

Board’s Report

Dear Members,

Your Directors take pleasure in presenting the **59th Integrated Annual Report** of **Bharat Aluminium Company Limited**, along with the Audited Financial Statements for the Financial Year ending March 31, 2025.

(A) KEY BUSINESS, OPERATIONS AND FINANCIAL PERFORMANCE

I. Company Overview:

Founded in 1965 with the foundation stone laid by Mr. Jawaharlal Nehru, Bharat Aluminium Company Limited (“BALCO” or “Company”) has played a vital role in shaping the Indian aluminium industry. Originally a public sector undertaking (PSU), BALCO’s journey took a significant turn in 2001, when the Government of India disinvested 51% of its shares to Sterlite Industries (India) Limited, now Vedanta Limited.

BALCO is a leader in value-added aluminium products that find critical applications in core industries. Major operations are based in the town of Korba, Chhattisgarh, where a 1740 MW power generation facility supports both BALCO’s operations and contributes to Chhattisgarh state’s energy

needs. The Company is playing a crucial role in introducing aluminium as a potential alternative to other metals like steel in construction and copper in the power transmission industry. Its finishing lines are capable of producing high-quality ingots, wire rods, busbars, and rolled products, which are integral to several key sectors.

II. Financial Performance at a Glance:

- a. During the financial year 2024-25, revenue from operations increased to ₹ 15,808 Cr. as against ₹ 13,141 Cr. in the previous year – a increase of 20%.
- b. EBITDA increased to ₹ 4,534 Cr.
- c. Cost of goods sold as a percentage to revenue from operations reduced to 63% as against 68% in the previous year.
- d. The Profit before Tax for the current year is ₹ 3,931.27 Cr. against a profit of ₹ 1,862.06 Cr. in the previous year on account of higher EBITDA.
- e. Finance Cost for the current year is ₹ 203.44 Cr. against ₹ 190.46 Cr. in FY24 - an increase of 6.82%.
- f. Loan of ₹ 363 Cr. repaid during FY25.

III. Key Financial Highlights:

The Company’s financial performance for the FY 2024-25 and of the previous year is summarised below:

(₹ in Crores)		
Particulars	FY25	FY24
Turnover	15,808	13,141
EBITDA	4,534	2,670
Depreciation	625	577
Other income (net of expenses)	226	(40)
Operating profit before finance Cost	4,135	2,053
Finance Cost	203	190
Exceptional Item	-	-
Profit/(loss) before tax	3,931	1,862
Tax Expense	962	477
Profit/(loss) after tax	2,969	1,385
Other comprehensive income/(loss)	67	(12)
Total comprehensive income/(loss)	3,036	1,373
Paid up Equity Share Capital	221	221
Opening reserves	8,900	7,527
Debenture Redemption Reserve	-	-
Capital reserve	9	9
Other Free Reserves	8,890	7,517

(₹ in Crores)		
Particulars	FY25	FY24
Transfer to DRR from free reserves	-	-
Other receipts in Free reserves	-	-
Closing Reserves	11,935	8,900
Debenture Redemption Reserve	-	-
Capital reserve	9	9
Other Free Reserves	11,926	8,890

There are no material changes and commitments affecting the financial position of the Company between the end of the financial year and the date of this report.

IV. Operational Overview and State of the Company’s Affairs:

a. Sales & Dispatch

- Highest-ever Domestic Sales: 538.58 KT in FY25, surpassing the previous best of 481.44 KT in FY24.
- Highest-ever VAP Sales: 335.02 KT in FY25, surpassing the previous best of 323.06 KT in FY24.
- Highest-ever Alloy Rod Sales: 13.02 KT in FY25, surpassing the previous best of 10.90 KT in FY24.
- Highest-ever Ex-Works Sales: 403.07 KT in FY25, surpassing the previous best of 114.96 KT in FY24.

b. Volume & Specifics

- FLA**
- FLA achieved its highest-ever production of 5,86,206 MT in FY25, surpassing the previous best of 573,515 MT in FY24, marking a 2% improvement.
 - Highest-ever EC Wire Rod Production: 2,03,995 MT in FY25, marking a 10% improvement over the previous best of 1,85,356 MT in FY24, generating an additional EBITDA of \$3.26 million.
 - Highest-ever Alloy Wire Rod Production: 13,002 MT in FY25, surpassing the previous best of 10845 MT in FY24, generating an additional EBITDA of \$0.73 million.
 - Highest-ever High Purity Ingot Production: 57,663 MT in FY25, surpassing the previous best of 47,558 MT in FY24.
 - Highest-ever VAP reached 57.35% in FY25, marking a 1% improvement from the previous best VAP of 56.3% in FY24.
 - Scrap WIP reduction in Cast house excluding RP from 759 MT to 21 MT in FY25, resulting in

approximately 1.5 million dollars in cashflow for FY25, signifies a 96% reduction in scrap.

