introducing a baseline 10% global tariff alongside specific "reciprocal" tariffs scaling up to 50% for countries with high trade surpluses. This was followed by a series of negotiations, multiple changes in tariff rates and heightened trade tensions among the countries as they attempted to make trade deals with the US to achieve a favourable tariff structure. However, in February 2026, the US Supreme Court ruled the initial tariffs illegal, stating that the emergency powers cited under the International Emergency Economic Powers Act (IEEPA) did not permit the President to bypass Congress to regulate international commerce. In response to the Supreme Court's decision, the US administration instituted a 10% blanket global tariff under Section 122 of the Trade Act of 1974, which was again ruled out by the U.S. Court of International Trade (CIT) in May 2026.

The year was marked by increased number of conflicts amidst failed attempts to end Russia-Ukraine war and fragile ceasefire in Gaza. New frontier opened in Middle East when the US, Israel and Iran engaged into the 12-Day War intensive conflict in June 2025 involving Israeli strikes on Iranian military and nuclear sites, followed by direct U.S. intervention.

Towards the end of the fiscal year, the fierce war broke out in Middle East between Iran and the US-Israel which rattled global energy market.

All these things culminated in heightened uncertainty regarding global business environment which is reflected in World Uncertainty Index which touched all-time high in September 2025, dwarfing the previous spikes like Covid-19 pandemic of 2020 or Global Financial Crisis of 2008.

Rising Global Uncertainty



Resilient Global Economy

Despite all the odds, global economy expanded by 3.4% in 2025, indicating stable but modest expansion. Growth remained strong in emerging economies which grew by 4.4%, but moderate in advanced economies with 1.9% rise in 2025. The United States maintained steady growth of 2.1% driven by consumption and technology investment. China managed to achieve the target 5% growth, supported by policy measures but constrained by real estate issues. India remained one of the fastest-growing major economies at 7.6%. Euro Area saw slower growth of 1.4% due to structural weaknesses. Overall, global growth was resilient but remained below long-term averages.

Pace of decline in inflation slowed down in 2025 and global inflation largely remained steady. Inflation in the US remained above target level while that in India and EU started moving up during Q4 of FY 2025-26. As a result, the Federal Reserve kept its benchmark interest rate unchanged at 3.50–3.75% during meetings in January, March, and April in 2026 while the European Central Bank did not reduce interest rates after June 2025.

Global manufacturing in 2025 experienced a slow but steady recovery, characterised by moderate output growth. Global manufacturing PMI consistently remained in expansionary zone since August 2025 and reached 52.6 in April 2026 - marking a 49-month high and signalling a strengthened expansion in worldwide manufacturing output despite rising geopolitical risks. Global trade in 2025 reached a record high of US\$ 34.65 trillion in total value, a 7% increase over 2024. Growth was driven by strong demand for electronics and AI-related hardware. However, sustenance of such positive developments are overshadowed by the ongoing war between Iran and the combined forces of US and Israel.

Middle East Crisis Risks Global Growth Prospect

The US-Iran war which started since 28 February 2026 has emerged as a major geopolitical shock with wide-ranging consequences for the global economy. Given the strategic importance of the Middle East in global energy supply and trade routes, the conflict has affected growth, inflation, trade, and financial stability worldwide.

The most immediate impact has been a sharp rise in global oil prices. The conflict disrupted the Strait of Hormuz, through which about 20% of global oil supply flows. Oil prices surged above US\$ 100 per barrel in some phases. Rising oil and commodity prices have led to global inflation pressures. Many economies face the risk of imported inflation due to energy dependence. Higher cost of living (fuel, food, utilities), reduced purchasing power, pressure on low-income households.

Disruptions to shipping through the Strait of Hormuz have impacted several commodity markets, affecting both energy and related sectors. The Gulf region, which accounts for about 8% of global aluminium supply, is also affected. Roughly 5 million tonnes are shipped annually through the Strait from countries like Bahrain, Qatar, Saudi Arabia, and the UAE, impacting construction, manufacturing, and energy technologies.

Fertiliser supply is especially vulnerable, with over 30% of global urea trade and around 20% of ammonia and phosphate shipments passing through the Strait. This raises concerns for food prices and security. There are also indirect energy implications, as some countries rely on imported LNG to power fertiliser production.

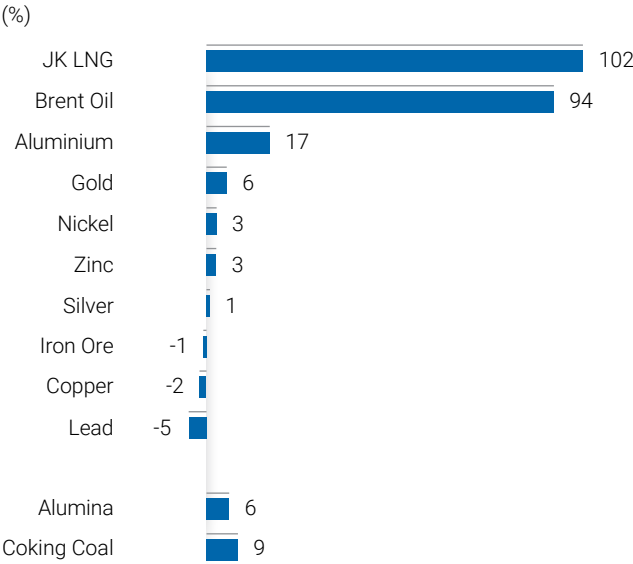
In addition, nearly half of global seaborne sulphur trade moves through this route. Sulphuric acid derived from it is essential for fertilisers, chemicals, petroleum refining, and processing key minerals such as copper, nickel, and zinc.

Oil and gas prices almost doubled and aluminium price also jumped due to supply disruption in Q4. While copper

and silver prices reached all-time high earlier in the quarter, they retreated in the later part of the quarter due to profit booking, strengthening US dollar, fear of interest rate hike and concern of adverse impact of manufacturing.

The United States and Iran agreed to a fragile, two-week ceasefire on 8 April 2026, following which oil and gas prices pulled back. However, the ceasefire is currently in a state of tension following the failure of high-stakes negotiations. Resumption of the war and continuation of that may keep the commodity market extremely volatile.

Commodity price changes during Q4 FY 2025-26 (31 December 2025 to 31 March 2026)



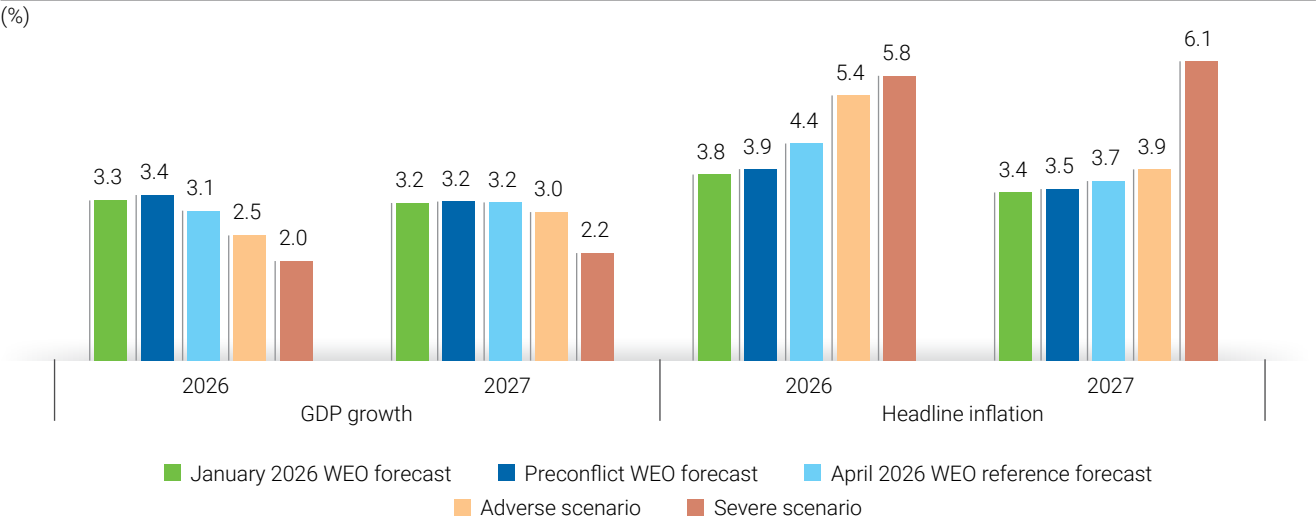
Global Economic Outlook

The demand outlook has weakened as the conflict in the Middle East has disrupted fuel supplies, which will take time to recover once the Strait of Hormuz is fully reopened. But even that will not lead to a speedy return to normal as oil and gas production facilities and infrastructure have been damaged. As such, the fallout from the conflict could be felt for many months as it will take time for other producers to increase production to make up for the lasting losses in incurred by the affected Middle Eastern countries.

Central banks face a policy dilemma as inflation is likely to rise due to oil shocks while growth slowing due to economic uncertainty. This could delay interest rate cuts and possible tightening if inflation persists. This creates risks of stagflation which is a condition of low growth and high inflation, slower growth, and financial instability.

World industrial production growth for 2026 has been revised down from 3.1% to 2.5% as a result of the fallout of the conflict. With Asia and Europe highly dependent on Middle East oil and gas, higher-for-longer energy prices, energy rationing and the inflationary implications of these, means that there is a risk that broader markets turn bearish and that weighs on sentiment in the base metals.

Global Growth and Inflation Forecasts by IMF



In the baseline outlook by IMF, global growth is expected to reach 3.1% in 2026 and 3.2% in 2027. This represents a slowdown from the roughly 3.4% pace observed in 2024-25, with growth stabilising at a similarly lower rate over the medium term – well below the historical average of 3.7% recorded between 2000 and 2019. Compared with the January 2026 WEO Update, the 2026 forecast has been revised down by 0.2 percentage points, while the 2027 projection remains unchanged. Meanwhile, global headline inflation is projected to rise to 4.4% in 2026 before easing to 3.7% in 2027, with both figures revised upward.

In a downside scenario characterised by larger and more sustained increases in energy prices, global growth would weaken further to 2.5% in 2026, while inflation would climb to 5.4%. Under a more severe scenario involving greater damage to energy infrastructure in the conflict-affected region, the consequences would intensify: global growth would fall to around 2% in 2026, and headline inflation would exceed 6% by 2027. Emerging market and developing economies would bear a disproportionately larger burden, experiencing impacts nearly twice as severe as those faced by advanced economies.

China

China's economy in 2025 achieved 5% growth, driven by robust manufacturing and exports despite persistent deflationary pressures, a prolonged property slump, and weak domestic demand.

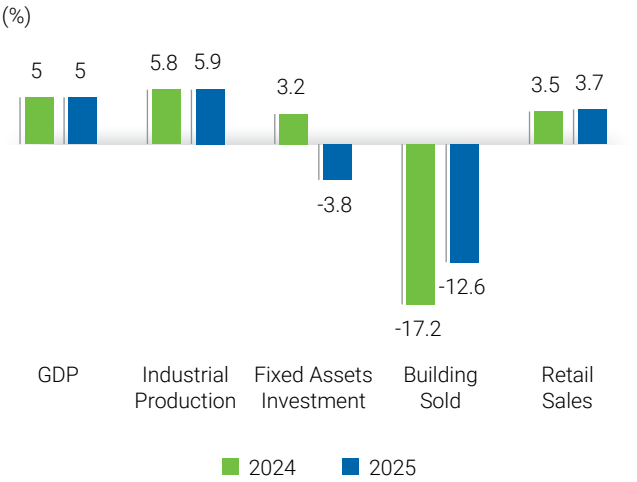
In industrial sector, high-tech manufacturing outpaced the overall growth rate, with significant expansion in sectors like civil drones, embedded intelligence, and industrial robots. Fixed assets investments (FAI) registered a negative growth of 3.8% in 2025 – first time since 1989, mainly dragged down by 17% degrowth in investment in real estate sector. China's "anti-involution" drive to curb "race-to-the-bottom" competition, overcapacity, and destructive price wars, particularly in manufacturing also severely impacted FAI in manufacturing which could merely grew by 0.6% in 2025.

Depressive situation in property market extended in 2025 as well with 12.6% decline in building sold which calls for more structured and extended policy support from the Chinese government.

In March 2026, China adopted 15th Five-Year Plan (2026-2030) which focusses on technological self-reliance, "new quality productive forces," and security-driven development. It sets a pragmatic 2026 GDP growth target of 4.5-5.0%. This shift prioritises high-quality development, technological self-reliance (AI, quantum computing), and service-sector growth over rapid speed. China has also stepped up efforts to launch major projects and boost investment in new types of infrastructure. The plan aims to manage domestic structural adjustments and weak demand, marking the lowest target in decades.

IMF has projected China's GDP growth to decelerate to 4.4% in 2026 and 4% in 2027 from 5% in 2025 due to ongoing structural issues, specifically a prolonged property sector downturn, weak domestic consumption, an ageing labour force, and mounting trade tensions.

Economic Performance of China



USA

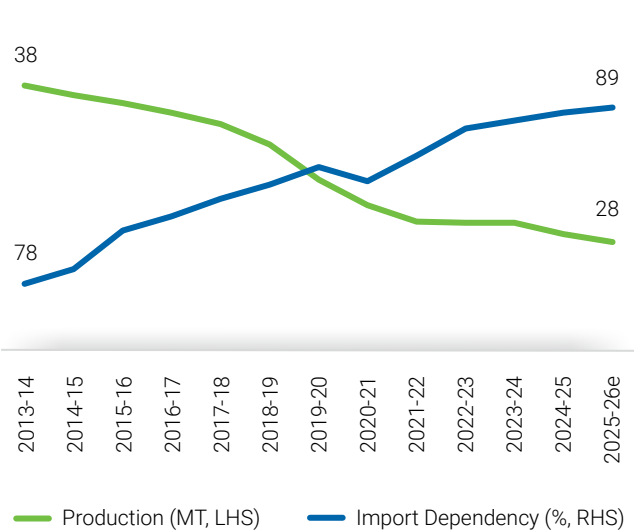
The U.S. economy in 2025 showed steady and broad-based growth – growing by 2.1%. This was driven mainly by strong consumer spending, a robust labour market, and AI-led technological investment. Despite challenges from high interest rates and global risks, the economy remained resilient and one of the strongest among advanced nations. Household consumption remained the largest driver of GDP, supported by strong labour market, rising wages and excess savings from previous years. US unemployment rate remained at 4.3% by the end of April 2026. But inflation rate jumped to 3.8% in April from 2.4% during January and February 2026 from rising energy cost.

US Fed adopted a cautious, data-dependent approach to interest rates in 2026, balancing inflation risks with concerns about economic growth due to ongoing Middle East war and rising fuel cost. As of early 2026, the Fed has kept the federal funds rate at 3.50%–3.75%. The Fed’s “dot plot” indicates only one rate cut in 2026 of 25 basis points, indicating a cautious “higher-for-longer” stance.

In February 2026, the U.S. Supreme Court ruled that President Trump's tariffs, imposed under the International Emergency Economic Powers Act (IEEPA), were unlawful, ruling that only Congress has the authority to set import taxes. However, Donald Trump immediately activated Section 122 of the Trade Act of 1974, which allows for a temporary 15% general tariff to handle balance-of-payments issues. A 10% general tariff was subsequently slated to take effect by 24 February 2026, which is temporary (150 days) without Congressional approval.

The US economy is likely to be least affected by the Middle East war. IMF expects US GDP to grow by 2.3% in 2026 and 2.1% in 2027.

India's growing oil import dependency



European Union

The European Union's real GDP increased by 1.6% in 2025. This represented an acceleration from the 1.2% growth recorded in 2024. Economic performance varied significantly across the bloc, with smaller and island nations generally outpacing larger economies. Domestic demand remained a primary driver, supported by a resilient labour market and real wage increases as inflation cooled. Inflation stabilised around 2.1% for the year, significantly lower than previous peaks, which helped restore consumer purchasing power. As a result, ECB kept interest rates unchanged at 2.15% since June 2025. Manufacturing activities considerably improved as reflected in PMI reading which moved up to 52 in April 2026.

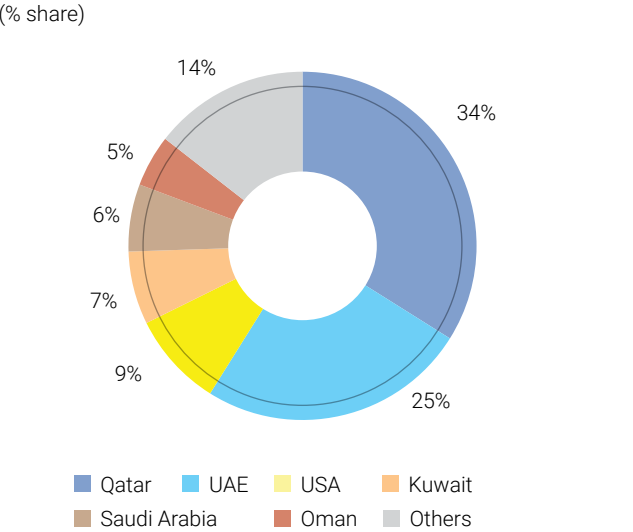
However, the war in the Middle East has brought renewed uncertainty and the economic outlook is clouded again. Disruptions to shipping through the Strait of Hormuz, a key route for global oil and liquefied natural gas (LNG) trade. The baseline projections of IMF foresee annual real GDP growth of 1.3% in 2026 and 1.4% in 2027 and gas price-led cost push weighs on cost of living.

India

India's economy stayed resilient in 2025-26, with real GDP growth of 7.6% under the Second Advance Estimates (base year 2022-23). Growth was mainly driven by strong private consumption and fixed investment, while net external demand remained weak. On the supply side, real GVA rose 7.7%, supported by robust services and manufacturing.

However, the ongoing conflict has increased volatility in global energy and commodity prices, creating uncertainty for the near-term growth and inflation outlook of India. Roughly 45% of crude oil and 60% of natural gas imports of India originate from the Middle East, making India's energy

India's gas import by countries



security highly vulnerable to regional conflicts and shipping disruptions in the Strait of Hormuz. Higher global energy costs have pushed up prices of fuels like premium petrol, LPG, and industrial diesel.

The Indian rupee hit an all-time low of 95.75 against the US Dollar on 14 May 2026, driven by intense pressures from the Middle East conflict, surging oil prices, and significant foreign capital outflows.

Indian domestic industries also initially experienced disruptions due to constrained availability of natural gas, as the Indian government had prioritised natural gas and LPG allocation to households and transport over industrial users following supply disruptions in the Strait of Hormuz. Subsequently, government gradually increased the allocation of bulk non-domestic LPG to industrial sectors closure to their pre-March 2026 consumption levels.

The Government of India has launched several emergency measures to support domestic industries and exporters facing disruptions due to the US-Iran conflict and related volatility in West Asia.

- **The RELIEF Scheme:** The Ministry of Commerce and Industry introduced the ₹ 497 crore RELIEF (Resilience & Logistics Intervention for Export Facilitation) scheme to mitigate rising freight and insurance costs for exporters targeting 10 West Asian countries. It assists exporters facing high freight costs, rising insurance premiums, and logistics delays in West Asia, covering regions like the UAE, Saudi Arabia, Qatar, and expanding to include Egypt and Jordan.
- **Risk Coverage:** ECGC Ltd. (Formerly Export Credit Guarantee Corporation of India Ltd.) offers up to 100% risk coverage over and above the existing ECGC cover for existing policies from 14 February 2026 till

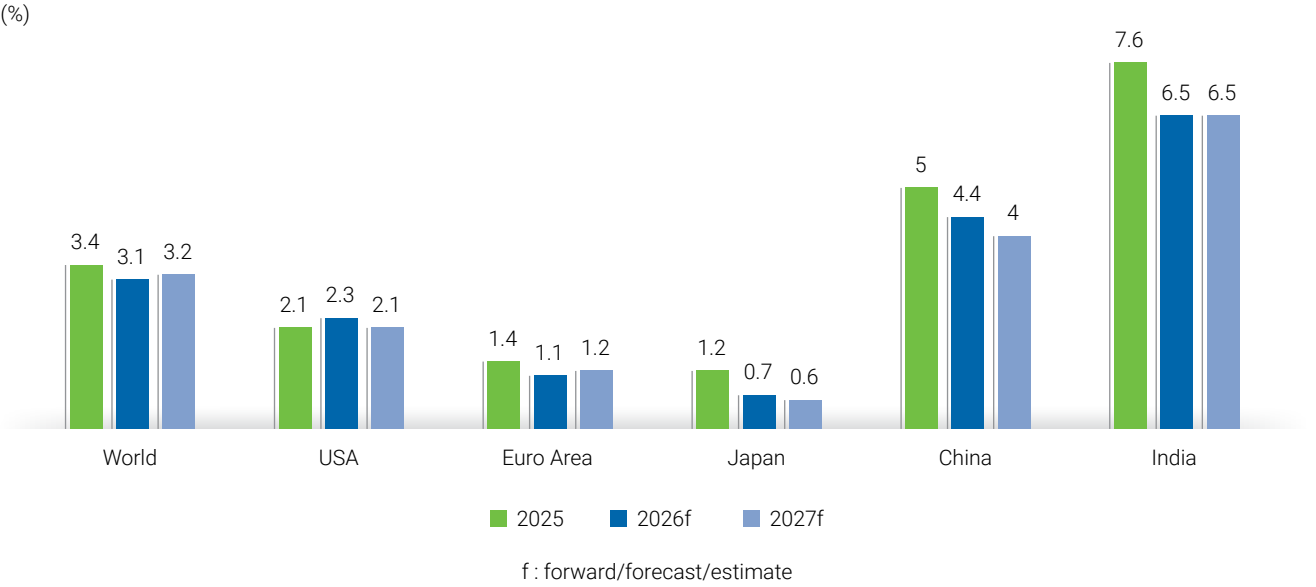
15 March 2026 and 95% for new shipments between 14 February and 15 June 2026, keeping premiums at pre-conflict rates.

- **MSME Support:** Provides up to 50% reimbursement (capped at ₹ 50 lakhs) for extraordinary shipping/ insurance surcharges.
- **Restoration of Duty Benefits:** Government fully restored RoDTEP (Remission of Duties and Taxes on Exported Products) rates and value caps till 30 September 2026 for the benefit of exporters, reversing a February reduction of 50%.
- **Logistical Support:** Govt launched US\$ 1.5 billion Bharat Maritime Insurance Pool with sovereign guarantee to secure shipping risks.

Looking ahead to 2026-27, high energy and commodity prices and potential supply disruptions (e.g., Strait of Hormuz) may weigh on production. Global financial volatility and trade disruptions could also impact growth, especially exports due to higher shipping and insurance costs. However, strong services momentum, GST rationalisation, rising manufacturing capacity use, and healthy corporate and financial balance sheets should support demand. With government initiatives to boost domestic manufacturing, GDP growth is projected at 6.9% (Q1: 6.8%, Q2: 6.7%, Q3: 7.0%, Q4: 7.2%) by RBI, higher than 6.5% projected by IMF. Risks remain from prolonged conflict, wider geopolitical tensions, energy infrastructure damage, and weather shocks.

Taking these factors into account, CPI inflation for 2026-27 is projected at 4.6% (Q1: 4.0%, Q2: 4.4%, Q3: 5.2%, Q4: 4.7%). Upside risks remain due to persistently high energy prices from the West Asia conflict and potential El Niño conditions that could affect the southwest monsoon.