- Lowest Alloy Wire Rod Melt Loss: 0.89% in FY25, compared to the previous best of 0.91% in FY23.
- PFA Alloy Specific Consumption: Reduced from 8.163%/MT to 8.045%/MT, resulting in an annual savings of \$0.2 million.
- Achieved successful HZL Plate Casting through the Caster Route (8.5 mm) and its first-ever rolling (6 mm & 7 mm) in the Cold Rolling Mill (CRM).

POTLINES

- Achieved the highest-ever production in Potline at 587 KT, surpassing the previous best of 583 KT in FY24, reaching 105% capacity utilization, contributing to an EBITDA of \$2.4 million.
- Highest-ever PFA metal availability of 821 MT/day, a 130% increase from 350 MT/day in FY24.
- Recorded highest-ever amperage of 340.3 KA in Potline, surpassing the previous best of 336.4 KA in FY24.
- Achieved the highest-ever pots on production with 620 pots, surpassing the previous best of 619.8 pots in FY24.
- Lowest-ever Pot Turnaround Time (TAT) of 8.2 days for 110 pots, an improvement from 9.2 days for 104 pots in FY24.
- Achieved lowest-ever net carbon consumption of 410.2 Kg/MT, improving from 412.9 Kg/MT in FY24, driving \$1.27 million savings.
- Lowest-ever Specifications Water Consumption of 0.41 m³/MT, surpassing the previous best of 0.51 m³/MT in FY24.
- Achieved 14% reduction in inventory in potline, bringing it down to ₹ 21.11 Cr.

CARBON

- Achieved the highest-ever Green Anode Production of 3,36,688 in FY25, surpassing the previous best of 3,35,232 in FY20.
- Throughput of GAP: Attained the highest-ever throughput of 32.06 TPH, exceeding the previous best of 30.99 TPH in FY20.
- GAP Availability: Reached the highest-ever availability of 75.99%, surpassing the previous best of 73.04% in FY21.
- Bake Oven Availability: Achieved the highest-ever availability of 95.65%, compared to the previous best of 94.22% in FY24.
- Rodding Availability: Reached the highest-ever availability of 85.25%, surpassing the previous best of 79.72% in FY24.
- Air Permeability: Achieved the lowest-ever rate of 0.74nPm, compared to the previous best of 0.99nPm in FY24.
- Specifics: Lowest-ever Specific Fuel Consumption: 42.1 L/MT in FY25 (previous best: 43.7 L/MT in FY24). Balco Bake Oven is the Indian benchmark in fuel consumption, saving ₹3.1 Cr.
- GWC: Reduction in GWC of Carbon: Achieved a reduction of ₹7.35 Cr. in FY25 through the dilution of 2,100 MT rejected stock, saving ₹0.7 Cr.
- Reliability: In FY25, the Pitch TAT was significantly reduced to 6.65 hours, down from 12.9 hours in FY24. Impressively, in Q4FY25, the TAT was further reduced to 5.01 hours.
- Pig Iron Consumption: Achieved the lowest-ever level of 0.38 Kg/MT, compared to the previous best of 0.45 Kg/MT in FY24.

c. Quality

- Reduction in Cost of Poor quality (COPQ) from ₹ 33 Cr. in FY23 to ₹ 18.78 Cr. in FY24, and ₹ 14.79 Cr. in FY25
- Successful installation of 4 rotor degasser system in PFA & CFF design from 17 inch to 23 inch in FY25.
- Recorded the lowest-ever GAP Rejection of 1.32%, down from the previous best of 1.99% in FY24.

- Achieved highest-ever CRR of 93.73% in FY25 (91.91% in FY23, 92.92% in FY24).
- Achieved lowest-ever Fe 574 PPM in FY25 (631 PPM in baked anodes in FY24).
- Achieved lowest-ever Na 715 PPM in FY25 (Previous best was 867 PPM in fine Butt FY24).
- Anode Slot height increased from 237 mm to 260 mm to reduce power consumption in the Potline, saving ₹ 1.3 Cr/annum.
- 100% Automation of Proximate analysis for coal through seamless integration with SAP, ensuring governance control & eliminating manual intervention.
- Equipped with advanced testing facility - Cold PODFA (1st & only Company in INDIA), Fracture Test & Process Improvements including Four rotor degasser & Argon gas usage aiding in Four-Wheeler Homologation.

d. Power Operations

- Highest-ever power generation – 12,027 MU in FY25, previous best was 11,931 MU in FY20.
- Highest-ever PLF of IPP 600 MW units 76.7% previous best was 71% FY20.
- Highest availability of 1,200 MW plant 93% in last 5 years.
- Highest Coal receipt in FY25 8.9MnT (Last best 8.05 MnT in FY24).
- Lowest-ever forced outage of CPP 600 Units 0.71% in FY25 Previous best was 1.2 % FY19.
- Lowest-ever Specific oil consumption in 1200 MW units 0.14 ml/KWh in FY25 previous best was 0.16 in FY21.
- CPP 1140 MW specific coal consumption (SCC) 694 grm/KWh lowest in past 4 years.
- 1200 MW specific coal consumption (SCC) 679 grm/KWh lowest in past 4 years.
- Zero boiler outage in CPP 600 MW units in FY25.

e. Reliability & Debottlenecking:

- 2nd Grid connectivity National Thermal Power Corporation (NTPC) Birsingpur LILO (Line in Line Out) & new Gas insulated switchyard (GIS) commissioned in Jan'25 for redundancy in power sourcing to smelter units.

- Unit loading factor improvement after Unit#3 and Unit#4 1200 MW Overhauling and mill reliability improvement.
- Unit#2 540 MW unit R&M to debottleneck unit low loading factor and low efficiency.
- Captive Renewable power flow started from Oct'24 & 176.8 MU Renewable energy received in FY25.
- Ash utilization through sustainable avenue cement industry and zero legacy ash with utilization 131% in FY25.
- Geofencing and GPS (Global Positioning System) technology implemented for Ash transportation monitoring for 100% transport vehicles.
- Elimination of heavy furnace oil firing as a secondary fuel in power plant.
- First time Booking & Materialization of Shakti Coal.
- BALCO's owned GPWIS BOBRN rake has been received in Q1FY25.
- Installation and commissioning of water treatment RO (Reverse Osmosis) plant to treat cooling tower blowdown and recycling of 4000 m³/day water.

(B) EXPORTS

During FY25, Aluminium exports amounted to 46,864 MT, generating a revenue of ₹ 989.70 Cr., which includes export incentive of ₹ 17.98 Cr.

(C) CONTRIBUTION TO GOVERNMENT EX-CHEQUER

During FY25, the Company contributed ₹ 5,863 Cr. to State and Central Government treasury, compared to ₹ 4,634 Cr. in FY24.

(D) TRANSFER TO RESERVE

The Company has transferred ₹ Nil to General Reserves for the financial year ended on 31st March 2025. An amount of ₹ 11,935 Cr is retained in the retained earnings.

(E) DIVIDEND

Your Directors wish to conserve resources for future expansion and growth of the Company. Therefore, the Board

of Directors has decided that it would be prudent, not to recommend any dividend for the financial year under review.

(F) CREDIT RATING

As on 31st March 2025, your Company's credit rating is AA/ Stable (pronounced as Crisil double A Stable) for the long-term borrowing, as rated by CRISIL Ratings Limited. Details of the credit rating are available at: <https://www.balcoindia.com/>

(G) HEALTH, SAFETY & ENVIRONMENT

In line with the principle of sustainable development, the Company continues to focus on Health, Safety & Environment as key focus areas of business. The Company holds certifications from IRQS for IATF 16949:2016, ISO 9001:2015, ISO 14001: 2015, ISO 45001: 2018 and ISO 50001:2018.

I. The Key highlights for the Financial Year 2024-25 are as under:

a. Safety

- BALCO sustained the Suraksha Sankalp gate meeting for 36 uninterrupted months, reinforcing our commitment to safety.
- BALCO conducted Suraksha Chaupal at 100 locations, engaging employees in safety discussions.
- BALCO launched "Samvedana 2.0, 3.0 & 4.0," focusing on employees who courageously navigated safety incidents, with 60 participants.
- In FY25, 3,096 Safety Stand Downs were conducted to share internal and group-level incident learnings.
- BALCO conducted Hazard and Operability (HAZOP) & Layer of Protection Analysis (LOPA) studies for existing operations and growth projects, ensuring comprehensive risk assessments.
- A total of 8,286 observations were identified in FY 25, through AI and CCTV monitoring, aimed at correcting unsafe behaviours and identifying hazardous conditions, thereby significantly enhancing workplace safety.
- In FY25, BALCO recorded an increase of 58.6% in hazard reporting and 90.5% increase near-miss incident reporting, highlighting our proactive approach to safety.