GDP Growth Forecast by IMF



Segment Review



Aluminium

Market Overview

The aluminium market on the LME witnessed considerable price fluctuations in FY 2025-26. In April 2025, aluminium prices were US\$ 2,381 per tonne, rising to US\$ 2,600/t levels in July due to 50% tariffs imposed by USA in June 2025. LME maintained steady uptrend till January 2026 rising to ~3,150/t levels due to various factors; China's production nearing the production cap of 45 MTPA, weakening of US Dollar, & frequent variations in tariffs from USA. The middle east conflict led smelter shutdowns propelled LME prices to multi-year highs of ~3,400 US\$/t during March.

In CY 2025, global primary aluminium production was ~1.1% up from last year and around 73.8 million tonnes. The demand was also around at the same level with deficit balance of ~0.2 million. In the world excluding China, both production and consumption were at similar levels as per last year. China's production increased in CY 2025 was 44.2 MTPA. In India, the demand surged by ~10% to around 6 million tonnes in FY 2025-26.

Market Outlook

The global demand for aluminium is anticipated to increase at a CAGR of ~2.5% from 2025 to 2030. Decarbonisation initiatives and a transition away from fossil fuels in the transportation sector will see an increase in aluminium consumption up to ~32 million tonnes by 2030. The demand for renewable energy will drive an increased demand for aluminium for solar panel manufacturing, transmission & distribution and the replacement of existing copper wiring in power distribution systems.

China, the world's largest aluminium consumer, shows promising signs of continued domestic consumption growth. However, its long-term success hinges on sustained growth in the transportation sector and modest recovery of the building & construction industry. For the Rest of the World, 2026 is

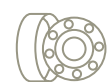
expected to experience volatile market due to macroeconomic conditions like tariffs from USA, and geopolitical situations impacting trade flow & fuel and commodity prices and decrease in global production capacity due to expected shutdown of South32 Aluminium Smelter (Mozal) from March 2026.

Meanwhile, India stands out with its robust domestic demand outlook of more than 8% growth for FY 2026-27. Key sectors like electrical industry, automotive, and anticipated growth in renewables, defence and aerospace will continue to drive aluminium consumption in the country.

Products and Customers

Vedanta is India's largest primary aluminium producer with an annual capacity of ~2.4 million tonnes. The Company's product portfolio includes aluminium ingots, primary foundry alloys, wire rods, billets, and rolled products which cater to varied industries globally such as energy, transportation, construction and packaging, aerospace and defence, among others. It has achieved domestic market share of 46%.

In line with the evolving market needs and the focus on value creation through expanding margins, the Company has been steadily increasing its value-added product (VAP) share in the portfolio which currently accounts for ~60% of its total global aluminium sales and targeting ~90%.



High Carbon Ferro Chrome

Market Overview

High Carbon Ferro Chrome (HCFC) is pivotal to the global stainless-steel industry, enhancing its non-corrosive, durable, and temperature-resistant qualities. Over 85% of HCFC production is dedicated to stainless steel manufacturing, indicating that a flourishing stainless-steel sector is a bellwether for strong HCFC demand.

Asia, with China at the helm, dominates the HCFC landscape, accounting for 85% of consumption and holding substantial chromite ore reserves, the essential raw material. Although South Africa is the premier chromite ore supplier worldwide, China's leadership in HCFC production positions it as a dominant force in shaping global market dynamics and pricing structures.

India is playing a significant role in the HCFC market, securing the position as the world's fourth-largest producer with an output of ~1.2 million tonnes in CY 2025. India's HCFC market is characterised by an export orientation, with ~55% of its production being exported.

In Q4 FY 2025-26, Ferro chrome prices peaked at ₹ 1,24,000/T highest levels since September 2023. Demand in Q1 FY 2026-27 is primarily driven by exports which is supported by the exchange rate making exports much more lucrative as the domestic demand is expected to pick up gradually trailing the robust stainless steel prices.

Market Drivers

With India's solid domestic market and the anticipated global upswing in stainless steel production, the outlook for HCFC is optimistic. With increasing infrastructure initiatives in developing nations and an expected resurgence in

demand from China, stainless steel production is projected to grow steadily by 4-5% in the upcoming year. This growth trajectory is set to catalyse HCFC demand worldwide, with production forecasts suggesting an increase of 3-4%.

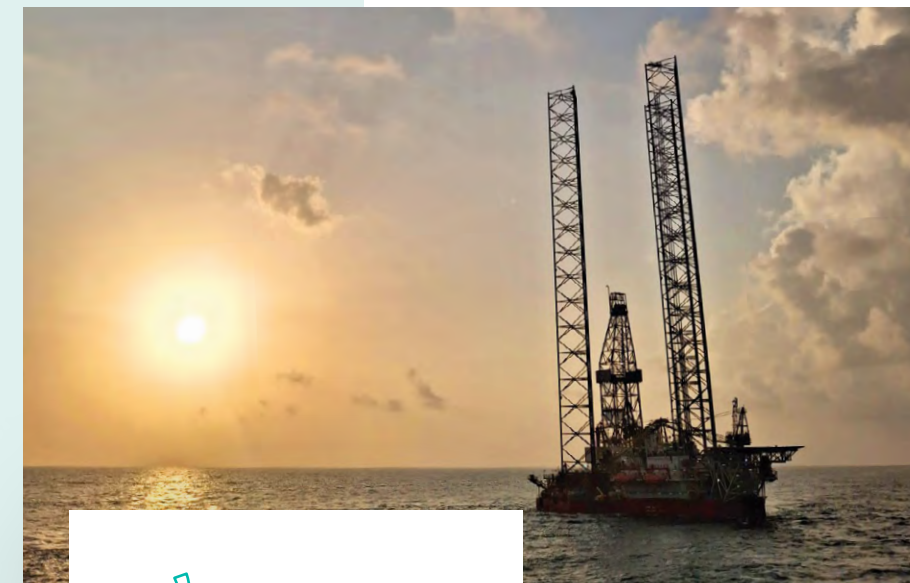
India, however, is on track to surpass the global growth rate, emerging as the fastest-expanding market for both stainless steel and HCFC production. The projected 7-8% growth in Stainless Steel sector is propelled by the Indian government's substantial investment in infrastructure development. Moreover, India's per capita consumption of stainless steel is poised for a significant uptick, mirroring the expanding domestic HCFC market.

Company Overview

Ferro Alloys Corporation (FACOR) stands out in the domestic HCFC sector, ranking as the fourth-largest supplier amidst a predominantly export-oriented industry. In FY 2025-26, FACOR channelled almost all of its HCFC production to meet the needs of domestic stainless steel and alloy steel manufacturers.

Getting future-ready along with expansion, FACOR is also strategically augmenting its Value-Added Products (VAP) portfolio, thereby securing a competitive edge to serve specialised markets in Europe and South Korea. Looking forward to FY 2026-27, FACOR's strategy is geared towards amplifying production volumes and expanding its market presence, both domestically and globally.

At our Ferroalloy business, our strategic emphasis remains on capacity expansion, prioritising domestic market, VAP development, and strategic international market expansion. We are ideally positioned to thrive in this dynamic market landscape.



Oil

Global Oil Market Overview

In 2025, the global oil supply experienced moderate growth, primarily driven by both non-OPEC nations such as the United States (+0.76 Mb/d), Brazil (+0.37 Mb/d), Canada (+0.26 Mb/d), Kazakhstan (+0.27 Mb/d), China, and OPEC nations like Saudi Arabia (+0.49 Mb/d), UAE and Venezuela. Global oil demand also saw an upward trend, increasing by approximately 1.14 Mb/d. Sustained economic growth across Asia, driven by continued expansion in China, India, and other non-OECD countries, has been the primary catalyst for rising oil demand, fuelled largely by increasing transportation and industrial fuel consumption in these regions.

India's oil demand in 2025 rose to 5.65 Mb/d (+0.1 Mb/d). It maintained strong growth driven by robust private consumption following GST reductions and sustained government spending. Monetary easing through rate cuts further supported growth momentum, though labour market pressures persisted.

Crude oil prices in 2025 averaged US\$ 69.1 per barrel, marking a 14.5% decline from 2024. Monthly prices trended broadly downwards from US\$ 79.2 in January to US\$ 62.7 by year end, with a brief spike in June-July due to the US Iran conflict. The overall decline was driven by the unwinding of OPEC+ voluntary cuts and abundant supply from outside the group causing a supply glut. OPEC+ began reversing the reductions made in 2023 by fully restoring 2.2 mb/d of output by September and partially rolling back the remaining 1.65 mb/d later in the year. Despite this oversupply, geo-political events like Middle East conflict led to sudden spike in crude oil price to over US\$ 100/bbl since March 2026.

Market Drivers

OPEC forecasts global oil demand will grow by 1.4 Mb/d to reach 106.5 Mb/d in 2026. This increase will be driven by strong air travel demand, greater road mobility, including on-road diesel and trucking, and robust industrial, construction, and agricultural activities, particularly in non-OECD nations. Non-OECD production

is expected to rise by 0.4 Mb/d in 2026, with growth led by the Latin American region (+0.4 Mb/d). Geopolitical factors, including the ongoing Middle East conflict and trade tariffs, could significantly impact global oil supply.

Brent crude oil prices have surged sharply following the outbreak of military conflict in the Middle East, rising more than 50% since the start of 2026. The U.S. Energy Information Administration (EIA) projects that Brent will average around US\$ 79 per barrel in 2026, as the effective closure of the Strait of Hormuz temporarily reduces Middle Eastern oil production. Prices are expected to remain elevated through the second quarter of 2026, before easing below US\$ 80 per barrel in the third quarter as production gradually resumes with the reopening of the Strait.

Manufacturing, business activity, air travel, and road mobility are expected to stay steady, while government initiatives such as Make in India, GST reforms, and the PMUY scheme will boost local demand. Strong GDP growth is also likely to sustain internal combustion engine vehicle sales amid slow EV penetration, pointing to a positive near-term outlook for oil product demand which is forecast to increase by 0.23 Mb/d to 5.9 Mb/d in 2026.

Products and Customers

Cairn Oil & Gas, is one of the largest private oil and gas exploration and production companies in the country, has gross proven and probable reserves and resources of 1,321 million barrels of oil equivalent (mmbobe). The company's crude oil is sold to both public and private refineries, while its natural gas is consumed by the city gas distribution, fertiliser, and other industrial sectors in India.

In FY 2025-26, 100% of the company's crude oil and natural gas production was sold within India, in accordance with government regulations.



Power Sector

Demand and Supply

India's power sector witnessed significant advancements in FY 2025-26, highlighted by a record peak power demand of 245 GW, met with resilience and improved energy infrastructure. India's power sector has shown strong growth, with electricity generation 1,830 billion units in FY 2024-25 and 1,848 billion units in FY 2025-26, witnessing 1% Y-o-Y growth. Capacity additions were robust at 12%, bringing total installed capacity to 533 GW in FY 2025-26 compared to 475 GW in FY 2024-25. Notable strides were made in renewable energy, with an additional 55 GW capacity added in FY 2025-26, and 7G W coal-based plant capacity addition in same period to meet rising demand. As per CEA, India is projected to witness coal (including lignite) installed capacity requirement of 291 GW by FY 2031-32 to meet round the clock power demand.

With initiatives like universal electrification, improved rural power availability, and enhanced energy conservation efforts, India is on a robust path to becoming a global energy leader.

Market drivers

India's power sector is experiencing rapid growth, driven by several key macroeconomic factors. As per World Economic Forum, the country's population is projected to reach 1.515 billion by 2030, with urbanisation accelerating the demand for electricity. Notably, India's per capita electricity consumption has surged to 1,460 kWh in 2024-25, which is estimated to reach 2,000 kWh by 2030 and 4,000 kWh by 2047.

For the year 2035-36 India has set an ambitious electricity generation target of 3596 billion units, reflecting a 95% increase from the 1,848 billion units generated in the 2025-26. The 2025-26 generation mix includes 1,307 billion units from thermal power, 175 billion units from solar power, 167 billion

units from large hydro power and 55 billion units from nuclear.

Fossil Fuel based plants, primarily fueled by coal and lignite, now account for 249 GW of installed capacity, making up 46.8% of the total generation capacity. Meanwhile, non-fossil fuel sources, such as renewable energy and nuclear power, contribute 283 GW of installed capacity.

In India, rural average daily supply increased from 12.5 hours in FY 2013-14 to 22.6 hours in FY 2024-25, while urban areas also saw improvement, with daily average supply rising from 22.1 hours to 23.4 hours over the same period. This highlights significant progress in the reliability and reach of the country's electricity infrastructure.

Round-the-clock (RTC) tariffs for power in the Day Ahead Market (DAM) for FY 2025-26 are set at ₹ 3.8 per kWh, reflecting ongoing stability in the power pricing landscape

Products and consumers

Vedanta Power is strategically positioned to capitalise on the expanding power market. With operational merchant thermal power capacity of 4.2 GW, the company is 5th largest private thermal player. Key assets include Talwandi Sabo Thermal Plant (1,980 MW), Sakti Thermal Plant (600 MW operational, 600 MW in Project), Meenakshi Energy (1,000 MW) and Jharsuguda Thermal Plant (600 MW).

Talwandi Sabo Thermal Plant and Jharsuguda Thermal Plant have entire capacity tied up to PSPCL and GRIDCO respectively with fuel linkage secured for reliable PPA power supply. In FY 2025-26, Vedanta Power operationalised 1,000 MW of Meenakshi Energy and 600 MW (out of 1,200 MW) of Sakti Thermal Plant in

Q2FY 2025-26. Vedanta Power secured 500 MW medium-term PPA with TNPDC, of which Meenakshi Energy secured 300 MW and Sakti Thermal Plant secured 200 MW. The mix of Merchant and PPA power supply in these newly commissioned units provide Vedanta Power with a blend of secured revenue and maximisation of market rates.

Vedanta Power secured 5.34 million metric tonnes of linkage coal for the new assets, Meenakshi Energy (2.64 million metric tonnes) and Sakti Thermal Plant (2.7 million metric tonnes).

MEL is strategically located near to Krishnapatnam Port and is designed to operate with a blend of imported and domestic coal. In recent times, due to fluctuating imported coal cost and supply uncertainty, MEL is transitioning to accommodate higher

domestic coal consumption with minimum technical modifications. This transition to domestic coal will ensure that MEL benefits from both domestic and imported coal based on optimal costing. To achieve higher domestic coal consumption in MEL, there is capex investment based on internal and expert study.

Talwandi Sabo Thermal Plant cofired 5.21% biomass in FY 2025-26 improving local livelihood and supporting India's decarbonisation agenda.

Sakti Thermal Plant is in close proximity to coal mines thereby supporting competitive cost of generation. Sakti Thermal Plant Unit 2 of 600 MW is expected to be synchronised in H2FY 2026-27 and thereby commission full capacity of 1,200 MW by 2027.





Zinc

Market Overview

In FY 2025-26, the zinc price stayed buoyant, touching peak of US\$ 3,487 per tonne, the highest level since February 2023, and averaging at US\$ 2,970 per tonne, a 3% Y-o-Y increase. The rally was supported by tight physical inventories and strong consumption in galvanising and infrastructure segments, alongside rising geopolitical concerns and a weakening dollar.

In CY 2024-25, global zinc demand surged by 0.6% Y-o-Y to 13.66 Mnt, driven by rapid urbanisation, renewable energy (RE) transition, and structural consumption drivers in end-use markets. In China, the demand was weighed down by weak real estate, partially offset by growth in automotive and appliances. Europe witnessed 2% consumption growth as auto production stabilised despite sluggish construction. In the US, steady steel mill utilisation, tariff developments, and firm non-residential construction supported

galvanised steel demand, with a potential upside from continued steel and auto sector momentum.

Market Outlook

Galvanising is the dominant zinc application, accounting for 60% of the total use driven by its critical role in construction, transport, and infrastructure. These diverse and critical end-uses reinforce zinc's relevance and resilience across economic cycles.

India remained a major global driver of zinc demand, with consumption rising from 814 kt in CY 2024 to 851 kt in CY 2025, supported by broad industrial and infrastructure growth. This was reflected in the India Manufacturing Purchasing Managers' Index (PMI), averaging around 58 in CY 2026, and Index of Industrial Production (IIP), peaking in December 2025 with a growth of 7.8%, translating into higher demand for galvanised steel, zinc alloys, castings and chemicals.

Government programmes such as Gati Shakti and the National Infrastructure Pipeline, along with strong steel and cement demand, continue to sustain galvanising requirements across transport, power, housing, and utilities. Road and rail modernisation alone generates a large part of the demand for galvanised steel structures.

Recently, energy transition investments, including in solar and wind installations, power grid expansion, and transmission towers, have emerged as significant drivers of galvanised steel structures. Simultaneously, rising auto and appliance production continue to boost demand for galvanised structures and zinc die cast components, with emerging applications in zinc-based batteries and specialised zinc products. Favourable trade dynamics and new export opportunities are further reinforcing India's

role as a strategic zinc supply hub, supporting smelter throughput and domestic availability.

Market Outlook

As per Wood Mackenzie, global zinc demand in CY 2026 is expected to grow at 1% Y-o-Y to 13.80 Mnt, supported by marginal increases in China, stabilising European consumption, and a stronger US steel linked demand. Mine supply is expected to remain tight, with output projected to fall by 4.1% Y-o-Y to 12.39 Mnt due to significant production cuts and the absence of major new project additions, resulting in consistently low treatment charges. Prices are forecast to average at c.US\$ 3,064 per tonne in CY 2026, supported by low refined stocks and a softer US dollar, before gradually easing towards US\$ 2,800 per tonne from CY 2026-27 onwards as refined stocks accumulate due to increased utilisation of China's new smelting capacity.

Over the medium term, the global mine output is expected to plateau by CY 2028 and begin declining from CY 2029 onwards as the pipeline of advanced stage projects remains thin.

India and Southeast Asia are expected to account for the bulk of incremental demand for refined zinc. With India targeting 300 Mnt of crude steel capacity by 2030, aligned with the National Steel Policy and long-term sectoral growth plans, the domestic zinc demand is forecasted to grow proportionately. This provides a strong foundation for our ambitious growth plan to double capacity.

Company Overview

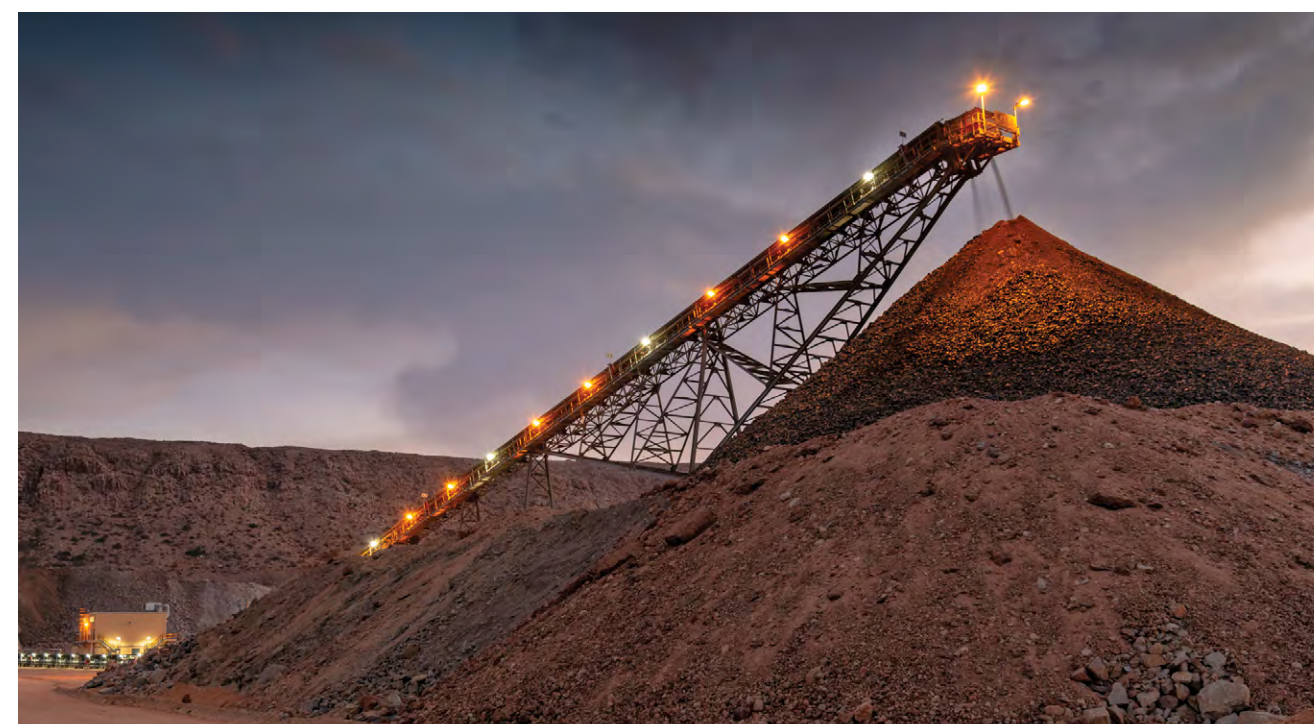
Hindustan Zinc, the world's largest integrated zinc producer and India's only primary zinc manufacturer, held a 74% domestic primary market share in FY 2025-26 with 600 kt of domestic zinc sales. Value-Added Products (VAP) stood at 184 kt, contributing to c.22% of total sales. Around 70% of refined zinc was sold within the domestic market, while 30% was exported to South East Asia, the Middle East, the US, and Europe.

We continued to progress towards our ambition of 100% online price discovery (OPD) sales, achieving 95% OPD sales in FY 2025-26. The launch of Zinc Moolya, a rupee-linked live pricing module in January 2026,

further enhanced price transparency and simplified transactions for micro, small and medium enterprises (MSMEs).

FY 2025-26 marked a breakthrough year for commercial scaling of EcoZen, Asia's first low carbon zinc brand with a carbon footprint of less than 1 tCO₂e per tonne. We signed Memorandums of Understanding (MoUs) with Tata Steel and Silox India Limited and delivered EcoZen, reinforcing efforts to accelerate its adoption across galvanising operations.

We signed MoUs with CMR Group and Tripura Group to operationalise manufacturing units at our upcoming Zinc Park in Khankhala, Rajasthan. These collaborations represent a key step towards building India's first integrated downstream hub for zinc based industries that is scalable, efficient and sustainable, supported by assured raw material linkage and long-term offtake commitments. This initiative will help attract new investments, foster MSME growth, generate local employment, and accelerate Make in India manufacturing near our operations at Chanderiya, Dariba and Debari.





Lead

Market Overview

Lead prices softened during FY 2025-26, averaging at US\$ 1,954 per tonne and settling below US\$ 1,900 per tonne. This was due to adequate supply in the market rather than weakening demand. In CY 2025, global refined lead production increased by 1% to 14.35 Mnt, while primary mine output increased by 3.4% to 4.44 Mnt.

In CY 2025, global refined lead demand surged by 0.5% Y-o-Y to 14.24 Mnt. This was mainly driven by strong automotive battery demand across both original equipment manufacturers and replacement markets, expansion in stationary battery applications across data centres, telecom and grid storage, and robust growth in Asia.

Lead demand continues to be anchored in starting-lighting-ignition (SLI) and auxiliary batteries across global internal combustion engines (ICE) and hybrid fleets, as well as energy storage and backup power applications. Factors like rising hybrid registrations in Europe, regulatory tightening on low voltage lithium ion batteries in China, and sustained growth in two- and three-wheeler mobility and telecom/backup power applications in India continue to reinforce its demand. Its recyclability of over 95% makes enhances its sustainability profile, while its role in enabling cost-effective, large-scale energy storage supports RE integration and global energy security.