- In FY25, BALCO completed 19,976 Critical Risk Management (CRM) verifications for high-risk activities, achieving 100% closure of action plans, ensuring thorough risk management.
- In FY25, BALCO achieved approximately 90% compliance in Visible Felt Leadership and SI/CRM by Senior Management and BP Managers, with 46,569 instances recorded.
- BALCO Partnered with Dupont to build a strong safety culture, provide leadership coaching, and drive initiatives through various committees.
- In FY25, BALCO renewed the factory license for the 270 MW Metal & Power division for two years, marking a historic first, as previously, the license was renewed annually.
- In FY25, 96 line of fire activities were identified reducing potential hazards.
- BALCO launched a new app to manage and track safety consequences, improving accountability.
- In FY25, a safety audit was completed as per IS:14489, reinforcing our commitment to safety standards.
- BALCO celebrated Fire Service Week with the theme "Ensure Fire Safety to Contribute Towards Nation Building." 120 fire-prone areas were identified, and trainings were provided to over 1,000 employees and school children through on-the-spot sessions and Nukkad Natak performances.

Road Safety

- At BALCO, a total of 171 Light Motor Vehicles (LMV) and 14 Heavy Motor Vehicles (HMV), including passenger and pickup vehicles, are now equipped with GPS systems out of 191 vehicles.
- In FY25, LMV Simulators were procured for the skill evaluation of LMV drivers.
- In FY25, ADAS/DMS cameras have been installed in BP vehicles in the Potline area.
- At BALCO, a vehicle authorization portal was developed and implemented for all internal vehicles, with 876 commercial vehicles registered.
- A one-day vehicle pass was launched at BALCO in FY25, along with Road Safety Do's and Don'ts, to strengthen road safety measures

b. Environment

- In FY25, BALCO achieved 100% detoxification and recycling of SPL-Carbon.
- BALCO initiated co-processing of SPL-Refractory in Cement Plant as a step towards sustainable hazardous waste management.
- BALCO signed MOU with Pithampur Industrial Waste Management Pvt Ltd for disposal of Hazardous Waste in Common TSDF (Treatment Storage Disposal Facility). In FY25, Hazardous Wastes namely Flue gas dust, Glasswool and Asbestos were disposed to TSDF for the first time.
- BALCO implemented Air Blow Off Station at Carbon (Rodding Plant) as an initiative towards reduction of generation of Hazardous waste (Flue Gas Dust). This initiative while reducing 25%-30% Shot Blast Dust generation resulted in higher bath recovery.
- Installation of GPS in 100% of the ash transport vehicles and real time monitoring of ash movement through Ash Control Tower—first of its kind in the state to monitor and prevent unauthorized ash dumping.
- Dam Safety inspection & Dam-break assessment studies conducted by M/s. Geotheta, an external expert to ensure ash dyke stability.
- BALCO initiated installation of Solar camera at ash dyke for digital see page monitoring.
- Zero Liquid Discharge (ZLD) facility at BALCO with an investment of around ₹ 76 Cr through ETP augmentation at Power Plant of total 400 m³/hr capacity (200 m³/hr capacity enhancement in CHP and 200m³/hr ETP with Reverse Osmosis facility for treatment of CT Blowdown).
- 100% graphitization of cathode lining in Smelter completed, thus reassuring our commitment toward Net Zero Carbon in FY25.
- 47 pots relined with Copper Onsert resulting energy saving of 300 KWH/MT in FY25.
- Implemented Wheel Wash System at plant entry and exit gates and Wind barrier along-side the track hopper to improve air quality.
- BALCO installed 50 fixed type water-sprinklers at Dyke 2, 3,4 to control fugitive emissions.

- Online Noise meter installed at 1200 MW Cooling tower to continuously monitor noise level on real time basis.
- 51,523 saplings have been planted in FY25 including BALCO (48,023 saplings) & Chotia mines (3,500 saplings).

c. Sustainability & ESG

- Vedanta Aluminium has scored 77 in the S&P Global Corporate Sustainability Assessment Ranking 2024 and is among the world's top 2 most sustainable aluminium producers.
- The VSAP External Assessment for FY25 was conducted, covering 12 modules. A score of 72 was achieved, with improvements noted in 8 of the modules.
- In FY25, VSAP Internal field audit at the Metal & Power area was conducted which identified over 1,000 observations.
- A total of 7 ESG A-Class projects were initiated, while 5 Projects have been completed. Additionally, 2 new projects, PME Portal and 3-Point Contact Staircase have been introduced.
- In FY25, a total of 28 rainwater-harvesting structures created (farm ponds, lining ponds, and community ponds) with a volume of 13,510 m³.
- In FY25, Technical Fleet Optimization System was implemented, reducing the requirement of five forklifts (saving 1,500 Liters of diesel consumption per month).
- In FY25, GPS tracking devices were installed on 100% of ash movement vehicles, with real-time monitoring being done through the Ash Control Tower, in a first-of-its-kind endeavour.
- In FY25, One solar camera installed at the BALCO ash dyke as a proof-of-concept for digital seepage monitoring.
- BALCO onboarded its first on-roll LGBTQ+ employee in FY25.
- BALCO has emerged on top for the third consecutive time in the Vedanta Run for Zero Hunger, with enough steps counted for 1.5 million meals in FY25.
- 51,000+ saplings have been planted in the FY25, including at BALCO and mines.

- In FY25, BALCO increased the percentage of rail-mix in alumina and coal logistics, with three BOBRN rakes under the General-Purpose Wagon Investment Scheme (GPWIS) inducted to reduce Scope-3 emissions.
- In FY25, "Awa Fali Lagawa" initiative was started to help the local farming community expand from paddy cultivation to cash crops like peanuts.
- In FY25, Two Livestock Development Centres (LDCs) were established, with the first artificial insemination successfully carried out for cattle breed improvement.
- 5,800 women benefited from various female empowerment projects, and 1,104 youth upskilled in the FY25.
- In FY25, Hospital Information Management System introduced at BALCO Hospital, featuring a completely paperless system

d. Occupational Health

- 100% Compliance with PME Regulations for BALCO in FY25, ensuring complete transparency and adherence to regulatory standards for a total of 11,000 BALCO and Business Partner employees, as well as 19,000 project employees.
- In FY25, out of the 18 identified red zones, 17 have been decisively closed and successfully transformed into green zones, enhancing safety, improving health standards, and restoring environmental integrity across the plant.
- In BALCO Medical counselling was successfully completed for 3,500 uncontrolled case employees, with 850 declared fit to resume work through the Care Wing Initiative.
- BALCO launched the Mental Health Program "Your Dost" to promote mental well-being and support.
- In FY25, 2 new Advanced Life Support ambulances were deployed at the BALCO Plant to enhance emergency medical response.
- A Bone Mineral Density Test Camp was conducted at BALCO for all the employees, with a special focus on Pot-room employees, to evaluate the impact of fluoride. The camp covered 350 employees.

- Industrial hygiene assessments at the BALCO plant, conducted by Arvind Industrial Hygiene, included various surveys and analyses such as Illumination Survey, Noise Survey, Electromagnetic Field (EMF) Measurement, Dust Monitoring, Air Emission Analysis, Whole Body Vibration, Hand-Arm Vibration, and Chemical Analysis.
- In FY25, an ergonomics survey was conducted at BALCO. These efforts aim to improve workplace conditions and provide tangible benefits to employees.
- In FY25, BALCO conducted 50 Urine Phenol Sampling for Coal Tar Pitch Area and 350 urine fluoride samples, this initiative marks a significant milestone in our commitment to health and safety monitoring across our operations.
- BALCO served as a member of the Medical Health Advisory Board, specializing in managing critical cases. Supported job rotation initiatives and played a key role in promoting a safe and healthy workplace environment.

HSE&S Trainings

- Trainings were conducted on ISO 45001 (Occupational Health and Safety), ISO 14001 (Environment Management), ISO 50001 (Energy Management), and ISO 9001 (Quality Management System) at BALCO in FY25.
- Certified First Aid and CPR training was conducted by St John Ambulances (Indian Red Cross Society) for over 210 employees.
- BALCO provided Occupational Health Awareness training to 2,500 employees, covering key health topics such as heat stress, ergonomics, computer vision syndrome, HIV/AIDS, diabetes, cancer, hepatitis, and lung cancer. An occupational health calendar was prepared, and health-related activities and programs were organized in every SBU.
- In FY25, BALCO covered 490 (95%) employees under the "Suraksha Prahari" Safety Training program for engineers and frontline supervisors.
- A new initiative has been introduced to provide Basic CPR and Emergency Response Training, as part of the onboarding process for all new employees in FY25.