Market Outlook

India's total lead consumption for FY 2025-26 stood at 1.36 Mnt, majorly driven by batteries, cables, and galvanisers, etc. Indian lead demand is supported

by batteries for automotive and energy applications, with overall consumption increasing due to its wider use in SLI batteries, cable sheathing, and PVC stabilisers. It also finds application in sectors like defence systems, telecommunications, railways, logistics, and industrial backup power.

Global refined lead demand is projected to grow steadily by 2.2% Y-o-Y to 14.56 Mnt in CY 2026, supported by stable automotive and stationary battery applications. China's refined lead demand is expected to reach 6.34 Mnt in CY 2026, supported by strong new energy vehicle (NEV) related battery exports and industrial use. Against this, the global primary mine output is expected to shrink by 4.1% Y-o-Y to 4.25 Mnt with limited new project additions keeping concentrate markets tight.

Company Overview

Hindustan Zinc strengthened its position as India's leading lead producer, increasing its domestic primary market share to 90% in FY 2025-26, up from 74% in FY 2024-25. This was supported by long-term contracts with large battery manufacturers in India, which secured a stable and consistent offtake. Over 80% of our refined lead production, translating into 157 kt was sold domestically, with 50 kt in exports. The production was focussed on 99.99% purity lead ingots, registered with the London Metal Exchange, with efforts underway to optimise sales mix towards 100% domestic consumption by securing new customers and enhancing lead applications.



Silver

Global demand and supply

Silver prices rallied to record highs during FY 2025-26, touching historic highs of US\$ 118.45 per toz in January 2026, and averaging US\$ 53.09 per toz, up 75% Y-o-Y. This spike was driven by record exchange traded product (ETP) inflows, record tight market conditions, and heightened tariff and policy uncertainty in the US. Further, strong physical/investment demand that re routed metal into US vaults while tightening availability in London, a compression of the gold-to-silver ratio below 72, and its new designation as a US critical mineral led to strategic stockpiling.

Silver demand is being structurally redefined by high-growth sectors such as AI infrastructure, 5G, and EV components. These emerging applications, alongside India's massive bullion imports of over 6,000 tonnes outstripped industrial substitution efforts. As a result, industrial fabrication hit a new all-time high of c.700 Moz, offsetting the decline in photovoltaic demand caused by aggressive thrifting as manufacturers reacted to silver's price surge.

Global mine output remained stagnant at 813 Moz due to declining ore grades and operational challenges across mines. The market recorded its fifth consecutive deficit of 95 Moz in CY 2025 as total supply rose by only 1% Y-o-Y to 1,022 Moz, while demand reached 1,117 Moz. This persistent shortfall has resulted in a cumulative five-year deficit of over 820 Moz, severely depleting above-ground inventories.

Indian demand

India's silver demand reached an exceptional high of 7,000 MT in CY 2025, underscoring the country's position as the largest consumer of silver globally, with usage driven across industrial, investment, and fabrication sectors.

Domestic markets experienced notable tightness throughout CY 2025 due to strong technology linked consumption (solar manufacturing, EV production, electronics, and semiconductor), festive buying, and heavy investor accumulation. This resulted in periodic physical shortages as demand consistently outpaced available supply, while positioning

silver as an essential material in India's clean energy and high tech growth story.

Investor behaviour shifted dramatically towards silver, with buyers accumulating metal even at record high price levels. ETF inflows, bar and coin purchases, and minimal scrap selling highlighted strong confidence and created sustained upward pressure on physical demand.

Outlook

Global silver supply is forecasted to reach a decade high of 1.05 billion ounces in CY 2026, up 1.5% Y-o-Y, driven by a surge in recycling and a modest rise in mine output to 820 Moz. While Mexico remains the leading producer, a long-term decline towards 186 Moz is anticipated by CY 2029 due to maturing legacy assets.

- Total global demand remains structurally high but increasing diversified. While high prices may lead to thrifting and substitution in solar and electronics, yet this is expected to be offset by a 20% jump in physical investment and emerging industrial uses.
- The outlook is defined by a persistent physical tightness, as the market enters its sixth consecutive year of structural deficit, projected at 67 Moz. It sustains an optimistic environment where the metal's dual role as a safe-haven hedge and a critical technology mineral has established a significantly higher price floor compared to previous years.

Company Overview

Hindustan Zinc is the only primary silver producer in India and is amongst the top 10 silver producers globally. Over the past two decades, we have delivered a remarkable 20x growth in silver production, and its contribution towards overall profitability increased to c.45% in FY 2025-26. We showcased a robust sales performance of 627 MT in FY 2025-26, with 100% sales in the domestic market.



Iron ore

Market Overview

The global iron ore market remained resilient during FY 2025-26, supported by steady steel production and sustained infrastructure investments across major emerging economies. While China's steel demand continued to face structural headwinds from the prolonged correction in its property sector, demand across India, Southeast Asia and other developing markets remained robust, helping offset weakness in mature economies.

According to the World Steel Association, global steel demand is expected to bottom out and return to modest growth, supported by public infrastructure spending, manufacturing investments and easing financial conditions. Developing economies, particularly India, continue to be the key drivers of steel consumption growth.

Iron ore prices remained volatile during the year, largely influenced by Chinese economic stimulus measures, inventory movements and global supply dynamics. Benchmark seaborne iron ore prices broadly traded around the US\$ 90–110 per tonne range, reflecting the balancing effect of softer Chinese steel demand and resilient consumption across emerging markets.

Market Outlook

The medium-term outlook for iron ore remains constructive. Global steel demand is expected to gradually recover, supported by infrastructure-led growth, manufacturing investments and energy transition-related projects. While excess steelmaking capacity and trade-related uncertainties continue to pose challenges globally, India is expected to remain the most significant source of incremental steel and iron ore demand.

With sustained investments in roads, railways, urban infrastructure, renewable energy and industrial manufacturing, India is expected to play an increasingly pivotal role in shaping global steel and iron ore markets over the coming decade.

Company Overview

The Company has solidified its position as a key player in the production of iron ore and pig iron, serving the steelmaking, construction, and infrastructure industries. With a strategic focus on optimising its mining operations, the Company has achieved significant production milestones. Sesa Goa is one of the largest private sector exporters of iron ore in India. Our total iron ore saleable production through IOK and IOG Mines is 6.5 million DMT, 5% up Y-o-Y. Pig iron production is at the highest levels with 895 kt production in FY 2025-26.



Steel

Market Overview

India further strengthened its position as the world's second-largest crude steel producer during FY 2025-26, with crude steel production reaching approximately 169 million tonnes, representing growth of over 11% Y-o-Y.

Global steel markets remained challenged by excess capacity, weak demand in certain regions and continued exports from China. However, policy measures implemented by the Government of India helped moderate import pressures and support domestic producers. Following the imposition of safeguard measures on select steel imports, finished steel imports declined significantly during FY 2025-26, while exports recorded strong growth.

Market Outlook and Drivers

India's steel demand is projected to remain robust, supported by sustained momentum across core consuming sectors such as infrastructure, construction, housing, automobiles and engineering. The World Steel Association forecasts a 9% annual growth in India's steel consumption through 2025 and 2026, driven primarily by large-scale public capex and accelerating urban development.

Further, the Union Cabinet's recent decision to extend and restructure the Jal Jeevan Mission (JJM) until December 2028 with an enhanced outlay of ₹ 8.69 lakh crore – strengthens demand visibility for DI pipes.

Company Overview

ESL Steel Limited or ESL is an integrated steel plant situated in Bokaro, Jharkhand, with a design hot metal capacity of 3.5 MTPA. Its current operating hot metal capacity is 1.5 MTPA with a diversified product portfolio of

Wire Rod, Rebar, DI Pipe and Pig Iron which are sold across key sectors such as construction, infrastructure, transportation and energy.

ESL achieved hot metal production of 1.384 million tonnes down 3% Y-o-Y and saleable production of 1.301 million tonnes down 3% Y-o-Y primarily due to the maintenance activities in one of the furnaces and subdued demand in the DI pipe segment. Also, ESL achieved the highest-ever annual production of Billet, TMT and Wire rod in the history of ESL.

The key strategic priority remains increasing our hot metal capacity from 1.5 MTPA to 3.5 MTPA by FY 2026-27 and downstream expansion in further years. This strategic capacity enhancement aligns with our vision to become a high grade, low cost steel producer, operating with the highest standards of environment, health and safety, while serving India's growing requirement for quality steel products.



Executive summary:

We delivered strong operational and financial performance in FY 2025-26, driven by a continued focus on controllable factors and supported by macro external factors. Key initiatives included cost base optimisation, disciplined capital expenditure, efficient working capital management, targeted marketing and volume-led efforts. These initiatives were supported by robust governance and control frameworks to ensure safe and compliant operations in line with statutory and corporate requirements.

In FY 2025-26, we recorded an EBITDA of ₹ 55,976 crore, 29% higher Y-o-Y with strong double digit adjusted EBITDA margin¹ of 39%. (FY 2024-25: ₹ 43,541 crore, margin 34%). This was primarily driven by stronger commodity prices, forex gains, favourable input cost, higher sales volumes and improved premium mix.

Higher sales volume resulted in EBITDA increase by ₹ 434 crore, driven by higher volumes at Aluminium, Power, Zinc India and International partially offset by reduced volumes at Oil & Gas and Iron Ore business.

Cost saving and marketing initiatives resulted in increase in EBITDA by ₹ 983 crore, primarily due to improved premia mix at Aluminium business.

Market factors resulted in increase in EBITDA by ₹ 10,984 crore (net of strategic hedging). This was primarily driven by strengthening of commodity price, rupee depreciation, and favourable input commodity price.

Gross debt as on 31 March 2026 was ₹ 81,740 crore (FY 2024-25: ₹ 73,853 crore), increased by ₹ 7,887 crore mainly due to the increase at VEDL standalone partially offset by repayment of loan at HZL and BALCO.

Net debt at ₹ 53,254 crore (FY 2024-25: ₹ 53,251 crore), flat Y-o-Y mainly due to increased capex outflow, working capital investment and return to shareholder offset by better cash flow from operations and strategic actions like HZL stake sale.

The balance sheet of Vedanta Limited continues to remain strong with cash and cash equivalents of ₹ 28,485 crore, up 38% Y-o-Y. Net Debt to EBITDA ratio at 0.95x (FY 2024-25: 1.22x).

¹ Excluding custom smelting at Copper Business and one-off gain

Consolidated EBITDA

EBITDA increased by 29% in FY 2025-26 to ₹ 55,976 crore.
(₹ crore, unless stated)

Consolidated EBITDA	FY 2025-26	FY 2024-25	% change
Zinc	23,377	18,686	25%
- India	22,056	17,365	27%
- International	1,321	1,321	-
Oil and Gas	4,350	4,664	(7%)
Aluminium	25,502	17,798	43%
Power	1,623	737	-
Iron Ore	1,007	1,006	-
Steel	164	522	(69%)
Copper	(48)	(112)	57%
FACOR	191	40	-
Others	(189)	200	-
Total EBITDA	55,976	43,541	29%

Consolidated EBITDA bridge

(₹ crore unless stated)	
EBITDA for FY 2024-25	43,541
Market and regulatory: 10,984	
a) Prices, premium / discount (Net of strategic hedging)	5,200
b) Direct raw material price fluctuation	1,332
c) Foreign exchange movement	4,452
Operational: 1,414	
d) Volume	434
e) Cost saving and marketing	983
Others	34
EBITDA for FY 2025-26	55,976

a) Prices, premium/discount

Commodity price fluctuations have a significant impact on the Group's business. Prices, premium/discount: During FY 2025-26, we saw a net increase of ₹ 5,200 crore (net of strategic hedging) on EBITDA, owing to the price movements.

Zinc, lead and silver: Average zinc LME prices during FY 2025-26 increased to US\$ 2,970 per tonne, up 3% Y-o-Y; lead LME prices decreased to US\$ 1,954 per tonne, down 5% Y-o-Y; and silver prices increased to US\$ 53 per ounce, up 75% Y-o-Y. The cumulative impact of these price fluctuations increased EBITDA by ₹ 4,283 crore.

Aluminium: Average aluminium LME prices increased to US\$ 2,775 per tonne in FY 2025-26, up 10% Y-o-Y, this had a positive impact of ₹ 5,180 crore on EBITDA.

Strategic hedging: This primarily includes opportunity loss on pricing due to strategic hedging impacting EBITDA negatively by ₹ 2,926 crore.

b) Direct raw material price fluctuation

Prices of key raw materials such as imported alumina, thermal coal, carbon and coking coal have decreased in FY 2025-26, positively impacting EBITDA by ₹ 1,332 crore, primarily at Aluminium and ESL.

c) Foreign exchange fluctuation

Rupee depreciated against the US dollar during FY 2025-26. Stronger dollar is favourable to the Group’s EBITDA, given the local cost base and predominantly US dollar-linked pricing. The favourable currency movements positively impacted EBITDA by ₹ 4,452 crore.

Key exchange rates against the US dollar:

	Average year ended 31 March 2026	Average year ended 31 March 2025	% change	As at 31 March 2026	As at 31 March 2025
Indian rupee	88.36	84.55	5%	93.87	85.47

d) Volumes

Higher volume led to increase in EBITDA by ₹ 434 crore by following businesses:

Athena: Impact ₹ 451 crore since Unit-1 commenced operations in FY 2025-26 with 68% PLF.

Zinc International: Positive impact of ₹ 310 crore due to increase in sales volume Y-o-Y from 179 kt to 221 kt.

HZL: Positive impact of ₹ 301 crore due to increase in Zinc volume Y-o-Y from 827 kt to 851 kt.

Aluminium: Positive impact of ₹ 210 crore due to increase in sales volume from 2,415 kt to 2,445 kt.

Meenakshi: Positive impact of ₹ 203 crore since PLF increased from 7% to 32%.

Partly offset by:

Oil & Gas: Negative impact of ₹ 975 crore due to lower sales volume (working interest), down from 67.3 kboepd to 57.1 kboepd in FY 2025-26.

e) Cost savings and marketing

Cost savings and marketing initiatives resulted in increase in EBITDA by ₹ 983 crore during FY 2025-26, primarily due to improved premia mix in Aluminium, cost savings in Oil & Gas business and Iron ore, partially offset by inflated cost in Aluminium, Copper and Zinc International.

Income statement

(₹ crore, unless stated)			
Particulars	FY 2025-26	FY 2024-25	% Change
Net Sales/Income from Operations	1,74,075	1,50,725	15%
Other Operating Income	3,119	2,243	39%
EBITDA	55,976	43,541	29%
EBITDA margin ¹ (%)	39%	34%	
Finance Cost	8,351	9,914	(16%)
Investment Income	2,978	2,983	-
Exchange Gain /(Loss)	28	(47)	-
Exploration cost written off	(1,252)	(459)	-
Profit before Depreciation and Taxes	49,378	36,105	37%
Depreciation and Amortisation	9,774	11,096	(12%)
Profit before Exceptional items	39,604	25,009	58%
Exceptional items ² : credit/ (expense)	(4,178)	1,868	-
Taxes ³	10,330	6,342	63%
Profit after taxes ⁴	25,096	20,535	22%
Profit after taxes (before Exceptional Items)	28,595	19,399	47%
Minority interest	7,706	5,547	39%
Attributable PAT (after exceptional items)	17,391	14,988	16%
Attributable PAT (before exceptional items)	20,893	13,854	51%
Basic earnings per share (₹/share)	44.58	38.97	14%
Basic EPS before exceptional items (₹/share)	53.55	36.02	39%
Exchange Rate (₹/US\$) – Average	88.36	84.55	5%
Exchange Rate (₹/US\$) – Closing	93.87	85.47	10%

1. Excludes custom smelting at copper business and one-off gain
2. Exceptional Items gross of tax
3. Tax includes tax expense on exceptional items of ₹ 680 crore on special items in FY 2025-26 (FY 2024-25: tax expense of ₹ 732 crore)
4. Includes share in profit/ (loss) of jointly controlled entities and associates
5. Previous period figures have been regrouped/rearranged wherever necessary to conform to current period presentation

Revenue

Revenue for the year was ₹ 1,74,075 crore (FY 2024-25: ₹ 1,50,725 crore), 15% higher Y-o-Y. This was driven by higher volumes, favourable commodity prices and rupee depreciation.

EBITDA and EBITDA Margin

EBITDA for the year was ₹ 55,976 crore (FY 2024-25: ₹ 43,541 crore), 29% higher Y-o-Y. This was primarily driven by stronger commodity prices, rupee depreciation, favourable input cost, higher sales volumes and improved premium mix.

We achieved second-highest adjusted EBITDA margin¹ of 39% for the year.

Depreciation and Amortisation

Depreciation for FY 2025-26 was ₹ 9,774 crore compared to ₹ 11,096 crore in FY 2024-25, 12% lower Y-o-Y, due to accounting treatment as required by IND AS 105, post NCLT demerger orders of 16 December 2025 and 9 January 2026.

Net Interest

The blended cost of borrowings was 9% for FY 2025-26 compared to 10.2% in FY 2024-25.

Finance cost for FY 2025-26 was ₹ 8,351 crore, 16% lower compared to ₹ 9,914 crore in FY 2024-25 mainly on account of decrease in blended cost of borrowings.

Investment income for FY 2025-26 stood at ₹ 2,978 crore, flat compared to ₹ 2,983 crore.

Exceptional Items

The exceptional items for FY 2025-26 was at ₹ 4,178 crore, mainly consists of impairment of fixed assets in Western cluster, Liberia & trade receivables w/ off and capital creditor settlement in Talwandi Sabo Private Limited.

[for more information, refer note [34] set out in P&L notes of the financial statement on exceptional items].

Taxation

Tax expense for FY 2025-26 stood at ₹ 10,330 crore (FY 2024-25: ₹ 6,342 crore). The normalised ETR is 28% flat Y-o-Y. ETR is high on account of reversal of deferred tax assets.

Attributable profit after tax (before exceptional items)

Attributable PAT before exceptional items was ₹ 20,893 crore in FY 2025-26 compared to ₹ 13,854 crore in FY 2024-25.

Earnings per share

Earnings per share before exceptional items for FY 2025-26 was ₹ 53.55 per share as compared to ₹ 36.02 per share in FY 2024-25.

Dividend

Board has declared total dividend of ₹ 34 per share during the year.

Shareholders’ Fund

Total shareholders’ fund as on 31 March 2026 aggregated to ₹ 49,652 crore as compared to ₹ 41,212 crore as of 31 March 2025. This was primarily driven by net profit attributable to equity holders earned during the year partially offset by dividend paid during the year.

Net Fixed Assets

The net fixed assets as on 31 March 2026 were ₹ 1,48,815 crore. This comprises ₹ 30,304 crore as capital work-in-progress, compared to ₹ 1,33,801 crore in FY 2024-25 including CWIP of ₹ 30,939 crore.

Balance Sheet

Our financial position remains strong with cash and liquid investments of ₹ 28,485 crore.

The Company follows a Board-approved investment policy and invests in high quality debt instruments with mutual funds, bonds and fixed deposits with banks. The portfolio is rated by CRISIL which has assigned a rating of “Tier I” (meaning highest safety) to our portfolio.

Gross debt as on 31 March 2026 was ₹ 81,740 crore, an increase of ₹ 7,887 crore since 31 March 2025, mainly due to the increase at VEDL standalone partially offset by repayment of loan at HZL and BALCO.

Gross debt comprises term debt of ₹ 77,241 crore, working capital loan of ₹ 2,958 crore and short-term borrowing of ₹ 1,539 crore. The loan in ₹ currency is 81% and balance 19% in foreign currency. Average debt maturity of term debt is ~c. 3 years as of 31 March 2026.

Operational Review



ZINC INDIA

The year in brief

Zinc India is the world's largest integrated zinc producer and amongst the Top 10 silver producers globally. During the year, the Company achieved a record mined metal production of 1,114 kt, driven by higher ore production and improved mined metal grades. Refined metal production stood at 1,048 kt, supported by the commissioning of debottlenecking projects and the 160 KTPA roaster, including a record refined zinc output of 851 kt, up 3% Y-o-Y. Refined lead production was 197 kt, reflecting a 13% Y-o-Y decline, primarily due to prior-year pyro operations being partially in lead mode and lower plant availability. Refined silver production for the year was 627 tonnes.



ESG Update

In August 2025, Hindustan Zinc achieved a historic milestone by becoming the 25th member of the International Council on Mining & Metals (ICMM), and notably, the first new entrant since 2021. With this achievement, Hindustan Zinc also became the first Indian company to get this prestigious membership, a moment of great significance for both the organisation and the Indian mining industry. As ICMM represents the global benchmark for responsible mining, encompassing leadership in social performance, environmental stewardship, safety, and ethical practices, the Company's membership marks a transformative step that positions India prominently on the global stage of sustainable and responsible mining.

Furthermore, for the third consecutive year, Hindustan Zinc has been recognised as the global ESG leader in S&P Global Corporate Assessment 2025, being ranked 1st among 235 companies globally in metals and mining sector. With an improvement in overall score to 90 out of 100, the Company also got featured in the Sustainability Yearbook 2026 amongst the top 1% most sustainable organisations globally for the ninth consecutive year.

Occupational Health and Safety

At Hindustan Zinc, ensuring the safety, health, and well-being of our employees and business partners remains a core organisational priority. Guided by our 'Zero Harm' philosophy, we continue to strengthen systems, leadership accountability, and risk management practices to create a workplace where every individual returns home safely. However, during the year, we had two unfortunate fatalities in our operations.

Following detailed investigation, we implemented strong corrective and preventive measures with utmost urgency, and the learnings were disseminated across the organisation. The safety and well-being of every individual remain paramount, and these incidents serve as a reminder of the need for constant vigilance and continuous improvement.

During the year, the Company reinforced its safety governance framework through enhanced risk management systems, leadership capability building, and structured engagement with employees and business partners.

A significant milestone during the year was the rollout of a Critical Risk Management (CRM) centric Safety Management System across operations. The CRM framework focusses on identifying high-consequence risks and ensuring the implementation of effective critical controls to prevent fatalities and serious incidents. As part of this programme, five additional critical risks were launched during FY 2025-26, including risks related to

Heavy Earth Moving Machinery (HEMM) fire, ventilation failure, corrosive substances and acids, excavation hazards, and exposure to hazardous gases, strengthening the organisation's ability to proactively manage high-risk operational scenarios.

Implementation of the CRM framework has significantly strengthened safety monitoring and reporting. During the year, CRM inspections were conducted across operations to ensure the effectiveness of critical controls. Additionally, Safety Action Plans (SAPs) were developed during FY 2025-26, ensuring systematic closure of identified safety gaps. Hazard and Operability Studies (HAZOP) were also conducted across all units to identify emerging risks and strengthen preventive measures.

To further strengthen leadership capability in safety, we conducted S.A.F.E. (Safety Awareness for Excellence in Leadership) Workshops for 42 employees, including 33 Hindustan Zinc employees and 9 business partners. These workshops were designed to enhance frontline leadership capability, strengthen risk ownership, and reinforce behavioural safety practices across operations. Six one-to-one coaching sessions have been completed for 10 identified leaders for strengthening leadership accountability and enhancing safety culture to drive behavioural change.