Awards won in area of Safety, Health and Environment include:

- BALCO was rated 4 stars in the British Safety Council's Five Star Safety Audit 2024, reflecting its commitment to maintaining high safety standards.
- Vedanta Aluminium achieved AI Rank II in the Dow Jones Sustainability Index (DJSI) Global ESG rankings, showcasing its strong performance in sustainability.
- BALCO emerged as the Runner-up for the Q2 FY25 Chairman Sustainability Award, highlighting its ongoing efforts in sustainable practices.
- BALCO won the Gold Award in the Manufacturing and Engineering Sector at the 6th ICC National Occupational Health and Safety Awards held in Kolkata, recognizing its excellence in health and safety.
- BALCO received the ISEI Excellence Award 2024 for Safety, acknowledging its outstanding safety measures.
- BALCO was awarded the 17th EXCEED Occupational Health, Safety & Security Gold Award, further emphasizing its dedication to occupational health and safety.

(H) INFORMATION TECHNOLOGY, DIGITALIZATION & COMMUNICATION:

Digitalization has become a driving force at BALCO, enabling our business to optimize operations, improve productivity, and gain a competitive edge. By embracing digital technologies and integrating them into plant processes, we can unlock new levels of efficiency, connectivity, and data-driven decision-making. The innovation & diffusion of new technology is indispensable for the growth of an enterprise. IT systems & processes are aligned to business operations ensuring the confidentiality, integrity & availability of the data/information. Following are the achievements for this quarter:

I. Ash Control Tower

As BALCO advances its logistics operations towards digitalization with initiatives like the Coal Control Tower and Finished Goods Tower, we proudly unveil the Ash Control Tower (ACT). This innovative solution transforms ash disposal management at BALCO, offering real-time monitoring, compliance management, and advanced

safety features. ACT guarantees operational efficiency and upholds environmental responsibility.

Benefits/Features:

- Environmental & Legal Compliance: ACT is established to monitor and ensure strict adherence to ash disposal guidelines and regulations. It plays a vital role in ensuring environmental responsibility & providing visual insights into compliance metrics, ensuring a sustainable operation.
- Real-Time Monitoring: The ACT facilitates real-time monitoring of ash disposal activities, ensuring immediate visibility into operations. Additionally, its geofencing functionality detects route deviations, unauthorized halting, and potential sensor manipulation by suspected drivers, enhancing operational oversight and security measures
- Enhancing Operational Efficiency: It streamlines the ash disposal process flow (Parking-Tare- Loading-Gross-Unloading), allowing the Ash team to manage the fleet effectively and enhance operational efficiency. Furthermore, it enables the Security team to monitor HMV traffic and trucks parked in the parking lot.
- Cost Savings: Establishing the ACT mitigates the risk of penalties due to environmental non-compliance and safeguards our organizational reputation, leading to tangible savings of \$0.07 million annually.
- Surveillance through AI-based Video Telematics: This feature equips the ACT with AI-based video monitoring capabilities and a two-way communication system, enabling the Security team to gather evidence on unauthorized dumping incidents. The live video feeds from the Patrolling squad enhance surveillance and ensure prompt action against environmental violations.
- Improved Safety: Implemented alert systems through lot sensors to identify safety deviations such as over-speeding, reducing the probability of accidents and environmental risks, thereby enhancing safety within the plant premises and on BALCO's peripheral road.
- Historical Data Analytics: It leverages data analytics to identify trends, patterns, and potential risks associated with ash disposal, enabling proactive decision-making. Furthermore, the visual dashboards of the Transporter Scorecard, Trips Undertaken, and Quantity of Ash Disposed by transporters enable the evaluation of performance metrics, ensuring accountability and fostering operational excellence.

II. Technical Fleet Optimization System with Saving Potential 0.854 Mn\$

As BALCO accelerates its digital transformation in logistics operations, we are excited to introduce our latest breakthrough: the Fleet Management System (FMS). This state-of-the-art solution revolutionizes internal plant logistics, giving plant managers unparalleled control over fleet performance. With real-time monitoring, optimized vehicle utilization, and advanced safety alerts, FMS drives operational efficiency and upholds the highest safety standards, ushering in a new era of excellence in plant management.

Features:

- Fleet Operations Optimization: The Fleet Management System optimizes internal fleet operations, ensuring effective allocation and use of technical vehicles to fulfill operational requirements.
- Real-Time Tracking & Monitoring: Offers instant visibility into fleet activities, allowing supervisors to monitor vehicle movements, statuses, and real-time performance as trips are created based on operational needs.
- Vehicle Utilization Management: Manages trip schedules and maintenance tasks to ensure the maximum efficiency of plant vehicles, increasing productivity and prolonging asset lifespan.
- Safety Monitoring & Alerts: Equipped with safety features like over speeding alerts, harsh braking detection, rapid acceleration monitoring, long idling alerts, ignition status, and GPS diagnostics for complete safety compliance.
- Performance Analytics & Reporting: Provides detailed analytics on fleet performance, including vehicle utilization rates, engine running hours, and other essential metrics for better operational insight.

Benefit:

- Fleet Operations Efficiency: Streamlines fleet operations within plant locations, ensuring optimal use of technical vehicles and resources to meet operational demands.
- Increased Vehicle Utilization: Enhances vehicle productivity by effectively managing trip schedules and maintenance, thereby maximizing output and extending fleet lifespan.
- Improved Safety and Compliance: Promotes adherence to safety standards by monitoring key metrics such as

over speeding, harsh braking, rapid acceleration, and idle time, thus safeguarding personnel and assets.

- Data-Driven Insights: Empowers supervisors with valuable fleet performance insights, helping in informed decision-making and promoting continuous improvement initiatives.
- Cost Efficiency: Reduces fleet size requirements through efficient vehicle utilization, resulting in significant cost savings of \$0.845 Million annually.
- Reduction of 48 TCO₂e GHG emissions annually.

III. Go Live : BALCO Digitalizes Verification, Validation & Payment of Deviation Settlement Mechanism (DSM) :

With BALCO's registration as two separate entities under WRLDC-BALCO CPP Generator for export and BALCO Bulk Consumer for import-the need for efficient handling of energy schedules and transactions became paramount. This included generating separate DSM accounts for both entities and an internal model for calculating the DSM amount, verifying, and validating the bills issued by the WRPC to ensure timely payments and 100% statutory compliance.

This system introduces a streamlined and automated process for real-time management of energy schedules, ensuring accuracy and compliance while reducing manual effort and errors.

Benefits/Features:

- Automated Billing: Accurate generation & verification of weekly DSM bills, aligned with WRPC & marked data.
- Regulatory Compliance: Ensures adherence to CERC DSM rules with secure data management.
- Streamlined Approval: An efficient 2-level approval flow of the weekly bills for payment processing to meet statutory deadlines.
- Integrated Data: Auto-fetch energy and market data from WRLDC portals and meters for precise cost analysis.
- Real Time Monitoring: Live tracking of power export and import schedules and actuals, energy meter data, and net payable and receivable amounts to optimize load balancing and minimize DSM charges.
- Intuitive Dashboard: A user-friendly interface for tracking DSM trends, discrepancies, and performance.

IV. Go-Live : Digitalization of Related Party Transaction (RPT) along with SAP Integration for Finance:

The current process for managing related party transactions was less efficient, prone to errors, and lacked

comprehensive documentation. Manual entries and decentralized management lead to significant time loss and potential misalignment. An integrated, automated system was required to ensure accuracy, efficiency and centralized control.

Features:

- Automated Entries: Saving over 2,000+ man-hours per annum. All request raised, allocated and approved are now via portal.
- Centralized Management: Centralized point of contact will improve tracking and management of transactions across departments.
- 100% Coverage and Oversight: 100% coverage of RPT transaction will be ensured, reducing the risk of governance lapses.
- Improved Documentation and Reporting: Process will automatically fetch document numbers and maintain backup documents.
- SAP Integration: RPT portal will be integrated with SAP resulting in automation of all admins manual entries.

Benefit:

- Comprehensive Coverage: Ensures 100% coverage of related party transactions.
- Automation: Automates manual entries, reducing errors and saving time.
- Centralized Management: Provides a single point of contact for all related party transactions.
- Manhours Savings: Saves approximately 2000 man-hours per annum.
- Alignment and Confirmation: Ensures alignment and confirmation of related party transactions before the closure of books.
- Documentation: Provides documented evidence and backup for all related party transactions.

Transactions are aligned before book closure, generating final reports with document number references. These reports are used for reporting and disclosure to the Board and Corporate, enhancing transparency and accountability.

V. AI & ML based solution for Anode Baking Furnace (ABF) - Fluewall Health & Defect Monitoring for enhanced efficiency

To develop Intelligent Automated Inspection System to measure, analyse the different defects of ABF fluewall refractory and eliminate the human error during manual measurement to improve the efficiency, increase refractory

life, reduction of anode oxidation, improve anode quality, elimination the risk of refractory failure, improve safety.