We also initiated a Safety Culture Survey pilot at Chanderiya Lead-Zinc Smelter, aimed at understanding workforce perceptions, identifying improvement areas, and strengthening the safety culture across operations. Complementing this initiative, focussed Safety Action Meetings were conducted with HEMM operators and engineering teams to address and prevent hand injuries related to HEMM operations.

Business partner engagement remained a key focus area during the year. We conducted Business Partner CEO Connect sessions, creating a platform to reinforce safety accountability, strengthen partnerships, and align business partners with Hindustan Zinc's safety standards and expectations. We also launched the Mine Safety Assurance Programme, aimed at strengthening safety governance in mining operations through structured assurance mechanisms, periodic reviews, and enhanced oversight of risk controls.

The Company continues to invest in strengthening infrastructure safety through the Infrastructure Inframatrix framework, addressing critical infrastructure risks and enhancing operational reliability.

The Company conducted Quantitative Exposure Assessment (QNEA), PPE fit assessments and ergonomic studies. As a result, 42 high-exposure zones were successfully converted into green zones.



The usage of renewable energy has also enabled Hindustan Zinc to launch Asia's first low carbon zinc, EcoZen, which boasts a carbon footprint of less than 1 tCO₂e per tonne of zinc produced, about 75% lower than the global average.

These initiatives reflect Hindustan Zinc's continued commitment to strengthening safety culture, enhancing leadership accountability, and adopting proactive risk management practices across operations.

Awards

- Hindustan Zinc's rescue team won British Safety Council "Team of the Year Award" 2025
- Zawar Captive Power Plant (CPP) secured a 5-Star rating in the British Safety Council Five Star Audit Multiple accolades at British Safety Council International Safety Awards 2026 with 'Distinction' for Zawar captive power plant, followed by 'Merit' for Dariba Smelting Complex (DSC), Rampura Agucha Mine (RAM), Zinc Smelter Debari (ZSD), Kayad Mine (KYM), Chanderiya Lead Zinc Smelter (CLZS), fertiliser project, and Pantnagar Metal Plant (PMP)
- Rampura Agucha, Kayad, and Sindesar Khurd Mines received the prestigious 5-star rating from Indian Bureau of Mines (IBM)

Environment

As part of Hindustan Zinc's Sustainability 2.0 movement, ambitious, globally benchmarked sustainability goals were set for FY 2029-30, which were built onto the baseline of FY 2019-20. The Company's Science Based Targets include a commitment to 50% reduction in absolute Scope 1 and 2 GHG emissions and further reduction of 25% of absolute Scope 3 GHG emissions by FY 2029-30 from the base year FY 2019-20 and further achieving net-zero emissions across the value chain by FY 2049-50.

As part of our ongoing 530 MW round-the-clock renewable energy (RE-RTC) power delivery agreement with Serentica in addition to the captive solar and waste heat recovery boiler (WHRB) capacity, we sourced around 18% of the renewable energy against the overall power requirement for FY 2025-26. The 530 MW RE-RTC will help in reducing our GHG emissions significantly by 3.5 MtCO₂e per annum by FY 2027-28.

The usage of renewable energy has also enabled Hindustan Zinc to launch Asia's first low carbon zinc, EcoZen, which boasts a carbon footprint of less than 1 tCO₂e per tonne of zinc produced, about 75% lower than the global average. In FY 2025-26, the Company has strengthened it's the long-standing partnerships with Tata Steel and Silox India through adoption of EcoZen across their manufacturing operations.

In FY 2025-26, as part of our commitment to green logistics, we signed two MoUs with Greenline Mobility Solutions Limited to accelerate decarbonisation of supply chains. The first marks India's first such commercial-scale initiative of deploying 100 electric vehicle (EV) trucks with battery swapping for concentrate movement between mines and

smelters. The second adds liquified natural gas (LNG) trucks to our finished goods logistics fleet, doubling our LNG capacity, advancing cleaner, more sustainable logistics. Hindustan Zinc, in collaboration with Enviiro Wheels Mobility Pvt Ltd., has flagged off first 10 EV bulker trucks at Zinc Smelter Debari, resulting in total 20 EV trucks for interunit transport of goods.

Our other initiatives in reducing our Scope 3 emissions include deploying 3 battery-electric vehicles (BEVs) in our underground operations at Sindesar Khurd Mine, as well as deployment of 180 LNG-powered trucks in partnership with Greenline, for upstream & downstream transportation.

We have effluent treatment plants (ETPs) and water treatment plants (WTPs) at all our operations which recycle processed water, which is then reused in operations making the Company maintain its zero liquid discharge. The most recent addition is water treatment plant at Rampura Agucha Mine. We have two operational dry tailing plants (DTP), one at Zawar Mines and one at Rajpura Dariba Mine, each of which recirculate more than 80% of the process water present in tailings.

We ensured effective waste management practices during the year, with the fumer technology at Chanderiya continuing its ramp-up to recover lead and silver cake from jarosite. Through the fumer plant, we achieved a reduction of 1,00,758 MT of jarosite, while a further 6,53,931 MT of jarosite and jarofix was utilised across the cement industry, road construction and railway infrastructure, reinforcing our commitment to sustainable waste utilisation.

We have engaged with the International Union for Conservation of Nature (IUCN) for preparing biodiversity management plans (BMPs) for all of our locations, except the Pantnagar Metal Plant, to support Hindustan Zinc to achieve its target of no net loss of biodiversity against a 2020 baseline. The implementation plans are under place, and implementation is under progress at all sites.

In FY 2025-26, Hindustan Zinc has filed 2 Indian patents concentrating in fields of sustainable metal valorisation from smelters waste, automation of product quality check while running electrowinning process and mineral processing – generation of pyrite from tailings. Furthermore, the Company has signed two MoUs with Council of Scientific and Industrial Research (CSIR) – National Metallurgical Laboratory (India) and Virginia Tech University, US, focussing on strengthening process related to metal grade improvements in mineral processing coupled with innovative techniques for strategic metal extraction across the Company.

As part of our continued collaboration with Indian Institute of Technology (IIT) Madras and Jawaharlal Nehru Centre for Advanced Scientific Research (JNCASR), we are

working on advancing the development of next-generation battery storage solutions. JNCASR has developed and demonstrated a zinc-ion pouch cell prototype. In parallel, IIT Madras is working on developing a zinc-air battery prototype and has successfully demonstrated it at lab scale, with ongoing work focussed on vehicle-level demonstration as a range extender. These collaborations aim to enhance the viability of zinc-based batteries for a sustainable energy future.

We also organised a series of training sessions called "Wednesday for Transition", which were designed to provide suppliers with essential knowledge on ESG (Environmental, Social, and Governance) topics like psychological health & safety, safety, human rights, etc.

Sustainability Awards

- Our Business Responsibility and Sustainability Report (BRSR) has been selected as best BRSR report under Manufacturing Large-Cap at the 4th ICAI Sustainability Reporting Awards
- Our Sustainability Report FY 2024-25 has won a Platinum in Materials category at the LACP Vision Awards 2024-25, including a Special Achievement Award of the Most Creative Report Worldwide, Technical Achievement Award, and Global Top 100 Recognition
- Hindustan Zinc was awarded 'Outstanding Accomplishment in Corporate Excellence' at CII-ITC Sustainability Awards. Further, Zawar Mines was presented the 'Environment Excellence Award'
- Our R&D project, 'HZL's Greener Steps towards Sustainable Operations', has been honoured as an Excellent Environment Project at the CII National Award for Environmental Best Practices 2025
- The Company was awarded 'Excellence in Waste Management' – Sustainable Operational Award at the CEE Waste Management Summit & Awards 2025
- Hindustan Zinc ranked 7th among India's 60 Most Sustainable Companies across all sectors and claimed the No. 1 spot in metals & mining at the BW Businessworld India's Most Sustainable Companies (IMSC)
- The Company has been awarded at the ICC 16th India Corporate Governance and Sustainability Vision Awards 2026 in the category of "Water Stewardship as Runners Up"
- Recognised for remarkable contribution in sustainability at SAIL Value Chain Partner's Meet 2025-26
- Sindesar Khurd and Kayad Mines have been awarded the prestigious GreenCo Silver rating
- Hindustan Zinc shone at 12th CII Supply Chain & Logistics Excellence Award (SCALE) under 'Green Logistics' category

Production performance

Particulars	FY 2025-26	FY 2024-25	% Change
Total mined metal	1,114	1,095	2%
Refinery metal production	1,048	1,052	(0%)
Refined zinc – integrated ¹	851	827	3%
Refined lead – integrated	197	225	(13%)
Production – silver (in tonnes)	627	687	(9%)

1. Includes 13.7 kt and 10.1 kt from Hindustan Zinc Alloys (100% subsidiary of Hindustan Zinc) in FY 2025-26 and FY 2024-25, respectively.

Operations

FY 2025-26 recorded the best-ever mined metal production of 1,114 kt compared to 1,095 kt in the prior year driven by higher ore production, improved mined metal grades, and operational efficiencies. For the full year, ore production was 16.6 million tonnes, 2% up Y-o-Y, supported by higher output at Rampura Agucha, Zawar and Kayad Mines.

Refined metal recorded the second-highest volume in FY 2025-26 at 1,048 kt, almost in line with FY 2024-25. Refined zinc production was 851 kt, up 3% Y-o-Y, supported by commissioning of smelter debottlenecking projects and the 160 KTPA roaster. Refined lead production was 197 kt, down 13% Y-o-Y, mainly due to prior-year pyro operations being partially in lead mode and lower plant availability.

Prices

Particulars	FY 2025-26	FY 2024-25	% Change
Average zinc LME cash settlement prices US\$ per tonne	2,970	2,875	3%
Average lead LME cash settlement prices US\$ per tonne	1,954	2,046	(5%)
Average silver prices US\$/ounce	53.09	30.39	75%

In FY 2025-26, zinc prices showed periods of strength on the London Metal Exchange (LME), supported by tightening concentrate markets and improved investor sentiment. Global refined zinc production reached 13.85 MT (+4% Y-o-Y) in CY2025 while consumption increased to 13.66 MT (+0.6% Y-o-Y). Concentrate tightness intensified through the year, pushing spot treatment charges down, significantly pressuring smelter margins. Despite weak construction demand globally, moderate improvements in industrial activity, particularly in China’s auto sector and India’s infrastructure push, supported overall metal demand. As a result, zinc prices averaged at US\$ 2,970/t in FY 2025-26, up 3% higher than FY 2024-25.

Global refined lead demand increased to 14.24 MT (+0.5% Y-o-Y) in CY2025; refined lead production increased to 14.35 MT (+1% Y-o-Y). Global primary mine output increased to 4.44 MT (+3.4% Y-o-Y). Lead prices remained relatively softer

in FY 2025-26, averaging at US\$ 1,954/t and settling below US\$ 1,900/t.

During FY 2025-26, silver prices advanced sharply, supported by expectations of monetary easing in the US, heightened geopolitical risks and tightness in the physical market. Investment participation strengthened alongside steady industrial demand from electronics and power infrastructure supply chains. Prices touched a historic high of US\$ 118.45 per troy ounce in January 2026 and averaged at US\$ 53.1 per troy ounce in FY 2025-26, reflecting a 75% year-on-year increase. With limited new mine capacity additions and structurally higher industrial consumption, market sentiment for silver remained constructive.

Its outlook is defined by a persistent physical tightness, as the market enters its sixth consecutive year of structural deficit. It sustains an optimistic environment where the metal’s dual role as a safe-haven hedge and a critical technology mineral has established a significantly higher price floor compared to previous years.

Zinc Demand-Supply

Zinc Global Balance in kt	CY2024	CY2025	CY2026E
Mine Production	12,212	12,910	12,385
Smelter Production	13,310	13,847	13,736
Consumption	13,574	13,659	13,799

Source: Wood Mackenzie

The global refined zinc demand is showing signs of improvement around the world with major momentum gains expected to be driven by the Asian economies. A pickup in global manufacturing activity and increased investments by Chinese authorities are expected to back this momentum.

In case of global zinc supply, if the existing delays in the major mine projects sustain, it can result in a continued tight concentrate market, impacting the refined metal production, which would also be impacted by profitability-related and environment-related smelter suspensions across the globe.

In CY2025, LME warehouse stocks trended downward, falling from 141 kt to 115 kt, with the year’s highest level of 195 kt recorded in April 2025. Meanwhile, SHFE stocks moved in the opposite direction, increasing from 72 kt to a high of 149 kt.

The market has faced a persistent deficit driven by supply-side constraints, with stocks dropping to critical levels. This deficit is expected to persist into FY 2026-27, driven largely by supply side constraints and intensified further by the current conflict in the Middle East. This tightness is underpinned by historically low visible inventories, persistent concentrate scarcity, and constrained mine supply. Although supply pressures may ease modestly toward the end of



FY 2026-27 as new capacities ramp-up, overall market tightness will continue to define the near-term outlook.

India’s manufacturing PMI stood at 53.8 in March 2026, indicating sustained expansion in manufacturing activity, while the global manufacturing PMI improved to 51.3, marking its second-highest level since June 2022. According to industry data, India’s crude steel production increased by 10.4% to 164.9 MT during CY2025, significantly outperforming global trends and reflecting strong domestic demand momentum. In contrast, global crude steel production declined by 2.0% to 1,849.4 MT over the same period.

India’s economic outlook remains robust, with real GDP growth estimated at ~7.6% in FY 2025-26 and projected in the range of 6.4%-6.9% in FY 2026-27 as per various estimates. Steel demand in India is expected to remain among the strongest globally, with finished steel demand projected to grow by 5-7% in FY 2026-27, supported by continued public capital expenditure and infrastructure development. This growth is underpinned by the FY 2026-27 Union capex outlay of ₹ 12.2 lakh crore, along with sustained investments under large scale programmes such as the

National Infrastructure Pipeline, rail and road expansion, and urban infrastructure initiatives. Consequently, India is expected to become the world’s third-largest zinc consumer by 2030, driven by rising galvanisation demand from the construction and automobile sectors.

Unit costs

Particulars	FY 2025-26	FY 2024-25	% Change
Unit costs (US\$ per tonne)			
Zinc (including royalty)	1,370	1,440	(5%)
Zinc (excluding royalty)	959	1,052	(9%)

For the full year, Zinc COP excluding royalty recorded its 5-year lowest of US\$ 959 per tonne, down by 9% Y-o-Y. The reduction in COP has been achieved mainly driven by the lower power cost due to higher domestic coal usage, softened coal prices and increased renewable energy usage, higher by-product realisation and better metal grades, partly offset by higher mine development. This reflects the continuous improvement through various cost saving initiatives, strong operational performance and digital transformation which helped in achieving lowest zinc cost of production in last 5 years.

Financial performance

(₹ crore, unless stated)

Particulars	FY 2025-26	FY 2024-25	% Change
Revenue	39,057	32,903	19%
EBITDA	22,056	17,365	27%
EBITDA margin (%)	56%	53%	-



Awards & Accolades

- Integrated Annual Report FY 2024-25 ranked No.1 amongst Indian integrated reports and 6th globally, winning its 1st Platinum in LACP Spotlight Awards 2025, reinforcing our commitment to strong governance, transparency and global best-in-class reporting practices
 - Honoured with Gold at the prestigious Brandon Hall Group Human Capital Management Excellence Awards in the category of Best in Leading Diversity, Equity, Inclusion and Belonging (DEIB) Initiatives
 - Won two Gold Awards at the 9th CII HR Circle Awards for Diversity & Inclusion, Employee Wellness & Mental Health Support
- Won ‘Best CSR in Private Sector’ award at the Mining & Minerals Excellence Awards 2025
 - Recognised at the India Risk Management Awards in large cap category by CNBC TV-18 for ESG risk management
 - Honoured with Disrupter in Finance and Spend Management title at SAP ACE Awards 2025
 - Received Excellence in Metals & Mining award at Biz Next 2025 by News18 Network
 - Excelled at the 24th Chapter Convention of Quality Concepts (CQCC) with 38 Gold and 6 Silver awards across sectors

Revenue from operations for the year was ₹ 39,057 crore, up 19% Y-o-Y, driven by higher zinc and silver prices, lead concentrate sale, higher by-product realisation, and a stronger dollar. EBITDA for FY 2025-26 was at ₹ 22,056 crore, up by 27% Y-o-Y in line with higher zinc and silver prices, lower cost of production, lead concentrate sale, and a stronger dollar, partly offset by lower production.

Exploration

Hindustan Zinc has driven exploration with an aim to add new resources, upgrade existing resources into reserves category and expand its overall R&R base. This strategy supports the company's goal of achieving a 2x growth in operations. The Company has established a dedicated exploration subsidiary named ‘Hindmetal Exploration Services Pvt Ltd (HESPL)’, a NABET-accredited Category-A exploration agency in the mineral sector and currently all exploration initiatives are being driven by this agency.

The Company has undertaken initiatives to enhance reserves and resources within the leasehold areas. Accelerated technology adoption, technical competence and innovative operational approaches play key roles to improve exploration performance. New prospective targets were identified along with optimally designed drill holes to examine the continuity of mineralisation.

In line with previous years, the Mineral Resource is reported on an exclusive basis to the Ore Reserve, and all statements have been independently audited by SRK (UK).

On an exclusive basis, Hindustan Zinc's total Ore Reserves and Resources (R&R) stood at a record 468.6 million tonnes at the end of FY 2025-26. Ore Reserves amounted to 219.1 million tonnes, net of depletion of 16.6 million tonnes during FY 2025-26, while Mineral Resources totalled 249.5 million tonnes. The contained metal within Ore Reserves is estimated at 10.7 million tonnes of zinc, 3.3 million tonnes of lead, and 350.8 million ounces of silver. Mineral Resources contain approximately 10.8 million tonnes of zinc, 4.4 million tonnes of lead, and 426.0 million ounces of silver. At current mining rates, the robust R&R base supports metal production visibility for more than 25 years.

In addition to the existing zinc-lead-silver mining leases, the Company is actively pursuing exploration opportunities for the three earlier acquired critical mineral blocks – namely Tungsten in Andhra Pradesh, Potash in Rajasthan, and Rare Earth Elements in Uttar Pradesh. They are aimed at expanding and diversifying its mineral portfolio in critical minerals, positioning it as a future-ready multi-metal energy transition. Company has received the Letter of Intent (LoI) for all 3 blocks and is now working towards completing other regulatory approvals, post which the focus will be on completing the exploration in three years.

In addition to the above, currently, nine exploration projects of different commodities including Gold, Copper, Nickel-Chromium-PGE's, Tungsten, Cobalt, Manganese, Vanadium and Graphite are being managed under Hind-metal Exploration Services Private Limited (HESPL) across 7 states of India.

Strategic Priorities and Outlook

Our primary focus remains on enhancing overall output, cost efficiency of our operations, diversifying our portfolio, disciplined capital expenditure and sustainable operations. With the optimistic global economic outlook for Hindustan Zinc, our goals over the medium term remain unchanged.

Our key strategic priorities include

- Maintain a portfolio of mines with long life through continuous mineral resource addition and upgradation of the ore reserves through continuous exploration and active acquisition of new blocks of base metals and critical minerals
- Disciplined capital investments in organic and inorganic expansion of capacities with ramp-up of underground mines and smelters towards their design capacity, delivering enhanced metal and silver output
- Sustain cost of production within the range of US\$ 1,000 per tonne through efficient ore hauling, higher volume and grades and higher productivity through ongoing efforts in automation and digitisation, further supported by increasing share of renewable energy
- Building a diversified product portfolio while expanding the share of our value-added products in alignment with the evolving needs of the customers
- Continued focus on participating in auction of the critical minerals blocks by Government of India as part of the long-term objective of becoming a multi-metal energy transition enterprise
- Progressing towards sustainable future with continued efforts towards reduction in greenhouse gas emissions, water stewardship, circular economy, biodiversity conservation and waste management, etc.



Projects

As Hindustan Zinc advances in the journey towards 2 MTPA integrated metal expansion, several projects have been undertaken throughout the year:

- 160 KTPA roaster project at Debari commissioned
 - Cellhouse debottlenecking completed at Dariba Smelting Complex and Chanderiya Lead-Zinc Smelter, enhancing the metal capacity by 21 KTPA. A lead-silver recovery plant based on hot acid leaching technology is under progress at Dariba and is expected to be completed by Q2 FY 2026-27, enabling recovery of ~27 TPA additional silver and ~6 KTPA additional lead
 - Bamnia Kalan Mine project is under progress, with excavation work ongoing for the portal box-cut
 - The 510 KTPA fertiliser plant is under progress and is expected to be completed by Q2 FY 2026-27
 - In June 2025, the Board has approved plans for expanding the integrated refined zinc capacity by 250 KTPA along with associated mining & milling capacity with an investment of ₹ 12,000 crore. Key EPC partners were locked in, and detailed engineering and site mobilisation is in progress, with expected completion by 2Q FY 2028-29
- In August 2025, the Board has approved India's first zinc tailings reprocessing plant at Rampura Agucha with a feed capacity of 10 MTPA and an investment of ₹ 3,823 crore. Key EPC partners have been locked in, with expected completion by 4Q FY 2027-28
 - In January 2026, the Board approved a capex of ₹ 1,100 crore for exploration activities related to the 2x growth plan, with a target to increase the metal reserves from current 13 Mnt to 30 Mnt, primarily through Zawar and Rajpura Dariba clusters, thereby maintaining a strong reserves and resource base with a mine life of over 25 years. Technicaland drilling partners were locked in for Rajpura Dariba and Zawar
 - While the 250 KTPA integrated refined zinc capacity expansion and the tailings reprocessing plant fall under Phase 1 towards doubling the capacity, further projects forming the Phase 2 will be announced, as and when they are approved by the Board

While the 250 KTPA integrated refined zinc capacity expansion and the tailings reprocessing plant fall under Phase 1 towards doubling the capacity, further projects forming the Phase 2 will be announced, as and when they are approved by the Board.

Operational Review



ZINC INTERNATIONAL

The year in brief

During FY 2025-26, Zinc International recorded annual production of 225 kt. The increase in production compared to FY 2024-25 was mainly higher ore treated offset by lower recovery at BMM.

Black Mountain production declined by 10% to 40 kt in FY 2025-26 due to lower tonnes hoisted and treated. Declining zinc head grades and recovery also contributed to underperformance.

Gamsberg production for FY 2025-26 is 39% higher year-on-year at 185 kt with higher tonnes treated and higher grades.

Skorpion Zinc has been under Care and Maintenance since start of May 2020, following cessation of mining activities due to geotechnical instabilities in the open pit. Activities to restart the mine are still in progress.



ESG Update

Occupational health and safety

VZI incurred zero fatalities since the beginning of this financial year, of which both Gamsberg and Black Mountain remained fatality-free since 01 April 2024. FY 2025-26 have seen a substantial decrease in safety injury frequency rates, compared to last year as well as – with the following key frequency rates displayed: Fatalities (0), LTIFR FY 2025-26: 0.92 vs LTIFR FY 2024-25: 1.49 (38% decrease Y-o-Y), TRIFR FY 2025-26: 3.5 vs TRIFR FY 2024-25: 3.95 (11% decrease Y-o-Y).

During the reporting period, several key governance, risk, and safety initiatives were implemented to strengthen organisational performance and oversight. These included the relaunch of HSE turn-around strategy, rollout of Quarterly Executive Visible Felt Leadership (VFL) engagements, the introduction of HIPO presentations with the CEO, and the implementation of cross audits supported by Risk Champions. Strategic capability enhancements were advanced through the launch of CRM 2.0, targeted CRM masterclass training, and the hosting of the Annual Safety Day. In addition, the SWOT analysis, MUE list, and critical controls were thoroughly reviewed, alongside the completion of the ICMM assessment. External benchmarking was also conducted with SAMI peers in order to align performance with industry best practice.

Zero classified occupational disease cases have been recorded in 2026. However, a new Occupational Exposure Limit have been put in force for both lead and silica dust exposure from 0.1mg/m³ to 0.05mg/m³ respectively. This is a 50% reduction which calls for stringent control implementation and monitoring to prevent exposure of employees. An essential Dust Management Strategy have been implemented to enable vital control and reduction in over-exposures. Approximately, 65% of the milestones from the Risk Reduction Strategy Roadmap have already been implemented, a drive and focus to reduce exposure at source remains a priority.

In the new financial year, VZI will advance its safety and risk maturity through rigorous drive of the HSE Strategy, supported by the introduction of AI-enabled safety solutions. Key initiatives include the operationalisation of Critical Risk Management into daily activities, compliance with CAS Level 9, and the deployment of advanced fatigue monitoring and missing person locator systems. These enhancements will strengthen proactive risk prevention, reinforce critical control effectiveness, and align safety performance with leading industry and ICMM practices.

Environment

The VZI site recorded two (2) level 3 incidents during the last quarter of the financial year. The two incidents involved spillage of water from the Plant control pollution dam, and

the return water dam by the tailings dam. A full investigation process to address shortfalls has been completed. It must be noted, however, that the spillage did not contaminate any streams, and therefore not classified as a reportable incident as per requirement by competent authority (Department of Water Affairs (DWS)). The Gamsberg phase 2 tailings dam application for the Environmental Impact Authorisation has been approved, which allows for construction of Phase 2 TSF expansion. The Water Use Licence, however, is awaiting approval based on the final review of the designs requested by the DWS. For the Gamsberg underground phase EA, the scoping and environmental management plan and report (EMPr) has been submitted to the Competent Authority and awaiting final approval. This integrated application is aligned with the previous Biodiversity offset commitments and requirements for not impacting on the set aside areas declared on Gamsberg mine.

In support of the Vedanta commitment to Net Carbon Zero by 2050, VZI has embarked on wheeling of 40 MW renewable energy from an offsite independent Power Producer. The final PPA is in final negotiations targeting sign off during Q1 of FY 2026-27.

On Biodiversity section, in collaboration with Stellenbosch University, VZI has planned conservation research includes regional mapping of the occurrence, extent of target vegetation types, species conservation concern, and also planning restoration trials using nursery material to ensure progressive biodiversity rehabilitation in the mining disturbed areas.

BMM is currently busy with a revision of the biodiversity management plan. The key component of this revision is a cumulative impact assessment at landscape, regional and footprint scale on the short for medium and long term. This will allow BMM to assess biodiversity risks at different spatial and temporal scales and clearly define the required biodiversity strategies for the operation. The biodiversity monitoring protocols will then also be revised to align with these impacts and risks and ultimately supporting the operational plans.

Together with the IUCN, BMM has initiated an integrated landscape approach (ILA) project. The ILA aims to identify other stakeholders and role players across the region (Northern Cape Industrial Corridor) in order to facilitate collaborative nature-based solutions (NbS) for ecosystem conservation while simultaneously contributing to social development in the Northern cape.

ESG

We are committed to promoting diversity in all forms at VZI. In accordance with the same, 21% of our workforce are female – with 26% of women in leadership roles. Local employment remains consistent at 98%.

VZI has received the Award for Best Company to work for, for three years in a row.

The signing to advance the **Namakwa Special Economic Zone (SEZ)** marks a pivotal milestone in unlocking broader regional economic growth. Through mineral beneficiation, downstream industrial development, and increased localisation, the SEZ will play a critical role in diversifying and strengthening the Namakwa District economy. This initiative positions Aggeneys, where our operations are located to evolve from a traditional mining town into a resilient, future focussed industrial hub with sustained long-term value.

Construction of the Early Childhood Development Centre in Pofadder has been completed, with an inauguration planned in the near term. The centre is expected to significantly enhance early childhood education outcomes within the Khaima municipality and forms part of our broader commitment to sustainable social investment. The facility will be supported by the planned installation of solar panels to ensure reliable, uninterrupted educational operations.

The **Community Skills Centre in Pofadder** is fully operational and has to date provided skills training to 524 participants.

The Social Labour Plan of FY 2025-29 has been finalised and approved by the Department of Mineral Resources – and implementation thereof commenced.

Production performance

Particulars	FY 2025-26	FY 2024-25	% Change
Total production (kt)	225	178	27%
Production – mined metal (kt)			
BMM	40	44	(10%)
Gamsberg	185	133	39%

Operations

During FY 2025-26, total production stood at 225 kt, 27% higher Y-o-Y. This was primarily due to higher throughput and higher Zn grades, partly offset by lower zinc grades and recoveries at BMM.

At BMM, production was 40 kt, 10% down Y-o-Y. This was mainly due to lower tonnes milled, lower zinc grades and recoveries, partly offset by higher lead grades being the main contributing factors.

Production for Gamsberg was at 185 kt, 39% higher Y-o-Y. This is mainly attributable to higher tonnes treated (supported by ramp-up in waste mined to 81 MT in FY 2025-26) and higher grades, partly offset by recoveries.

Skorpion Zinc remains under Care and Maintenance since May 2020 following cessation of mining activities due to geotechnical instabilities in the open pit, resulting in slope failures. The business is currently evaluating options to restart mining.

Unit costs

Particulars	FY 2025-26	FY 2024-25	% Change
Overall Zinc COP including TcRc (US\$/t)	1,561	1,299	20%
Gamsberg Zinc COP excluding TcRc (US\$/t)	1,350	1,135	19%

Gamsberg COP excluding brand fees increased by 19% to US\$ 1,350 per tonne. The increase in the cost of production was driven by higher mining and ZAR depreciation against the US\$ offset by higher zinc production.

Overall Zinc COP including TcRc increased by 20% to US\$ 1,561 per tonne, from US\$ 1,299 per tonne in the previous financial year. This was mainly driven by higher treatment and refining charges, higher mining and other costs and ZAR depreciation against the US\$, partly offset by higher concentrate production.

Financial performance

(₹ crore, unless stated)			
Particulars	FY 2025-26	FY 2024-25	% Change
Revenue	4,860	3,918	24%
EBITDA	1,321	1,321	-
EBITDA margin	27%	34%	-

Revenue for the year was ₹ 4,860 crore up 24% Y-o-Y, mainly due to significantly higher production. EBITDA for the year was ₹ 1,321 crore, flat Y-o-Y.

Projects

Gamsberg Phase 2

Gamsberg Phase 2 project includes the mining expansion from 4 MTPA to 8 MTPA and the Construction of a New Concentrator plant of 4 MTPA, taking the total capacity to 8 MTPA and has been approved by the Vedanta Board in Q4 of FY 2021-22.

The Phase 2 concentrator with 4 MTPA ROM processing stand-alone capacity along with mine expansion has been initially conceptualised to be awarded on an EPC basis along with major long lead items to be ordered by VZI and freely issued to EPC Business Partner for erection and commissioning.

A new tailings dam facility also needs to be constructed north of the current Gamsberg Phase 1 tailings dam. The scope also includes additional requirements for bulk services such as electricity and

water. Additional Power requirement of 26.2 MVA and 19.5 km new transmission line must be constructed to the mine site. Additional water reservoir for 8.5 MLD with a clarifier also included to cater to the requirement for Phase 2.

The soil-turning ceremony, led by Northern Cape Premier Dr. Zamani Saul, Vedanta Zinc Business CEO Arun Misra, Vedanta Zinc Executive Director Pushpender Singla, MEC Economic Development Mr. A Vosloo, and Mayors, took place where the Construction of the 4 MTPA Plant is currently over 91% complete.

The status of the project is as follows:

- Overall progress 93.61%
- Construction progress is at 95.4%
- Target completion by H1 FY 2026-27

Black Mountain Iron Ore project

VZI in support of the Vedanta Group ambition has adopted the ambitious goal to be water positive by 2030 focussing on the reduction of our water footprint of our current operations. Based on a water pinch point study conducted and then expanded by a water footprint assessment project pipeline for both onsite water reduction and projects within the community. Several of the community-based projects tie into the Social and Labour Plan with added benefits to the community in terms of business development and employment opportunities. Additional benefit from the descaling of the Tailings dam return water line was a significant

reduction of the pool volume at the Gamsberg Tailings dam that increased the stability of the tailings dam. The water treatment plant at Gamsberg was halted and the project will be relooked at later in the next financial year. Implementation of the plant in an optimised manner will contribute to achieving the water positive target in 2030. Implementation of a large-scale invasive tree (Prosopis glandulosa, Texas Honey Mesquite) removal project implemented as a social development project will increase water availability in the surrounding water catchment over a period of the next three years.

Exploration

- 6.7% decrease in resources from 26.4 MT to 24.6 MT metal and 1.4% increase in reserve metal tonnes from 9.5 MT to 9.6 MT
- Total R&R for VZI decreased from 670 MT to 655 MT of ore, while metal decreased from 35.9 MT to 34.3 MT (4.5% decrease in total metal)
- The decrease is largely driven by higher mining cost translating into higher cut-off grades, to which a number of deposits are quite sensitive

Strategic Priorities and Outlook

Zinc International continues to remain focussed to improve its Y-o-Y production by sweating its current assets beyond its design capacity, debottlenecking the existing capacity, and adding capacity through growth projects. Our immediate priority is to ramp-up the performance of Gamsberg mining

operations and simultaneously complete Gamsberg Phase 2 project to add another 190 kt to the total production of VZI. Likewise, BMM continues to deliver stable production performance and focus is to debottleneck its ore volumes. Skorpion is expected to remain in Care and Maintenance while management is assessing feasible & safe mining methods to extract ore from Pit 112. Zinc International continues to drive cost reduction programme to place Gamsberg operations on 1st Quartile of global cost curve with COP< US\$ 1,300 per tonne including treatment charges.

Core Growth strategic priorities include the following:

- Completion of Gamsberg Phase 2 project in H1 FY 2026-27
- Continue to improvise Business case of Gamsberg Smelter Project through Government support, Capex and Opex reduction



Operational Review



OIL & GAS

The year in brief

During FY 2025-26, Oil & Gas business delivered gross operated production of 87.2 kboepd, down by 16% y-o-y, primarily driven by natural decline across fields. The decline was partially offset by addition of volumes through new infill wells brought online and in Mangala, Aishwarya, Tight Oil (ABH), Tight Gas (RDG) & Saraswati fields and well intervention activities across assets.

Occupational Health & Safety

There was one fatality and were four lost time injury (LTI) in FY 2025-26. Loss time injury frequency rate (LTIFR) stood at 0.125 per million-man hours (FY 2024-25: 0.03 per million-man hours).

Our continued focus remains on reinforcing a strong safety culture by embedding Critical Risk Management, Behaviour Based Safety (BBS) practices and Stop Work Authority interventions across operations. Key initiatives undertaken during the year include:

- HSE Leadership Workshops conducted with business partners, with focussed sessions on strengthening critical controls for rig moves and lifting operations, alongside Behaviour Based Safety interventions
- Digital Safety Initiatives, including the rollout of an HSE Violation Reporting Application and deployment of AI enabled cameras to enhance real-time HSE surveillance and compliance
- Fire fighting training for Rajasthan operations employees conducted by ONGC's Advanced Training Institute
- Crisis Management Team orientation undertaken in line with Tier 3 emergency response protocols
- Emergency preparedness mock drills, including a simulated airstrike scenario, carried out in coordination with district authorities of Barmer and Jalore

We were recognised with awards conferred by external bodies:

- Ranked among the highest-scoring companies in India and 6th globally within its sector in the S&P Global Private Corporate Sustainability Assessment 2025
- Awarded the UNEP's Gold Standard Pathway Certificate under the OGMP 2.0 Methane Mitigation Partnership for 2025

Environment

Our Oil & Gas business remains committed to protecting the environment, minimise resource consumption and drive towards our goal of 'zero harm, zero waste, zero discharge'. Highlights for FY 2025-26 are as:

- Cairn NET Water Positive Impact (NPWI) index at 1.18
- Segregation and reuse of Activated Carbon Filter (ACF) and Ultrafiltration (UF) backwash water for injection water make-up, enabling reuse of ~275 KLD of water
- Utilisation of Effluent Treatment Plant (ETP) treated effluent for mud and chemical preparation, resulting in the reuse of ~30 KLD of water
- Developed 115 rainwater harvesting structures in the Barmer community area, including 4 Nadis, 100 Khadins and 11 rooftop rainwater harvesting systems in schools, enabling the annual harvesting of ~0.23 million KL of rainwater

- Biodiversity/wildlife conservation initiatives
 - a. **Van Mahotsav Plantation Drive:** Planted 45,550 saplings of indigenous species in RJ and Midstream areas.
 - b. **Biodiversity and Wildlife at Jorhat Forest area, Assam:** Provided surveillance vehicles and communication devices.
- Reduction in GHG emission:
 - c. Commenced sourcing of ~ 12 MW of renewable energy, resulting in avoidance of ~75 ktCO₂e of GHG emissions annually
 - d. Submitted the first methane emissions report to OGMP 2.0, with a commitment to reduce methane emissions by 30% over the next five years
 - e. RJ North & RJ South facilities certified under the Energy Management System (ISO 50001:2018)
 - f. Installed Artificial Gas Lift at Raag Oil WP#1, replacing conventional gas lift, enabling recovery of 0.5 mmscfd gas and potential GHG emission avoidance of ~16,000 tCO₂e per annum
 - g. Converted diesel-driven compressor to motor-driven compressor (Blasting & Painting compressor), resulting in avoidance of associated GHG emissions
- Waste diverted for gainful utilisation: ~36,500 MT of hazardous waste sent for co-processing at cement industries as an alternate raw material or fuel source
- Hydrocarbon recovery by processing of skimmed oil & oily sludge: ~25,180 bbls.

Production performance

	Unit	FY 2025-26	FY 2024-25	% Change
Gross-operated production	kboepd	87.2	103.2	(16%)
Rajasthan	kboepd	70.4	84.3	(16%)
Ravva	kboepd	8.1	10.1	(20%)
Cambay	kboepd	5.3	5.1	6%
OALP	kboepd	3.4	3.8	(11%)
Oil	bopd	70,195	81,757	(14%)
Gas	Mmscfd	102	129	(21%)
Net production – working interest*	kboepd	57.2	67.8	(16%)
Oil	bopd	45,009	52,461	(14%)
Gas	Mmscfd	73	92	(21%)
Gross-operated production	mmboe	31.8	37.7	(16%)
Net production – working interest	mmboe	20.9	24.7	(16%)

* Includes net production of 547 boepd in FY 2025-26 and 688 boepd in FY 2024-25 from KG-ONN block, which is operated by ONGC. Cairn holds a 49% stake.

Operations

Average gross-operated production across our assets was 16% lower Y-o-Y at 87,201 boepd. The company’s production from the Rajasthan block was 70,397 boepd, 16% lower Y-o-Y and from the offshore assets, was at 13,391 boepd, 12% lower Y-o-Y. The natural decline across fields has been partially offset by infill wells brought online across fields in Rajasthan and well intervention activities across assets.

Production details by block are summarised below:

Rajasthan block

Gross production from the Rajasthan block averaged 70,397 boepd, 16% lower Y-o-Y. The natural decline in the MBA fields has been partially offset by infill wells drilling campaigns and well intervention activities in Mangala, Bhagyam, Aishwarya, ABH and RDG fields.

Gas production from Raageshwari Deep Gas (RDG) averaged 86 million standard cubic feet per day (mmscfd) in FY 2025-26, with gas sales, post captive consumption, at 75 mmscfd.

The appeal against the Division Bench order (additional 10% profit sharing from 2020 onwards) was filed by us before the Supreme Court in June 2021. The matter was last listed on 27 March 2025. However, the matter could not be heard due to paucity of time and the next date of hearing is awaited.

The Government of India (GoI), acting through the Directorate General of Hydrocarbons (DGH), had raised demand up to 14 May 2020 for Government’s additional share of profit oil based on its computation of disallowance of cost incurred over retrospective re-allocation of certain common costs between Development Areas (DAs) of Rajasthan Block; recovery of exploration costs incurred after the Exploration phase; and certain other matters aggregating to ₹ 9,545 crore (US\$ 1,162 million) and applicable interest thereon representing share of Vedanta Limited and its subsidiary.

We had disputed the aforesaid demand and invoked arbitration as per the provisions of the Production Sharing Contract. The Group had received the Final Partial Award dated 22 August 2023 from the Arbitration Tribunal (‘the Tribunal’) as amended by orders dated 15 November 2023 and 08 December 2023 (‘the Award’), dismissing the Government’s contention of the additional Profit Petroleum in relation to allocation of common development costs across Development Areas and certain other matters in accordance with terms of the Production Sharing Contract for Rajasthan Block, while allowing some aspects of the audit objections raised. Further, the Tribunal had decided that the Group was

allowed to claim cost recovery of exploration cost as per terms of the Production Sharing Contract.

Pursuant to the award, the Group had recognised a benefit of ₹ 4,761 crore (US\$ 578 million) in revenue from operations in financial year ended 31 March 2024. The Group has adjusted the profit petroleum liability against the aforesaid benefit.

GoI had filed interim relief application on 03 February 2024 stating that the Group has unilaterally enforced the Award although the quantification of the same is pending. The Tribunal vide its order dated 29 April 2024 denied GoI’s interim relief application. GoI filed an appeal before the Delhi High Court (‘Section 37’ Appeal) challenging Tribunal’s order dated 29 April 2024. On 11 July 2025, the Delhi High Court dismissed GoI’s Section 37 Appeal in Group’s favour. GoI has filed a SLP before the Supreme Court challenging Delhi High Court’s order dated 11 July 2025. The matter is listed for hearing on maintainability of the SLP on 29 July 2026. Without prejudice to its rights under the proceedings, the Group has paid a sum of ₹ 513 crore (US\$ 58 million) in the quarter ended 31 December 2025.

In the interim, Quantum Proceedings have commenced. The Group has filed its claim for US\$ 512 million before the Tribunal and GoI, while disputing the claim of the Group, has filed a claim of US\$ 210 million to the Tribunal. As Group’s claim of US\$ 512 million is largely on account of disintegration of the Virtual Development Area (‘DA’) (that were created on account of Office Memorandum 13 & 19) into the main DA, the management believes it has a good case on merits. GoI’s claim of US\$ 210 million is based largely on the argument that the Work Programme & Budget (‘WP&B’) was not reviewed by GoI. It is Group’s submission that the WP&B were submitted to DGH for review. Hearing in the matter concluded in March 2026. We await the arbitral award.

GoI had also filed a challenge against the Award on 07 March 2024 in the Delhi High Court (‘Section 34 Application’). Notice has been issued in the matter. Till date, no stay has been granted on operation of the Award. Next date of hearing is 8 May 2026. The Group believes that the Court may not re-appreciate the evidence in Section 34 Application, as the interpretation by the Tribunal is plausible.

Ravva block

The Ravva block produced at an average rate of 8,061 boepd, lower by 20% Y-o-Y, owing to natural field decline.

Cambay block

The Cambay block produced at an average rate of 5,330 boepd, higher by 6% Y-o-Y, owing to well intervention activities.

Prices

Particulars	FY 2025-26	FY 2024-25	% Change
Average Brent prices – US\$/barrel	70.5	78.9	(11%)

Crude oil prices declined to US\$ 70.45 per barrel in FY 2025-26 from US\$ 78.9 per barrel in FY 2024-25, reflecting a highly volatile oil price environment during the year, influenced by evolving geopolitical risks, shifting supply dynamics, inventory levels and broader macroeconomic conditions.

Prices softened early in the year amid macroeconomic uncertainty, financial market volatility, US-China trade tensions, rising crude inventories, and a strong US dollar. This was followed by a recovery in the mid-year period, supported by heightened geopolitical risks in the Middle East, particularly concerns around potential disruptions to oil flows through the Strait of Hormuz, which pushed prices above US\$ 70 per barrel.

In the latter part of calendar year 2025, prices again trended lower on account of subdued demand from major consuming economies, rising global inventories, steady OPEC+ production and increasing non-OPEC supply, alongside continued dollar strength. Prices strengthened in early 2026 amid escalating geopolitical tensions, notably involving the United States and Iran, renewed concerns over the security of key oil export routes in

the Gulf region, and cautious market positioning ahead of OPEC+ output decisions.

Overall, Crude prices were marked by significant volatility in crude oil markets, with geopolitical and macroeconomic factors driving wide price fluctuations.

Financial performance

(₹ crore, unless stated)			
Particulars	FY 2025-26	FY 2024-25	% Change
Revenue	9,582	11,044	(13%)
EBITDA	4,350	4,664	(7%)
EBITDA margin	45%	42%	-

Revenue for FY 2025-26 was 13% lower y-o-y at ₹ 9,582 crore (after profit petroleum and royalty sharing with the Government of India), impacted by lower volumes and price. EBITDA for FY 2025-26 was at ₹ 4,350 crore, lower by 7% Y-o-Y in line with the lower revenues.

The Rajasthan operating cost was US\$ 16.4 per barrel in FY 2025-26 compared to US\$ 16.6 per barrel in FY 2024-25, primarily driven by optimised polymer injection, efficiency in maintenance activities and cost-effective chemical spend approach.

The Oil & Gas business has a robust portfolio of infill development & enhanced oil recovery projects to add volumes in the near term and manage natural field decline.



Infill Projects

Mangala Mangala ASP (Cluster C)

Alkaline Surfactant Polymer (ASP) project at Mangala shall enable incremental recovery from the prolific Mangala field. The project entails drilling of producers, injectors and disposal wells and developing infrastructure facilities at Mangala Cluster C (consisting of four well pads).

The construction for surface facility for injection is completed and under commissioning, and soft water injection has been commenced. Injection of ASP is being targeted in first quarter of fiscal year 2027. As of 31 March 2026, 3 wells have been drilled and all are online.

Aishwarya Aishwarya Lower Fatehgarh (14 wells)

To further improve recovery from Lower Fatehgarh sands of Aishwarya field, additional infill wells were identified in Lower Fatehgarh sands. The project entails drilling of 14 wells (8 producers and 6 injectors) and 5 conversions.

As of 31 March 2026, project stands completed and all wells are online.

Tight Oil (ABH)

Aishwarya Barmer hill infill drilling programme established confidence in reservoir understanding of ABH. Based on its success, drilling of 14 additional wells were conceptualised. Project stands completed and all wells are online.

Bhagyam Infill (4 wells)

To accelerate production and enhance recovery from Bhagyam field, infill drilling opportunities for 4 horizontal wells were identified in FB3 layers. As of 31 March 2026, 2 wells have been drilled and 1 well is online.

RDG Infill (5 wells)

To augment reserves and manage natural decline, we commenced additional 5 infill wells drilling campaign during fiscal year 2026. Project stands completed and all wells are online.

Satellite Fields

In order to monetise the satellite fields and increase recovery from Saraswati field, drilling campaign of 6 infill wells was conceptualised. Project stands completed and all wells are online.

Exploration and Appraisal

During fiscal year 2026, we drilled six exploration wells in OALP Cambay region [Jaya-03, Jaya-04, Simba, Dwarka-2, Ambe-2A, and Ambe-2B] and three wells in Rajasthan Barmer region.

We successfully announced the gas discovery in Ambe Block, marking the first Discovered Small Field (DSF) Block to be monetised on India's West Coast. The discovery has added ~ 13 mmboe of Reserves and Resources (R&R).

The Ambe discovery is being monetised through a Conductor Supported Platform (CSP) development concept. This approach enables lightweight, modular shallow water platforms by utilising drilling conductors as the primary structural support, thereby significantly reducing offshore development timelines and capital costs. The project is being executed in collaboration with 2H Offshore Engineering, reinforcing our focus on innovative, cost efficient development solutions.

Drilling preparations are ongoing in North-East region to explore the prospects in the block.

Strategic Priorities & Outlook

Vedanta's Oil & Gas business has a robust portfolio mix comprising exploration prospects spread across basins in India, development projects in the prolific producing blocks and stable operations which generate robust cash flows.

The key priority ahead is to deliver our commitments from our world-class resources with 'zero harm, zero waste and zero discharge':

- Infill projects across producing fields to add volume in the near term
- Define new development projects to bring these resources into production
- Unlock the potential of the exploration portfolio comprising OALP and PSC blocks
- Continue to operate at a low cost-base and generate free cash flow post-capex

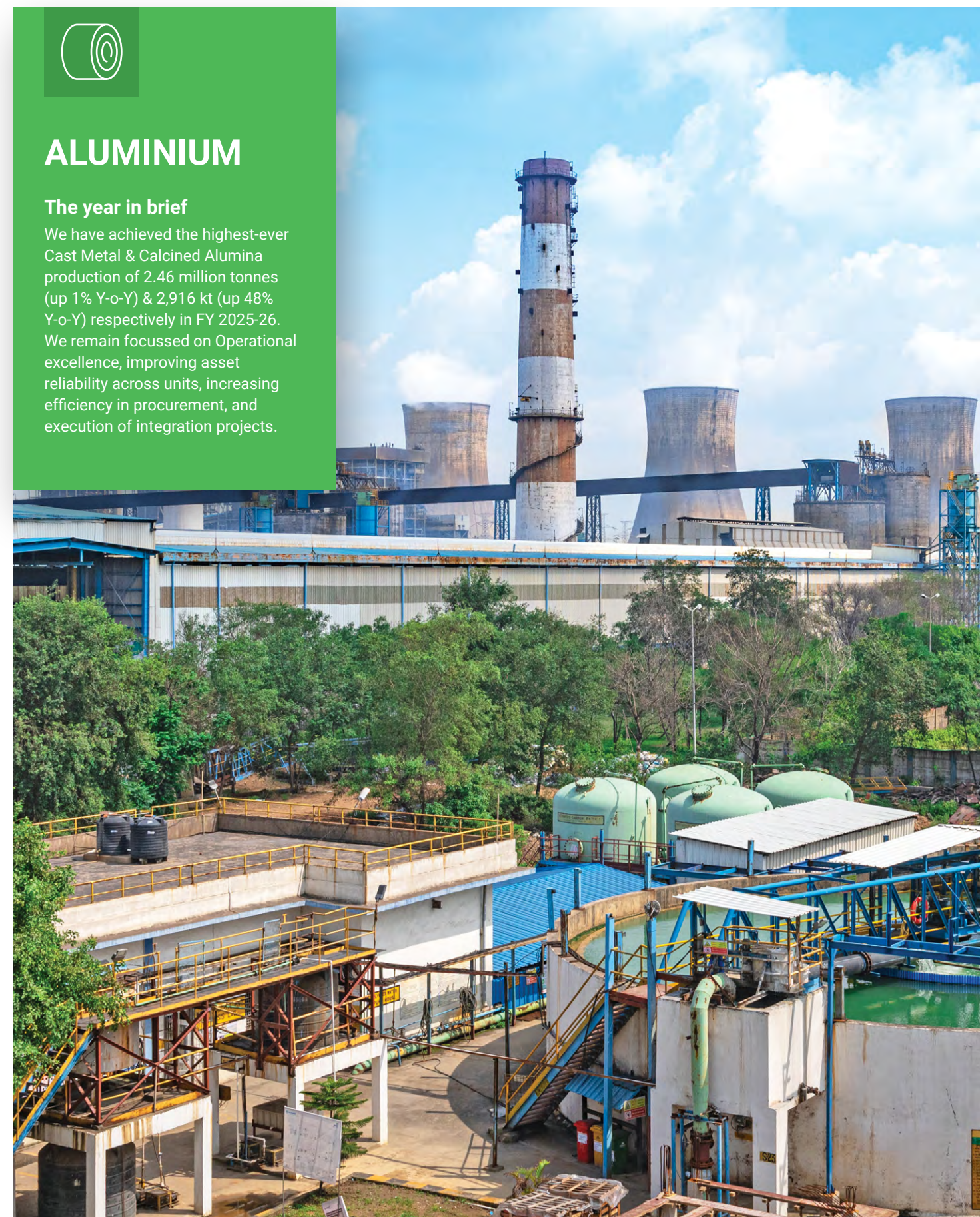
Operational Review



ALUMINIUM

The year in brief

We have achieved the highest-ever Cast Metal & Calcined Alumina production of 2.46 million tonnes (up 1% Y-o-Y) & 2,916 kt (up 48% Y-o-Y) respectively in FY 2025-26. We remain focussed on Operational excellence, improving asset reliability across units, increasing efficiency in procurement, and execution of integration projects.



ESG Update

Occupational health and safety

We report that there has been **1 Business Partner fatality** case in the Aluminium sector. We had a total of **22 LTIs** leading to an **LTIFR of 0.21 & TRIFR of 0.70**.

Summarising below the key initiatives that were driven at the units to promote a safety-first culture at the workplace and beyond:

Jharsuguda

VPI Safety Improvements: To restrict vehicle-pedestrian interaction, **33 km of pedestrian pathways with hand railing** have been completed. Additionally, a **2 wheeler parking facility** has been developed outside the plant premises for **2,500+ vehicles**.

Safety Engagement with Family: More than **200 Business Partner families** were engaged through the Suraksha Milap/ Bandhan Programme to honour Business Partner workers by visiting their homes as positive reinforcement for improving safety culture.

Suraksha Lahar is a focussed safety awareness initiative aimed at reinforcing safe behaviours across the organisation by creating continuous engagement, dialogue, and leadership involvement. As part of this initiative, a structured approach was adopted to strengthen the **Behaviour Based Safety (BBS)** by actively involving **five women leaders** to drive safety conversations on **five critical BBS topics**, using the **TCC model**. Total 14 counselling sessions have been conducted by the assigned leaders so far.

The **HSFS Library** provides a centralised platform for easy access to safety standards, guidelines, procedures, and reference materials, ensuring timely and consistent information for all. Jeevan, the AI-powered chatbot, complements the library by offering quick, intuitive responses to HSFS-related queries, enabling faster decision-making and improved accessibility to critical safety information Lanjigarh.

HMV Simulator: Technologically advanced training system designed to help drivers learn and practice heavy vehicle operation in a safe, controlled, and realistic virtual environment to improve safety, vehicle control, and hazard response skills.

Surakshya Neeti SOP/SMP Mobile App: The app brings all Standard Operating and Maintenance Procedures to employees’ fingertips, enabling instant access anytime, anywhere, supporting efficiency, accuracy, and safer operations in the field.

Right to Refuse Mobile App: Empowers the workforce to report unsafe work conditions and formally refuse hazardous tasks, promoting a strong safety culture and proactive risk management.

Solar-powered CCTV surveillance camera for critical jobs: Enables real-time remote monitoring and live audio communication for immediate supervision, improving safety and operational control.

BALCO

Suraksha Pahal: BALCO Management directly engaged with Line Supervisors to enhance workplace risk perception, expectations, and safety accountability.

Safety Steward Initiative: 70 Safety Champions were nominated, leading to 1,173 safety observations and 71 Toolbox Talks, promoting continuous safety dialogues and risk identification thus strengthening shop floor ownership and proactive safety engagement.

Suraksha Prahari conducted at BALCO engaging 500 supervisors to improve risk perception and involvement of shopfloor leadership in safety.

Structural integrity strengthened & reinforced for risk reduction at Cast house and Foundry.

Dark hour Visible Felt Leadership to increase leadership visibility on the shop floors during night shift.

Safety Improvements (Vehicle Pedestrian Interaction): To restrict vehicle-pedestrian interaction, 15 km of pedestrian pathways with hand-railing have been completed in FY 2025-26.

Installation of ergonomic seats in technological vehicles for **driver fatigue management and Advanced driver assistance system** for monitoring.

Strengthened **100% Online work permit system across BALCO**.



Mines

Development of **One-Way Haul Roads** for HEMM along with separate LMV roads throughout the Mine for prevention of LMVs & HEMM interaction.

AI-integrated Drone is being used for Blasting Zone clearance & surveillance leading to enhanced blasting safety.

Development of **Empty Truck Parking yard** to safely manage despatches.

Environment

During the year, Jharsuguda recycled 13.35% of the water consumed, while BALCO and Lanjigarh recycled 17.50% and 30.26% respectively. The fresh water consumption at Jharsuguda and BALCO stand at 52.20 million m³ and 30.19 million m³ respectively, while fresh water consumption at Lanjigarh is at 11.62 million m³.

In line with Vedanta's de-carbonisation plan, at BALCO and Lanjigarh, we have taken initiatives to co-fire biomass in the boiler, with defined safety measures, to reduce GHG emissions from the power plants. Furthermore, Jharsuguda has deployed 119 Lithium-ion forklifts, making it India's largest fleet of electric forklifts at a single location, resulting in 4,465 tCO₂e/annum GHG reduction, along with reduction in diesel consumption by 1.67 million litres per year. Similarly, BALCO's Transition of 22 diesel-operated forklifts to electric vehicles resulted in 600 tCO₂e/annum GHG reduction.

Under our Green product initiative, this year, we sold the highest-ever volume of low-carbon aluminium at ~91 kt.

In the current fiscal year, Jharsuguda reduced its GHG emission intensity by 15.69% compared to the FY 2020-21 baseline and had consumed 229 MW of Green Power. Also, Jharsuguda's fly ash utilisation stands at more than 100% of its generation. The GHG emission intensity at BALCO is at 16.02 tCO₂/T compared to 16.43 tCO₂/T of FY 2020-21 baseline. BALCO consumed 62 MW of Green Power and co-fired 1,882 tonnes of Biomass. GHG emission intensity at Lanjigarh is at 1.05 tCO₂/T of alumina compared to 1.09 tCO₂/T of alumina of FY 2020-21 baseline.

Key Highlights

- Vedanta Aluminium published the **1st TNFD Report**, adopting the globally recognised **LEAP** (Locate, Evaluate, Assess, Prepare) framework to identify and manage nature-related risks and opportunities
- Vedanta Aluminium released three ESG disclosure reports for FY 2024-25 – **6th Sustainable Development Report**, inaugural **Taskforce on Nature-related Financial Disclosures (TNFD)** Report, and **Taskforce on Climate-related Financial Disclosures (TCFD)** Report
- Vedanta Aluminium has been ranked **2nd** in the world in the **S&P Global Corporate Sustainability Assessment (CSA) 2025**, a prestigious benchmark, among companies worldwide. In the latest assessment, Vedanta Aluminium has achieved its highest-ever score, securing **84** out of **100**, a notable improvement from last year's score of 77. We have secured the **2nd** rank for the **3rd consecutive year**, underscoring our consistent performance and strengthened position across key sustainability parameters
- Out of over 9,200 companies across 59 industries that were assessed for this year's Sustainability Yearbook, only 848 are Yearbook Members. Vedanta Aluminium Limited has been included in the **S&P Global Sustainability Yearbook 2026** and has reached the Top decile for the first time

Key Milestones

Jharsuguda

- A Milestone in Sustainability | 1200th Fly Ash Rake Despatched
- Vedanta Limited Jharsuguda despatched more than 1,200 fly ash rakes and has successfully shipped approx. 4.8 million tonnes of fly ash to leading cement manufacturers, empowering the production of eco-friendly green cement and promoting sustainable utilisation of ash (20,638 tCO₂e reduction)
- In alignment with CPCB's guidance on methodology for the disposal of SPL refractory, Jharsuguda has launched its first-ever SPL Refractory Disposal Project, with more than 140 kt disposed to Common Hazardous Waste Treatment, Storage, & Disposal Facility (CHWTSDF) in FY 2025-26

BALCO

- BALCO despatched more than 3 LMT fly ash to leading cement manufacturers promoting sustainable utilisation of ash. Balco is adding capability to despatch fly ash through rakes.
- BALCO has despatched more than 20 kt of SPL refractory & 19 kt of SBD to CHWTSDF in FY 2025-26
- Noise barrier system installation at the 1,200 MW cooling tower reduced noise from 78 dB to 62 dB
- 50 KW Solar panels installed at BALCO Ash Dykes for – recycling water through solar-powered pumps
- The launch of Restora, Low-carbon product portfolio at Bharat Aluminium Company Limited (BALCO) plant in Korba, Chhattisgarh
- A total of 67 water structures have been created (21 Farm Ponds, 1 Community Pond and 45 Lining Ponds) with a combined waterholding capacity of ~23,733.375 cum
- Installation of 100 water-sprinklers completed at Ash Dykes for fugitive emission control
- Installation of solar-powered remote-operated cameras at Ash Dykes for monitoring of seepage water
- Installation of digital piezometers at ash dykes for real-time monitoring of ash dyke stability

Jamkhani

- Jamkhani Coal Mine has established a Miyawaki forest using a selection of native species. This approach aims to create a dense, rapidly growing forest that enhances biodiversity and restores the local ecosystem. More than 85,000 saplings have been planted till date in 5.5 Ha area by Miyawaki method for habitat restoration
- Installation of Wastewater treatment facilities like ETP & STP to reuse the treated water and maintain ZERO liquid discharge. Further, wheel wash system has been installed at the exit area with recirculation system for outgoing vehicles
- Initiated Project NIRMAL with installation of 7 Solar Borewells with purifier, 20 water purifiers, 20 bio-toilets, & 225 solar lights near the villages of Jamkhani coal mine benefiting 5,000+ community members including school students

Lanjigarh

- Vedanta Limited Lanjigarh** has been certified as single-use plastic-free by the Confederation of Indian Industry (CII) under the provisions of CII Plastic Use Protocol. This recognition is yet another reflection of our unwavering commitment to environmental stewardship and collective action
- 61 water structures completed**, under the Integrated watershed project, increasing the water recharge potential by 11 lakhs cubic metre

- Life Cycle Assessment of Alumina:** Completed study to quantify impacts, identify hotspots, support sustainability reporting, and guide carbon footprint reduction strategies
- Mo Gachha, Mo Parivar:** Planted 1,00,000 fruit trees, boosting biodiversity, food security, livelihoods, and offsetting 1.5 lakh tonnes of carbon emissions
- Red mud utilisation project Red-to-Green (R2G) Initiative:** Guided by ICAR, converted 2.7 million MT of red mud into green zones with eucalyptus plantations and soil remediation, achieving commercial closure, scientific validation, and sustainable agricultural potential through structured continuation

Production performance

Particulars	FY 2025-26	FY 2024-25	% Change
Calcined Alumina Production (kt)			
Alumina – Lanjigarh	2,916	1,975	48%
Cast Aluminium Production (kt)	2,456	2,422	1%
Jharsuguda	1,857	1,830	1%
BALCO	599	592	1%

Alumina refinery: Lanjigarh

At Lanjigarh, Calcined alumina production for the year was at 2.92 million tonnes, up 48% Y-o-Y. The ramp-up remains on track with achievement of exit run rate of 4 MTPA in March.

Aluminium smelters

Cumulative Aluminium production for the year was the highest-ever at 2,456 kt, up 1% Y-o-Y. This milestone reflects our continued focus on operational excellence, efficiency enhancements, and sustainable growth in Aluminium production.

Coal Security

We continue to focus on the long-term security of coal supply to our thermal power plants at competitive prices. We have plans in place to operationalise our captive coal blocks of Radhikapur (West) (6 MTPA), Kuraloi (A) North (8 MTPA) and Ghogharpalli (20 MTPA). Additionally, Exploration has been completed for the Barra coal block and it is now under project phase. Post commencement, these captive mines will ensure 100% coal security for our Aluminium business. In the interim, we also have the option to continue our participation in linkage coal auctions to secure additional coal at competitive rates.

Prices

Particulars	FY 2025-26	FY 2024-25	% Change
Average LME cash settlement prices (US\$ per tonne)	2,775	2,525	10%

The Aluminium market in FY 2025-26 saw record price movements despite a weak start in Q1 FY 2025-26 on account of inventory buildup before the tariffs and demand weakness globally. Additionally, the announcement of reciprocal tariffs and an additional 25% tariffs on Aluminium increased the effective tax rate to 50% for Aluminium imports into the US. Global sentiment for Aluminium was bearish across Q1 with looming uncertainty arising from the tariffs. However, as the year passed by, a lot of bilateral trade deals between the US and other countries including China cooled off uncertainty and with Interest rate cuts in the latter half of 2025 in the US, demand levers improved globally with US being the largest economy and export hub.

However, a major reason for the price rally was on account of supply tightness due to China reaching its production cap of 45 MnT as well as closures of multiple smelters due to operational mishaps or terminating power contracts.

The weakening dollar also seemed to be a trigger for a broader metals rally with massive increase seen in copper prices on account of a market deficit. Aluminium prices also increased in tandem with Aluminium being a substitute for the metal.

LME prices which had fallen to levels of US\$ 2,300/tonne in Apr-25 reached the highs of US\$ 3,300/tonne in Jan-26. However, in the absence of fresh market drivers, prices reverted to previous support levels of around US\$ 3,000/t. However, in March, heightened geopolitical developments involving the United States, Israel, and Iran led to increased regional tensions and temporary disruptions to smelting operations, resulting in an uptick in prices. The rally in prices has been augmented by operational disruptions at EGA and Alba smelters on 28 March. The year concluded with an LME price of US\$ 3,585/t on 31 March, with a month average of US\$ 3,370/t.

The global demand for aluminium is anticipated to increase at a CAGR of ~3% from 2025 to 2030, with primary demand growing at 2% vis-à-vis secondary demand at 6%.

Unit costs

Particulars	FY 2025-26	FY 2024-25	% Change
Alumina - Lanjigarh	372	355	5%
Aluminium Total	1,752	1,835	(5%)
- Jharsuguda	1,728	1,761	(2%)
- BALCO	1,824	2,063	(12%)

Cost of production (CoP) of alumina was at US\$ 372 per tonne, up 5% Y-o-Y, majorly due to lower domestic bauxite mix.

CoP of molten aluminium for FY 2025-26 was at US\$ 1,752 per tonne, down 5% Y-o-Y, majorly due to reduction in Alumina and Power costs on account of higher captive Alumina mix, softened market alumina prices, & lower coal costs. This was offset to an extent by higher CPC prices & other processing cost.

Financial performance

(₹ crore, unless stated)			
Particulars	FY 2025-26	FY 2024-25	% Change
Revenue	65,847	58,522	13%
EBITDA	25,502	17,798	43%
EBITDA margin	39%	30%	

Revenue for the year was at ₹ 65,847 crore, up 13% Y-o-Y, due to higher LME and net effective premium supported by an increase in volume during the year. EBITDA for the year was at ₹ 25,502 crore, 43% up Y-o-Y, majorly due to higher metal realisations as well as a reduction in cost.



Project Update

Jharsuguda
Value-Added Product (Cast house 4)

Vedanta Jharsuguda has completed its VAP projects. It has added the planned 250 KTPA billet lines taking its total capacity to 830 KTPA. It has also completed the 120 KTPA PFA project.

Carbon projects (GAP & ARS)

The new Green Anode Plant-5 (35 TPH) & Anode Rodding Shop-3 (40 RPH) stand completed increasing the carbon adequacy for Aluminium production up to 2 MTPA.

Coal Mines

Strategically-based assets for creating unrivalled, unequalled competitive advantage. All mines are based in mineral-rich areas and are in close proximity to our plants (within 50-100 Kms) and are well connected by rail network.

Jamkhani Coal Mine (2.6 MTPA)

Jamkhani Coal Mine, located in Jamkhani, Mendra, Girisuan, and Jharpalam villages under Hemgir Tehsil, Sundargarh district, is the first ever greenfield private coal mine operationalised in Odisha (Post CMSP Act 2015). It was operationalised in Nov’22 and has an annual capacity of 2.6 MTPA.

Kuraloi (A) North Coal Block (8 MTPA)

Kuraloi (A) North Coal Block is the closest coal mine to the Jharsuguda Plant. The progress has been steady with overall project completion at 89%.

Ghogharpalli Coal Block (20 MTPA)

Ghogharpalli Coal Block is located in the vicinity of Jamkhani village. This mine has the capacity to provide the highest volume at the lowest cost among all Vedanta Coal Mines. The overall project completion stands at 60%.

Sijimali Bauxite Block (9 MTPA)

All critical statutory, land, and infrastructure actions are being pursued in parallel. The project remains firmly on track for operationalisation as per committed timelines.

Lanjigarh

Lanjigarh refinery has successfully commissioned its 2 to 5 MTPA expansion project, producing its first alumina from Train 1 in March 2024 and from Train 2 in October 2025. The Refinery reached a run rate of 4 MTPA in the month of March 2026 and is expected to complete its ramp-up to full capacity by FY 2026-27. The key enabler for the ramp-up is the Power Plant Unit-3, which is under commissioning stage and expected to come into operation by April 2026, Railway Y connection, which has already been constructed & commissioned and is expected to be operationalised by Q1 FY 2026-27, and the Twin Wagon Tippler, which is undergoing mechanical construction and is planned to be operationalised in Q2 FY 2026-27. With the operationalisation of these units, the growth journey to 5 MTPA will be completed.

BALCO
Smelter (435 KTPA, 525 KA technology)

BALCO is establishing the first-ever 525 kA Smelter of the Nation abetting the Plant expansion from 0.59 to 1 MTPA. The facility achieved the 1st metal milestone on 06 October 2025. Sequential commissioning of Pots is currently under progress and ~25% of pots have been commissioned in FY 2025-26. We expect the completion of the project within the upcoming year.

Cast House

As a part of our growth project, we have successfully started the 50 KTPA Wire Rod Mill, 90 KTPA Primary Foundry Alloy (PFA) line, and 50% of the 420 KTPA Billet line.

Rolled Product

Debottlenecking of existing Rolled product capacity has been completed.



Awards & Accolades

Lanjigarh

- Earned Platinum and multiple category awards from FAME India for Environment and Sustainability Excellence
- Honoured with the Energy Efficient Unit Award at the CII National Awards for achieving high energy efficiency and reliability
- Secured Platinum distinctions at the EXCEED Safety & Security Awards and Kalinga Safety Excellence Awards
- Recognised with the 6th ICC National Occupational Health & Safety Platinum Award in the steel and mining sector
- Received the Apex India Green Leaf Award for Environment Excellence in the Alumina Refinery & Mining sector
- Recognised with the Kalinga Energy Excellence Award – 5 Star Category
- Recognised at the 11th CSR India Awards for outstanding Healthcare Promotion initiatives
- Secured CSR Times Award 2025 for performance in Women Empowerment initiatives
- Awarded BW People Gold for Digital Learning Transformation for LMS e-modules and learning dashboards
- Received the BW People Silver for Best Learning Strategy for differentiated and knowledge-sharing-focussed learning initiatives
- Declared Winner at the IBAAS Paper Presentation for technical excellence
- Recognised with the Productivity Excellence Award 2026 as seven refinery teams were honoured at the OSPC–NPC Productivity Day celebrations, Bhubaneswar:
 - Achieved 5 Star ratings for ISC reliability enhancement, mixing tank agitator reliability improvement, 720 m³/day FRW reduction in the 3 MTPA calciner, Innovation Portal implementation, and Red Mud value chain optimisation
 - Received a 4 Star rating for the AAINA Model Compressor initiative
 - Earned a 3 Star rating for improving slurry pump capacity, enabling parallel operation of Calciner 3 and Calciner 4

BALCO

- Secured the National Water Efficient CPP Coal Plant of the Year Award at the CEE National Water Management Awards
- Conferred the Platinum Award for Excellence in Fire & Safety by Grow Care
- Honoured at the ICC Social Impact Awards 2026 for impactful community initiatives
- Won the Sustainable Livelihood Award at the 9th CSR Health Impact Awards 2025

- Recognised with the International Bauxite, Alumina and Aluminium Society (IBAAS) ESG Awards 2025 for strong ESG performance
- Conferred the Environment Exceed Award for excellence in environmental preservation
- Secured the National Award for Digitalisation in Manufacturing by CII
- Awarded Sustainable Factory of the Year at the Green Manufacturing Excellence Awards 2025 for environmentally responsible manufacturing
- Won the National Award for Digital Transformation in Safety by CII

Mines

- Received overall Best Mine Award at the 43rd AMSF, DGMS awards ceremony
- Received First Prize in Safety Management Plan and Mine Lighting & Illumination scheme at the 43rd AMSF
- Awarded Overall First Prize among Coal Mines operated by MDOs at the 43rd AMSF, DGMS awards ceremony
- Jamkhani & Ghogharpalli coal mines received the Best CSR Award at the National HR Conference by the Kalinga Bharti Foundation, KMC, and Innovative Talent Solution
- Jamkhani earned a prestigious 4-Star Rating from the Ministry of Coal for its outstanding performance

Jharsuguda

- Recognised at the **16th India ICC Corporate Governance and Sustainability Vision Awards 2026** for strong governance framework and integrated sustainability practices
- Honoured with **ET Business Summit Award 2026 for Excellence in Aluminium Manufacturing and Innovation**, in recognition of our operational efficiency and innovation driven performance
- Recognised at the **15th Fly Ash Utilisation Conference 2026**, organised by the Mission Energy Foundation, for leadership in **sustainable fly ash utilisation**
- Awarded with **Grow Care India HR Excellence Award 2026** for effective human resource practices and employee centric initiatives
- Conferred **Platinum Awards in both the Metal and Smelter categories** at the Kalinga Safety Excellence Awards 2025, reflecting strong safety culture and performance
- Won **PeopleFirst Excellence Awards** for our people-first approach and focus on talent development and engagement
- Awarded with **First Prize in the Quality Circle** competition and **First Prize (HR team)** at the **CII Industrial Carnival 2026**, highlighting excellence in continuous improvement and functional practices.

Strategic priorities and outlook

- (i) Increasing production volume of aluminium,
- (ii) Reducing and delinking production cost from external through backward integration, and
- (iii) Maximising share of Value-Added Products (VAP) in our mix.

Aluminium Volume: Through BALCO's Growth Project, the company is well positioned to add 435 KTPA of smelter capacity, increasing the total capacity at Korba to 1 MTPA. This expansion is supported by additional downstream capacities, including Rolled Products, Primary Foundry Alloy, Wire Rod, and Billet. BALCO has also marked a key milestone with the first metal production from India's largest 525 kA smelter.

Efforts continue towards achieving higher operational performance along with increased volume delivery through debottlenecking and planned projects.

Backward Integration: Lanjigarh refinery has successfully commissioned its expansion from 2 to 5 MTPA, producing its first alumina from Train-1 in March 2024 and from Train-2 in October 2025. With this, the overall capacity has increased from 2 to 5 MTPA, and full ramp-up is expected to be completed by FY 2026-27. We are also on track for commissioning the Sijimali Bauxite mine within H1 FY 2026-27.

Additionally, we are also focussed on operationalisation of our coal mines, as per committed timelines, to ensure volume security for our captive power plants.

Increased VAP: Jharsuguda and BALCO are currently expanding their VAP capacities to secure enhanced product margins.

Sustainability: Safety and well-being of all our stakeholders, reduction of our carbon footprint, increased production of Low Carbon Green Aluminium (Restora, Restora Ultra), improved workforce diversity, and promotion of circular economy.

Operational Excellence: Continual improvement in operational parameters.

Asset Optimisation: Achieving >100% capacity utilisation of assets through implementation and adherence to our structured reliability and asset management programme.

Quality: We are continually striving towards our goal of Zero product defects and customer complaints.

Operational Review



POWER

The year in brief

Vedanta Power has witnessed significant capacity addition, taking the installed capacity to 4,180 MW in FY 2025-26 and is expected to reach 4,780 MW by Q3 FY 2026-27.



Meenakshi Energy Ltd. (MEL), located in Andhra Pradesh, with a total capacity of 1,000 MW. All 1,000 MW are operationalised by Q2 FY 2025-26

Vedanta Ltd. Chhattisgarh Thermal Power Plant (formerly Athena Chhattisgarh Power Ltd.), in Chhattisgarh, with a capacity of 1,200 MW, Unit 1 of 600 MW was operationalised in Q2 FY 2025-26

Vedanta Power currently operates on 4 assets – **Talwandi Sabo Power Limited (TSPL)** with a capacity of 1,980 MW in Punjab, **Jharsuguda IPP** with 600 MW in Odisha, **Meenakshi Energy Limited** with 1,000 MW in Andhra Pradesh & **Vedanta Limited Chhattisgarh Thermal Power Plant** (VLCTPP) with Unit 1 (600 MW) operationalised and Unit 2 (600 MW) in Project Phase.

Vedanta Power’s operationalisation of VLCTPP and Meenakshi displayed the turnaround capability, business and operational excellence. These recent addition of asset is poised to position Vedanta Power for sustained growth in coming years. VLCTPP and MEL addition will provide stable and sustainable cash flows, which will reinforce balance sheet and ensure long-term margin stability

ESG Update

Occupational health and safety

In alignment with Vedanta Power’s group philosophy, key safety risks have been identified, and risk committees have been formed for better integration of safety with work functions. This year, the focus was on advancing the Critical Risk Management (CRM) programme, with a focus on preventing catastrophic events. Training and capability-building programmes for line functions and business partners were prioritised. TSPL completed a comprehensive HAZOP study, developed CRM champions, and organised workshops on higher-risk assessments.

MEL also conducted HAZOP and LOPA studies to address potential hazards in processes, equipment, and facilities. Athena, TSPL and MEL reported zero fatalities, demonstrating the effectiveness of their safety measures. The focus on 'Visible Felt Leadership' through senior management presence and improved reporting on ground continued to strengthen safety efforts. Additionally, digital platforms were increasingly leveraged to improve HSE (Health, Safety, and Environment) and sustainability decisions.

Vedanta Power is undertaking in-depth baseline study to understand and correctly prioritise the needs of the community. Vedanta Power currently has LTIFR 0.32 and TRIFR 1.68. Vedanta Power has 100% preventive medical examination and 83% Group Fatality CAPA closure.

Vedanta Power achieved Inframatrix compliance with 84% and rulematrix compliance of 92% and 33,284 critical control verification.

Additionally, it has closed 96% of the grievances. Local employment for FY 2025-26 was 65% and local procurement was 34%.

Environment

Vedanta Power is committed to environmental protection, with TSPL, Athena & MEL maintaining a green cover of 854 acres, 326 acres & 90 acres, respectively and expanding it within the plant and surrounding communities.

In FY 2025-26, TSPL achieved 111% ash utilisation with Athena at 76% and MEL at 68.5%, contributing to road

construction and brick and cement production. Continuing its efforts towards minimising its environmental impact through the implementation of a robust waste management system and the advancement of a circular economy, Meenakshi and Athena have achieved zero accumulated (Legacy) fly ash. In brief, MEL achieved Zero Legacy Ash (i.e. Zero ash in ash pond - old, accumulated ash utilised in road construction).

TSPL recycled 23.1% of the water used, reducing freshwater consumption through operational controls. MEL is also operating its unit entirely on saline water for plant operations and ensuring that no fresh water is used, reinforcing its commitment to being net water positive.

Meenakshi has 0% freshwater consumption.

GHG emission for Vedanta Power is at 12.9 million tCO₂ and GHG intensity at 0.87 tCO₂/MWh with ₹ 455 crore investment in GHG reduction projects. Further, 23% of LMV were decarbonised.

As Punjab’s largest private power plant, TSPL took a proactive approach to combat the issue of stubble burning under its CSR Project Navi Disha, aiming to improve air quality and ensure better health for future generations. Toward this, TSPL partnered with local vendors, successfully saving more than 28,000 acres of farmland from being burned and redirecting it to sustainable uses such as manure and for biofuel production. TSPL co-fired a total 3,60,348 MT of torrefied biomass pellets (i.e., 5.21% of total fuel consumption) resulting in a reduction of **4,50,648.46 tonnes of CO₂ equivalent (tCO₂e)** in GHG emissions.

Production performance

Particulars	FY 2025-26	FY 2024-25	% Change
Total Power	16,770	12,983	29%
HZL Wind Power	372	348	7%
Athena	2,293	-	-
MEL	1,637	160	-
Jharsuguda 600 MW	2,604	2,244	16%
TSPL	9,863	10,230	(4%)
TSPL – availability	83%	81%	2%

Operations

Power sales for the year FY 2025-26 was 16,770 MU which is 29% increase Y-o-Y. TSPL has 25 years long-term PPA with PSPCL till 2041 and equivalent amount of linkage coal requirement is secured. Punjab State Power Corporation Limited compensates TSPL based on the availability of the plant and power sales at TSPL was 9,863 MU with 83% availability in FY 2025-26, highest in past 5-years.

TSPL achieved 5.21% biomass co-firing in FY 2025-26, much higher than 0.35% in FY 2024-25. TSPL transition to >5% biomass cofiring was enabled through 2x500 TPD biomass pellet manufacturing plant. TSPL realised ₹ 250 crore from PSPCL post APTEL Favourable Order in Misdeclaration Matter.

MEL secured 5 years 300 MW Mid-Term PPA with Tamil Nadu Power Distribution Corporation Limited starting February 2026 and balance volume is planned for sale through short-term tie-ups.

MEL achieved 70% PAF in FY 2025-26. MEL is currently transitioning from import-based plant to Domestic-based plant, which will result in cost competitive power generation and shield from fluctuating market prices. In FY 2025-26, MEL achieved 20% domestic coal consumption and in FY 2026-27 MEL has planned to consume ~65% domestic coal and our end goal remain 100% consumption of domestic coal. This transition from Import-based plant to Domestic-based is executed through detailed study to accommodate higher ash content domestic coal and subsequent retrofitting in plant machinery to accommodate the same.

VLCTPP secured 5 years 200 MW Mid-Term PPA with Tamil Nadu Power Distribution Corporation Limited starting Feb’26 and balance volume is planned for sale through short-term tie-ups.

VLCTPP achieved 78% PAF and 68% PLF in FY 2025-26, even in the first year of operation for Unit 1. VLCTPP is in pithead which makes it ideal for low-cost power generation and fuel security. VLCTPP aims to stabilise Unit 1 while parallely ramping up Unit 2 commissioning process.

Shakti B III - 2.79 MnT linkage coal secured for Athena (1.15 MnT) and MEL (1.64 MnT) through Coal India Limited auctions for a period of 5 years. Shakti Window II – Meenakshi secured 1 MnT linkage coal for 25 years and VLCTPP secured 1.55 MnT for 5 years (Unit 1). VLCTPP also secured 1.5 MnT for 25 years (Unit 2)

Jharsuguda IPP 600 MW has 25 years long-term PPA with GRICDO till 2037 and equivalent coal linkage is secured. JSG IPP achieved PAF 70% and PLF 53% in FY 2025-26.

VLCTPP secured 5 years 200 MW Mid-Term PPA with Tamil Nadu Power Distribution Corporation Limited starting February 2026, and balance volume is planned for sale through short-term tie-ups.

VLCTPP achieved 78% PAF and 68% PLF in FY 2025-26, even in the first year of operation for Unit 1. VLCTPP is in pithead, which makes it ideal for low-cost power generation and fuel security. VLCTPP aims to stabilise Unit 1 while simultaneously ramping up Unit 2 commissioning process.

Jharsuguda IPP 600 MW has a 25-year long-term PPA with GRICDO till 2037, and equivalent coal linkage is secured. JSG IPP achieved PAF 70% and PLF 53% in FY 2025-26.

Unit sales and costs

Particulars	FY 2025-26	FY 2024-25	% Change
Average sales realisation (₹/kWh) ¹	4.39	3.31	33%
Average cost of production (₹/kWh) ¹	3.38	3.44	(2%)
TSPL sales realisation (₹/kWh) ²	4.25	4.06	4.6%
TSPL cost of production (₹/kWh) ²	3.41	3.23	5.6%

1.

Power generation excluding TSPL
2.

TSPL sales realisation and cost of production is considered above, based on Normative availability during the respective period

Average power sale prices for the year were ₹ 4.39/kWh excluding TSPL, 33% up Y-o-Y and the average generation cost was ₹ 3.38/kWh, 2% down Y-o-Y.

TSPL’s average sales price was ₹ 4.25/kWh which is 4.6% increase Y-o-Y at, and power generation cost was ₹ 3.41/ kWh, 5.6% increase Y-o-Y.

Financial performance

(₹ crore, unless stated)

Particulars	FY 2025-26	FY 2024-25	% Change
Revenue	9,026	6,159	47%
EBITDA	1,623	737	-
EBITDA margin	18%	12%	

Revenue for the year was ₹ 9,026 crore whereas EBITDA for the year was ₹ 1,623 crore, up by 120%. Increase in revenue was driven through operationalisation of MEL 1,000 MW and VLCTPP Unit 1 (600 MW).

Strategic priorities and outlook

In FY 2026-27, our primary focus will be on ensuring plant availability, enhancing operational efficiency, cost-competitive power generation, while remaining steadfast in our commitment to achieve commissioning timelines for VLCTPP Unit 2 (600 MW).

Our strategic priorities for the year are outlined as follows:

- Timely commissioning and operationalisation of VLCTPP Unit 2
- Aim to achieve best-in-class performance across operational parameters and benchmarking against industry leaders
- Secure PPA for the remaining capacity 1,100 MW untied capacity of VLCTPP, MEL and subsequently linkage coal
- Recover outstanding dues from disputed debtors to strengthen our topline performance
- Focus on optimisation of coal costs, enhancing EBITDA margin and driving overall financial performance

Operational Review



IRON ORE

The year in brief

Sesa Goa is one of the largest private sector exporters of iron ore in India. Our total iron ore saleable production through IOK and IOG Mines is 6.5 million DMT, 5% up Y-o-Y. Pig iron production is at one of the highest levels with 895 kt production in FY 2025-26. Further, VAB commissioned GCP Silos for BF3 Debottlenecking (Blower upgradation, GCP & CA) project in Apr'25. Additionally, new ESP for sinter plant, PCI Mill and coke drying system were also commissioned, which has resulted into overall operational efficiency improvement.



ESG Update

Occupational health and safety

We are committed to Zero Harm with the goal of zero fatal accidents in our Iron Ore Business. In line with this Zero harm target, our focus areas remain to improve CRM verifications, work permit systems, and Contractor HSE Management. Our Lost Time Injury Frequency Rate (LTIFR) is 0.46 in FY 2025-26 compared to 0.89 in FY 2024-25. Our Current Infra-matrices compliance is 90% and our aim for 100% compliance on this over the next three years, by priority-based implementation. We have also improved our CRM inspections by 161% ensuring that we identify and mitigate life-altering risks before they manifest.

To enhance health and safety, we've implemented digital and engineering controls like man-less weighbridge automation, access control, and fleet management system. We prioritise eliminating hazards through engineering controls.

Monthly safety awareness programmes involve over 1,200 employees, emphasising Vedanta Safety Standards and incident learnings. We've rolled out a Safety improvement plan and monthly ESG review for better communication and compliance.

Environment

Sesa Goa, Iron ore business has always been a leader in adopting best-in-class environment technologies in aspects like mine reclamation, waste dump stabilisation, water treatment, dust suppression etc. All the sites have a well-defined environment management plan to implement various environment protective measures, so as to ensure that all the environmental parameters are within limit. During FY 2025-26, more than 78,000 saplings were planted within and outside our operational areas.

Sesa Goa, has committed to achieving net zero carbon by 2050, and continues to take various initiatives to reduce the carbon intensity across operations for instance, electrification of our mining fleet, the number of EV wheel loaders has now reached 11 (5 at VAB, 4 at IOG, & 2 at IOK) and have deployed 4 EV LMVs.

Value-Added Business has also introduced a coke drying system that utilises waste sinter hot flue gases to lower the moisture content in coke, thereby reducing overall fuel consumption. Furthermore, we have installed a solar power system to meet the auxiliary energy needs of the barge Mogri, with plans to extend this solution to more barges in the next financial year.



Awards & Accolades

- Vedanta Sesa Goa received the **'Great Place to Work' certification** in 2025 for the fourth consecutive year
- Sesa Goa Corporate Communications secured **3 awards at the SABRE South Asia and 1 at the SABRE Asia Pacific Awards, and 1 Fulcrum Award** for the campaigns "Safety is Us" and "#IronLadiesIndia'25"
- IOG secured the **Overall 2nd Prize** in the category of 'Fully Mechanised Iron Ore Mines, along with two First Prizes and one Second Prize across categories at the **13th Mines Environment & Mineral Conservation Week 2024-25**
- Team HR received the Digital Learning Transformation Award at the **16th L&D Leadership India Summit and Awards**
- IOK secured the **State-level Overall 2nd Prize**, along with 9 awards across categories, at the **Mines Safety Observance Week 2025-26**
- At the **CII National Kaizen Competition**, IOK secured the **Champion of Champions 2025** Award, along with Platinum, Gold, and Silver Awards
- At the **CII Challenger & Champions Trophies**, IOK received multiple Star Challenger and Jury Challenger Awards
- Vedanta Sesa Goa – Iron Ore Karnataka (IOK) was awarded the 'OHC Mining Happiness ESG Award 2024-25' at the 59th AGM of Federation of Indian Mineral Industries (FIMI)
- Vedanta Sesa Goa – Iron Ore Karnataka (IOK) was conferred with the **'Sustainability Impact Award 2025'** and received recognition in the 'Sustainability Organisation' category, at the 6th Edition of the Sustainability Summit & Awards 2025, held in Mumbai
- All our mining SBUs won several during MEMC & Safety Week celebrations at the respective sites

Production performance

Particulars	FY 2025-26	FY 2024-25	% Change
Production (million DMT)			
Saleable ore	6.5	6.2	5%
Goa	1.6	0.9	67%
Karnataka	5.0	5.3	(5%)
Pig iron (kt)	895	817	10%
Sales (million DMT)			
Iron ore	4.4	5.4	(19%)
Goa	1.5	0.6	158%
Karnataka	2.9	4.8	(40%)
Pig iron (kt)	903	808	12%

Operations

- IOK had restarted despatches from Gate-3 after 2 years and had taken technical initiatives to separate +4 mm fines to improve the grade
- IOG had achieved highest-ever monthly despatch of 0.21 million DMT from Bicholim mines after mining restarted
- Value-Added Business has achieved the highest-ever annual production of 895 kt in FY 2025-26 (Previous Best – 831 kt achieved in FY 2023-24)



Financial performance

(₹ crore, unless stated)

Particulars	FY 2025-26	FY 2024-25	% Change
Revenue	6,457	6,086	6%
EBITDA	1,007	1,006	-
EBITDA margin	16%	17%	

Revenue for the year was ₹ 6,457 crore. EBITDA for the year was ₹ 1,007 crore, flat Y-o-Y.

Project Update

Ductile Iron Pipe Plant (VAB)

The Ductile Iron Pipe Project is under construction with the civil work nearing towards completion. Structural & equipment erection is under process. The Phase 1 of the project is expected to get completed by Q2 FY 2026-27 with production capacity of 1st Finishing Line.

Dedicated Corridor (IOG)

Dedicated corridor project has been started to develop a dedicated route for movement of mine trucks and subsequently increasing the capacity of ore transportation. The project is scheduled to be completed in FY 2026-27.

200 TPH Modular Plant (IOK)

200 TPH Wet Modular Plant is proposed to be installed. Commercial discussion is under progress. The project is scheduled to be completed by FY 2026-27.

Strategic priorities and outlook

Our near-term priorities comprise:

- VAB – Commissioning of DIP Plant Project
- IOK – Dumping outside of mine lease
- IOG – Construction of dedicated road corridor from Mines to Jetty and commencement of mining operations at Cudnem mines in FY 2026-27
- Green Mining leveraging, digitalisation, and renewable energy

Operational Review



STEEL

The year in brief

ESL Steel Limited or ESL is an integrated steel plant situated in Bokaro, Jharkhand, with a design hot metal capacity of 3.5 MTPA. Its current operating hot metal capacity is 1.5 MTPA with a diversified product portfolio of Wire Rod, Rebar, DI Pipe and Pig Iron which are sold across key sectors such as construction, infrastructure, transportation and energy.

ESL achieved hot metal production of 1.384 million tonnes down 3% Y-o-Y and saleable production of 1.301 million tonnes down 3% Y-o-Y primarily due to the maintenance activities in one of the furnaces and subdued demand in the DI pipe segment. Also, achieved the highest-ever annual production of Billet, TMT and Wire Rod in the history of ESL.



ESG Update

Occupational health and safety

Safety is a top priority at ESL and is embedded in every layer of our operations. We consistently invest in training, strong safety systems, and real-time monitoring to protect our employees, business partners, and surrounding communities. By upholding strict protocols and encouraging a proactive safety mindset across the organisation, we go beyond regulatory compliance to build a culture where every individual takes responsibility for safe operations. This unwavering commitment not only safeguards lives and assets but also reinforces trust, strengthens work discipline, and supports long-term business sustainability.

Below are the few safety and health-related projects undertaken to improve safety culture in our organisation:

- **Critical Risk Management:** Implemented a robust CRM system, reinforced through partner townhalls and a V&D workshop to address root causes and strengthen safety controls.
- **Workplace Safety Improvements:** Upgraded roads and yards, established an ITMS Control Centre for real-time vehicle monitoring, eliminated line of fire risks, and modernised hot metal handling cranes.
- **Industrial Hygiene:** Achieved a **55.4% reduction** in IH red zone areas.
- **Medical Support:** Signed an MoU with a 350-bed super speciality hospital in Bokaro to enhance employee healthcare access.

GHG Emission and Climate Change

- **GHG emissions reduced** from **3.9 MT (FY 2024-25)** to **3.8 MT (FY 2025-26)**
- **10% RTC Renewable Power** tied up through a new agreement with **DVC**
- **Green Pro certification** achieved for **V XEGA (TMT)** as a certified Green Product by **CII**
- **30+** Energy saving and decarbonisation projects have been completed in this financial year contributing significantly in the reduction of **70,000 tCO₂** emission

Water Management

- Laid 2.2 km HDPE pipeline and installed four pumps across settling pits to improve ETP recycling efficiency under the ZLD initiative
- Fire-fighting line revamping done for **265.0 metres** to reduce water losses
- Increase in storm water collection **4,000 m3/day** to **4,500 m3/day**
- Fresh water consumption has been reduced by approximately 4.0 lakh cubic metres

Biodiversity

- Conducted a comprehensive bird survey within a 10-km radius to support avian conservation and strengthen regional biodiversity
- Planted over 33,000 native trees within and beyond the plant boundary to enhance ecological resilience

Waste Management

- **Replaced paper cups** with sustainable **bagasse cups** and **leaf-based bowls** in canteens
- **Eliminated PET bottles** in offices by shifting to **reusable steel and glass bottles**
- **Achieved 100% utilisation** of high volume, low-toxicity waste

Production performance

Particulars	FY 2025-26	FY 2024-25	% Change
Production (kt)	1,301	1,337	(3%)
Pig iron	192	221	(13%)
Billet	64	43	48%
TMT bar	525	489	7%
Wire rod	445	413	8%
Ductile iron pipes	75	171	(56%)

Operations

Production of saleable product for the year was 1,301 kt, down by 3% Y-o-Y, mainly on account of maintenance in one of the furnaces and subdued demand in the DI pipe segment. Value-added production has largely remained flat at 80%. Although achieved the highest-ever annual production of Billet, TMT and Wire Rod.

In FY 2025-26, coking coal prices softened, while iron ore prices saw a marginal uptick. Improved fuel efficiency further supported a reduction in cost of sales. However, sales volumes and market prices remained under pressure due to subdued demand in the DI pipe segment and the prolonged, early monsoon.

Our priority remains to enhance production of value-added products viz. Rebar, Wire Rod and DI Pipe and hence improve margins.

Prices

Particulars	FY 2025-26	FY 2024-25	% Change
Average steel price (US\$ per tonne)	519	586	(11%)

Average sales realisation for the year was US\$ 519, down by 11% Y-o-Y mainly due to softer steel prices in the domestic market, an unfavourable product mix caused by a decline in demand in the DI Pipe business and the impact of adverse currency movements.

Steel prices continue to be influenced by a broad set of macroeconomic and sectoral factors. These include global economic conditions, geopolitical developments, changes in import and export duties, supply-chain destocking, government expenditure on infrastructure and development projects, demand-supply balance, the Purchasing Managers' Index (PMI) in India, and production as well as inventory levels in major steel-producing regions, particularly China.

Unit costs

Particulars	FY 2025-26	FY 2024-25	% Change
Steel (US\$ per tonne)	503	540	(7%)

Cost for the year was US\$ 503 per tonne, down by 7% Y-o-Y primarily supported by softer coking coal prices and sustained improvements in operational efficiencies. However, there has been substantial increase in losses from iron ore mines.

Financial performance

(₹ crore, unless stated)

Particulars	FY 2025-26	FY 2024-25	% Change
Revenue	7,304	7,928	(8%)
EBITDA	164	522	(69%)
EBITDA margin	2%	7%	

Revenue for the year stood at ₹ 7,304 crore, a 8% decline Y-o-Y, driven primarily by lower sales volumes and weaker realisations. EBITDA for FY 2025-26 was ₹ 164 crore, compared to ₹ 522 crore in FY 2024-25, reflecting the impact of lower volume, decline in market demand for DI Pipe, lower sales realisation and substantial increase in losses from Mines to ₹ 136 crore in FY 2025-26 (₹ 19 crore in FY 2024-25).

EC/CTO update

Regarding renewal of Consent to Operate (CTO) for the steel plant at Bokaro, please refer to 'Note 3(c) Significant accounting estimates and judgements' of the consolidated financial statements.

Strategic priorities and outlook

India's steel demand is projected to remain robust, supported by sustained momentum across core consuming sectors such as infrastructure, construction, housing, automobiles and engineering. The World Steel Association forecasts a 9% annual growth in India's steel consumption through 2025 and 2026, driven primarily by large-scale public capex and accelerating urban development.

Further, the Union Cabinet's recent decision to extend and restructure the Jal Jeevan Mission (JJM) until December 2028 with an enhanced outlay of ₹ 8.69 lakh crore – strengthens demand visibility for DI pipes.



In this favourable environment, ESL remain committed to expanding our hot metal capacity from 1.5 MTPA to 3.5 MTPA by FY 2026-27 and downstream expansion in further years. This strategic capacity enhancement aligns with our vision to become a high grade, low cost steel producer, operating with the highest standards of environment, health and safety, while serving India's growing requirement for quality steel products.

Key focus areas

- **Regulatory Compliance:** Achieve clean CTO and environmental clearances.
- **Technology & Sustainability:** Adopt advanced, energy-efficient technologies for reliable and low carbon steelmaking.
- **Product Expansion:** Develop low capex, high value products such as alloy steels and commission the new DI Pipe plant.
- **Logistics Efficiency:** Reduce logistics cost through enhanced railway siding infrastructure.
- **Safety & Environment:** Strengthen a 24x7 zero harm, zero discharge culture across all operations.
- **Raw Material Security:** Ensure stable iron ore and coking coal availability through long-term linkages and beneficiation.
- **Operational Excellence:** Improve yields, fuel rate and fixed cost absorption for cost leadership.
- **Workforce Development:** Build a future-ready, skilled workforce aligned with digital and sustainable steelmaking needs.

Operational Review



FERROCHROME

The year in brief

Ferro Alloys Corporation Limited (FACOR) has a strong footprint in the ferro alloys industry, with operations spanning ferro chrome production, chrome mining, and captive power generation. The company operates a 145 KTPA ferro chrome plant, two operative chrome mine, and a 100 MW captive power facility. With the proposed expansion projects with an integrated 1.5 MTPA UG Mines, 600 KTPA Concentrator Plant and 300 KTPA Smelter Plant, FACOR will be the largest Ferro Chrome Producer in India by FY 2027-28.

In FY 2025-26, FACOR delivered its highest-ever operational performance, with ore production reaching 371 kt, ferro chrome output increasing to 101 kt, and captive power generation rising to 531 MU.

ESG Update

Occupational Health and Safety

- The theme “Safety a Way of Life” was inaugurated through a symbolic representation highlighting how safe behaviour enables continuous progress
- Mass Health Check-up drive conducted at plant, 1,414 individuals, including employees, families, business partners to strengthen a healthier workplace
- Two Onsite Emergency Mock Drill were successfully conducted at CCP and in Power Plant witnessed by regulatory authority and state-level mock drill organised on Chemical Disaster
- Digital PPE matrix board displayed at site for visual demonstration of job-specific PPEs
- 83% Injury Reduction from FY 2023-24. (FY 2023-24-65%, FY 2024-25-40%, FY 2025-26-11%)
- Around 7,000 CRM reported (60% increase Y-o-Y) and independent review of CRM verification by Senior Leadership as part of the CEO initiative
- Completed 100% Mechanical Machine Guarding for CCP and Power Plant

Environment

- 13,215 saplings planted and distributed across plant and mines and nearby community villages
- Phyto remediation pilot study conducted at both the mines in collaboration with the IMMT to reduce the Hexavalent Chromium level from the soil
- Installation of automated Dry Fog system in ground hopper for Dust suppression
- Reduced Ground Water Dependency by 20% by transitioning to Surface Water
- Installation of dewatering plant at Ostapal Mines COB Plant with the capacity of 57,000 m³ of water saving annually
- Increase in water recycling rate by installation of 33 MVA Metal Cooling Water Recirculation project ensuring recirculation of 34,000 m³ of water with significant reduction in freshwater intake

Production performance

Particulars	FY 2025-26	FY 2024-25	% Change
Ore Production (kt)	371	250	49%
Ferrochrome Production (kt)	101	83	21%
Ferrochrome Sales (kt)	99	84	18%
Power Generation (MU)	531	438	21%

At Mining division, ROM production from Ostapal Mine was highest ever to the extent of 371 kt. CTO limit of Ostapal mines enhanced to 1,000 kt from 300 kt in record time. Production at the Kalarangiatta mine has been restarted in the month of November 2025. The EC and CTO has been extended from 50 kt to 150 kt within record-breaking timeline of 2 months.

At Charge Chrome Plant (CCP), we recorded Ferrochrome metal volume of 101 kt in FY 2025-26. We have recorded highest-ever monthly ferro chrome production of 10,729 MT in the month of March’26 and highest-ever monthly sales of 12,036 MT in December 2025.

At Power Plant, we recorded achieved highest-ever annual Power Generation of 531 MU in FY 2025-26.

Financial performance

(₹ crore, unless stated)

Particulars	FY 2025-26	FY 2024-25	% Change
Revenue	1,094	930	18%
EBITDA	191	40	-
EBITDA margin	17%	4%	

Revenue for the year was ₹ 1,094 crore, 18% up Y-o-Y, driven primarily due to higher sales volume and increased power generation. EBITDA for the year was ₹ 191 crore, 375% up Y-o-Y, supported by recommencement of operations at the Kalarangiatta Mines, better operational performance, and increased production volume.



Awards & Accolades

- International Safety Award 2025 British Safety Council
- Odisha Best Employer Awards
- Kalinga Environment Excellence National Award
- CII Safety, Health and Environment Excellence Award
- Kalinga Safety Excellence Award (GOLD CATEGORY)- Excellent Performance in Safety Front
- Mineral Conservation Bandhu Award
- Technology development in HR Award under the digital transformation in HR Category by HR Association India
- Grow Care India HR Award 2025 for HR Digitalisation under HR Management

Projects Update

Expansion of Mines project of 1.5 MTPA

The Underground Mines expansion project of 1.5 MTPA has achieved 54% overall progress. Till Mar'26, over 1,676 metres of underground development has been completed. The project is on track to intersect the ore body by April 2026. Batching Plant has been commissioned and Shaft-1 connected to ventilation drive.

Establishment of 600 KTPA Concentrator Plant

The 600 KTPA Concentrator Plant project has reached 28% completion. Detailed engineering has been completed, and one lot of process equipment from the technology partner has been received at site. Construction partner groundbreaking completed and mobilisation underway.

Expansion of Growth Capex project of 300 KTPA Ferrochrome Production

The 300 KTPA Ferrochrome expansion project has achieved 49% progress. Basic engineering has been completed, and almost all major equipment supplied by the technology partner has been delivered to site. Civil construction activities have progressed to 36% completion, with the first-level furnace shell erection and sinter plant structure erection completed. Groundbreaking for the Raw Material Handling System Plant has been done in March 2026.

Strategic Priorities

- Receipt of First Tonne of Ore from Ostapal UG Mines
- Transition of the Kalarangiatta mine from Open Cast to Underground by enhancing R&R
- Restarting of Katashi Manganese Mines
- Ensuring long-term coal security at a lower cost to operate the power plant at full capacity and generating additional EBITDA



Operational Review



COPPER – INDIA / AUSTRALIA

The year in brief

Silvassa operations continued to deliver growth in Cathode production volume despite temporary disruptions in Q3 of the year on account of raw material availability.

The copper smelter plant at Tuticorin was under shutdown for the whole of FY 2025-26. The company filed a PIL before the Madras High Court seeking to demolish the Copper Smelter Plant and restore the site to its previous state by remediating the environment. The matter is tagged with the Writ Petition seeking directions for considering the Green Copper Proposal by the state.



ESG Update

Occupational Health and Safety

The year saw a significant improvement in safety performance, driven by stronger engineering controls, behavioural initiatives, and enhanced digital and management systems. Proactive risk reporting increased by 61% Y-o-Y, supported by over 25,000 hours of safety training and a threefold improvement in training effectiveness.

Operational discipline strengthened through full implementation of all 14 PSM pillars, optimisation of PPE availability via a VMI model, and a 56% rise in recognition of safe behaviours. Targeted engineering upgrades – including a 275° intrusion detection camera in the CCPP charging area and back door panel interlocks on HT panels – further enhanced workplace safety.

Supervision and wellbeing improved with the deployment of female Night Duty Officers, 100% compliance in medical examinations, and preventive screenings such as 2D Echo and TMT for personnel aged 40+.

Collectively, these actions underscore Copper India’s commitment to proactive risk management, zero harm, and embedding safety as a core organisational value.

Environment and Sustainability

During the year, Copper India made strong advances in its low carbon and resource efficient operations agenda. Renewable energy usage increased significantly, with RTC renewable power meeting over half of plant demand and reducing Scope 2 emissions by more than 50% during supply periods. A comprehensive energy audit further identified targeted opportunities to enhance efficiency and lower emissions.

The Company strengthened responsible sourcing and product transparency by securing RMAP certification for FY 2025-26, completing a Life Cycle Assessment, and publishing India’s first EPD for a copper producer. Water stewardship improved with the complete elimination of groundwater use in rod plant operations. Additional initiatives included expanding the greenbelt by 3.5 acres and implementing chemical container take back systems to promote circularity.

Together, these efforts highlight Copper India’s integrated approach to decarbonisation, circular resource management, responsible sourcing, and environmental governance – reinforcing its commitment to Zero Harm and establishing it as a future-ready, responsible metals producer.

Digital Transformation Initiatives

The Company accelerated its digital transformation journey through multiple first of their kind initiatives aimed at improving efficiency, quality, and safety.

A Digital Twin for Tank House operations was introduced, enabling real-time monitoring, predictive analytics, and energy optimisation to enhance operational performance. An AI-driven Smart Fuel Optimisation Model was deployed to regulate furnace burner operations more efficiently, resulting in reduced PNG consumption and improved energy usage.

To strengthen quality systems, the Company implemented an Integrated Quality Management Framework across the copper value chain, driving structured RCA-CAPA practices and lowering internal rejection rates.

Additional digital initiatives included AI enabled safety surveillance, IoT-based vibration monitoring for critical equipment, RFID-based material tracking for real-time inventory visibility, and AI-powered traffic management and safety systems. Together, these initiatives support greater reliability, operational discipline, and a stronger safety culture.

Production Performance

Particulars	FY 2025-26	FY 2024-25	% Change
Production (kt)			
India – cathode	170	149	14%
Sales (kt)	204	192	7%



Operations

Copper production in Silvassa increased by 14% to 170 kt which is highest-ever production post closure of the Tuticorin unit. The increase in production volume largely driven by improved operational efficiencies through digitalisation and debottlenecking. Sales volume have increased by 6% to 204 kt primarily on account of increase in exports by serving new geographical locations.

In the matter of restart of Tuticorin operations, the company filed a PIL filed before the Madras High Court seeking to demolish the Copper Smelter Plant and restore the site to its previous state by remediating the environment. For detailed information, please refer to ‘Note 3(c) of Significant accounting estimates and judgements’ of the consolidated financial statements.

Our copper mine in Australia has remained under extended care and maintenance since 2013. However, we continue to evaluate various options for its profitable restart, given the Government’s current favourable support and prices.

Particulars	FY 2025-26	FY 2024-25	% Change
Average LME cash settlement prices (US\$ per tonne)	10,818	9,371	15%

Average LME copper prices increased by 15% compared with FY 2024-25 primarily driven by a combination of strong demand, particularly from the green energy sector, supply constraints and volatility in commodity market due to geopolitical sentiments.

Financial performance

(₹ crore, unless stated)			
Particulars	FY 2025-26	FY 2024-25	% Change
Revenue	31,069	23,051	35%
EBITDA	(48)	(112)	-
EBITDA margin	-	-	-

Revenue for the year was ₹ 31,069 crore, 35% up Y-o-Y, particularly due to increase in LME prices, precious metal sales revenue and rupee depreciation.

Strategic priorities and outlook

Over the following year, our focus and priorities will be to:

- Improving operational efficiencies, increasing Sales Margin, reducing our cost profile;
- Upgrade technology and digitalisation to ensure high-quality products and services that sustain market leadership and surpass customer expectations; and
- Continuous debottlenecking and upgrading our processing capacities for increased throughput.

Projects

Vedanta Copper International (VCI), has formalised a strategic partnership with the Kingdom of Saudi Arabia through the signing of a Memorandum of Understanding (MoU) with the Ministry of Investment (MISA) and the Ministry of Industry & Mineral Resources (MIM) to invest US\$ 2 billion to establish an integrated copper industrial complex in Ras Al Khair Industrial City which includes the development of a large scale copper smelter, an electrolytic refinery, and a copper rod mill. This initiative aims to support Saudi Arabia’s Vision 2030 goals by boosting self-reliance, creating jobs, and adding to the GDP.

VCI has secured exploration rights spanning 1,038 square kilometres in the Jabal Sayid 1 region, which is considered geologically prospective for copper ore. These exploration rights strengthen VCI’s upstream positioning in the Kingdom and establish a long-term foundation for potential resource integration supporting future operational requirements.



Awards & Accolades

- Secured the 16th CII HR Excellence Award (500-599 employee band)** under Significant Achievement in HR Excellence, successfully **jumping one band upward to the top tier** compared to the previous year
- Won the “Happiest Workplace Award”**, reflecting strong employee engagement, positive culture initiatives, and effective people practices
- Achieved “Winner” status at the People-First HR Excellence Awards across all four major categories: (Employee Engagement, Learning & Development, Talent Management & Technology Development in HR)
- Recognised among the “Top 30 Most Diverse & Inclusive Organisations in India”** by the prestigious **DEI 100 Index**, developed in partnership with **EY & Team Marksmen**
- Won **MCX Award for excellence in Leading Hedgers** – Base Metals Category
- Won **5 wins at CII DX Awards 2025** for Customer Experience, Innovation in Finance Operations, Innovation in Supply Chain & Logistics & Operational Excellence

Operational Review



PORT BUSINESS

The year in brief

In FY 2025-26, the company achieved a record cargo throughput of 7.11 MMT (69% of volume as permitted in Concessional Agreement), compared to 6.69 MMT in FY 2024-25. This included 4.67 MMT of coal and 2.44 MMT of other compatible cargoes.



Vizag General Cargo Berth (VVCB)

Rail operations reached a new milestone, with **1,606 rakes handled in FY 2025-26**, marking the highest rake handling in the past decade. Notably, **188 rakes were handled in Mar'26**, the highest number in a single month since the commencement of terminal operations.

Operational efficiency peaked with the **highest-ever cargo discharge of 1,01,287 MT within 24 hours**. Additionally, the terminal successfully handled its **largest-ever bauxite vessel**, with a volume of **2,00,453 tonnes**.



Awards & Accolades

- **VVCB was recognised at the CII Kaizen Competition 2025**, receiving multiple prestigious awards:
 - Champions Trophy 2025 – Special Jury Champion Award for Breakthrough Kaizen and exceptional innovation
 - Champion of Champions 2025, awarded as the best team among **202 top-performing teams**
 - Challengers Trophy 2025, securing **Three-Star Challenger Awards** in Restorative Kaizen, Renovative Kaizen, and Innovative Kaizen
- **Silver Award** for Best safety performer category under Ports and Logistics at **CII Andhra Pradesh Safety Excellence Awards 2025**
- Secured **2nd Rank** in the **VPA Swachhtha 4.0 Awards** under the PPP Operator category
- Established 50 Nand Ghars for the first time in Visakhapatnam and Andhra Pradesh, marking a significant milestone as the **17th state**
- Received multiple **Global CSR & ESG Awards**, including:
 - Global CSR & ESG Award for Project Disha – Skilling & Employment
 - CSR Exceed Award for Project Aarogya – Preventive Healthcare
 - FAME India Award for Project Disha – Skill Development & Employability
- Successfully **won bids and received the Letter of Intent (LoI)** for **Berths WQ2 and WQ3** at the Inner Harbour of the Visakhapatnam Port, with an estimated **cargo handling capacity of 6 MMT**
- Obtained approval for FOIS integration with Preweigh Hopper Weighment, which leads to benchmark rake loadability of ~ 99%, hence, reducing freight cost to the customer and improved customer satisfaction
- Ever lowest specific power consumption of 1.60 kWhr/MT surpassing the previous best of 1.66 kWhr/MT

Operational Review



NICOMET

The year in brief

In India, the demand for nickel metal and nickel sulphate is largely supported by the stainless steel and electroplating industries, with the electric vehicle (EV) segment steadily emerging as an important growth catalyst. The domestic market size is currently estimated at approximately 50 KTPA for primary nickel metal and around 2 KTPA for nickel sulphate.

At the global level, the nickel market is projected to expand at a CAGR of approximately 6%, driven by sustained demand across industrial and energy transition applications.

The Company has secured a strong position in the domestic nickel sulphate segment, accounting for nearly 50% of the total market. During the year, the business further strengthened its international presence by expanding into European markets. Nickel sulphate is now being exported to OEMs catering to the electroplating industry across Europe, Thailand, and Japan, enhancing the Company's global footprint.



ESG

- During the year, the Company strengthened its focus on energy efficiency, resource conservation, and community development.
- Energy Efficiency:** Improved overall power factor from 0.83 to 0.95, resulting in annual energy savings of 2,701 GJ and reduction of 1.91 tCO₂e. Deployment of natural gas-based vehicles for hazardous waste transportation reduced diesel consumption by ~36,000 litres per annum
 - Waste Reduction & Circularity:** Installation of a membrane filter press enabled up to 30% waste reduction. Biomass briquette waste is being sold to brick manufacturers.
 - Water Stewardship:** Rooftop rainwater harvesting system commissioned, with expected annual savings of ~4,000 KL, enhancing water positivity.
 - Community Development:** The Vedanta Computer Literacy Centre has benefited ~185 students by imparting digital skills. Additionally, 180 local farmers were supported through a paddy seed distribution programme to strengthen agricultural productivity and rural livelihoods.

These initiatives reflect the Company's continued commitment to sustainable operations and inclusive growth.

Occupational health & safety

We believe every incident can be prevented.

The Lost Time Injury Frequency Rate (LTIFR) improved significantly, reducing from 1.63 in FY 2024-25 to 0 in FY 2025-26. To enhance workplace safety, we continue to foster a culture of felt leadership by actively involving senior leaders in strengthening our safety systems and driving risk reduction, particularly in high risk areas within the plant.

Safety stand-downs were conducted to share key learnings from incidents across the group. Our safety leadership also maintains regular engagement with on-ground teams to reinforce behaviour based safety practices and further cultivate a strong, proactive safety culture.

Production Performance

Particulars (Nickel)	FY 2025-26	FY 2024-25	% Change
Production (MT)	1,397	2,493	(44%)
Sales (MT)	1,365	2,470	(45%)

The lower volume is primarily attributable to the decline in LME nickel prices, which resulted in the shutdown of several nickel mines globally. Consequently, the reduced availability of raw material adversely impacted production volumes compared to last year.

Prices

(US\$ per tonne)

Particulars	FY 2025-26	FY 2024-25	% Change
Average LME CSP	15,604	16,559	(6%)

Financial performance

(₹ crore, unless stated)

Particulars	FY 2025-26	FY 2024-25	% Change
Revenue	253	370	(31%)
EBITDA	(87)	(52)	-
EBITDA margin	-	-	-

Revenue for the year was ₹ 253 crore, down 31% Y-o-Y due to lower LME and volumes. EBITDA for the year was ₹ (87) crore.

Strategic priorities and outlook

To address the scarcity of raw materials arising from lower LME prices, we have identified alternative raw materials in the form of scrap and alloys available at lower cost. Laboratory tests and pilot trials have been conducted, which have demonstrated operational compatibility and processing efficiency. As a result, the use of these alternative raw materials is poised to improve our EBITDA and strengthen the business performance going forward.

In line with our Chairman's vision, as a part of our long-term plan, we shall be setting up a "state-of-the-art" Nickel plant with an annual capacity of ~50 KTPA to meet the Indian demand for Nickel Metal.