Manual Inspection of ABF fluewall refractory condition on perception basis. During continuous operation ABF fluewall refractory get corroded, bend, crack, pinched, bulged and bricks got damage due to thermal shock, acid attack, thermomechanical load. There is no system, or equipment is available to measure these refractory defects. In present refractory condition is measured by checklist and visual inspection.

Features:

Automated Blending Deviation Measurement:

- Measures bending deviations with millimeter accuracy.
- Identifies areas of maximum bending and detects top block misalignment.
- Generates deviation plots on-site within seconds.

Benefit:

- Inspects and measures hard-to-access faults within pits with millimeter precision at the click of a button.
- A patented AI-driven rover navigates pits intelligently, using LiDAR and high-resolution color cameras to capture a 360-degree, well-lit, view for defect analysis.
- Instantly generates reports on cracks, bulges, pinching, and choking while tracking refractory wall deterioration over time.
- Cloud-based software enables inspection management and analysis across multiple furnaces.
- An advanced AI-powered camera system, capable of withstanding temperatures above 100°C, detects defects in tie bricks, baffle walls and fluewalls.
- Live camera feeds can be viewed via an android app, allowing real-time refractory scanning and defect tracking.

(I) HUMAN RESOURCES, TRAINING AND DEVELOPMENT

Your Company believes that employee quality is crucial to its success. It is committed to offering human resource development and training opportunities to equip employees with the skills needed to adapt to modern technological advancements.

In FY25, total 13,684 training man-days were covered in comprehensive training interventions. Overall training man days compliance for executives was 100% and that for

workmen was 100%. Total of 15 Behavioral, 98 Technical, 39 Functional, 27 Safety, 6 Quality & 3 Mandatory trainings were conducted throughout the financial year.

The trainings were curated to empower employees with technical knowledge, behavioural skills, and safety practices. Focus was skill upliftment. Training Programs such as 3-days behavioural workshop, First-aid training , CRM Modules training, analytics training, etc were conducted successfully in large scale. The aim remains to foster continuous learning and professional growth, empowering employees to adapt seamlessly to dynamic industry requirements through both internal & external training sessions.

As a responsible entity we provide a plethora of safety & sustainability training as per our commitment to Zero Harm & environment protection. Special attention was given on ensuring seamless fusion of new joiners in the organization. Training such as Campus to Corporate, Outbound Learning Activity, Basic CPR & Emergency response, etc. were conducted for them.

Mandatory training courses like Code of Conduct, POSH, Human Rights were conducted throughout the year for all the employees.

(J) INDUSTRY OUTLOOK

Global Trade Scenario:

As expected, headwinds persist against world aluminum demand amid structural issues in China, subdued end-user demand in Rest Of the World (ROW), still elevated interest rates, and trade policy uncertainty. Even though end-user demand is set to transition in 2025 from contraction to expansion mode, conditions have remained sluggish at the start of the year. China's stimulus measures have yet to deliver a meaningful boost to demand, with the construction sector still contracting and dragging down demand despite a resilient auto sector.

In the ROW, consumers remain pressured by inflation and elevated interest rates, limiting demand for aluminum-intensive goods. Meanwhile, world manufacturing activity remains stalled as export orders remain in contraction, given the likelihood of trade frictions and higher US tariffs. Indeed, ROW's auto sector demand continues to lose momentum, with North American auto production expected to decline in 2025 amid high inventories, while European production continues to contract amid weaker sales and tariff-related uncertainty. China remains the only major automotive market with modest growth, supported by government subsidies such as scrappage incentives, although export demand is slowing.

World primary aluminum demand growth to slow to 1.5% in 2025 from 2.0% in 2024, due to China's deceleration to 1.4%

(from 3.6% in 2024), while ROW’s demand is projected to rise 1.8% in 2025 following a contraction in 2024.

World primary production will gain momentum throughout 2025 and 2026, rising by 1.9% and 2.3%, respectively. We expect ROW's production growth rates of 2.1% in 2025 and 4.4% in 2026.

Domestic Market Scenario:

India’s GDP growth was moderate in FY25 at 6.4%; however Reserve Bank of India has projected slight improvement in growth in FY26 at 6.7%. Budget for FY26 delivered steady capex investments, fiscal consolidation and consumption boost all adding to a major stimulus for aluminium growth in the country. India’s manufacturing PMI surged to a six-month high of 57.7 in January, up from 56.4 in December, supported by improving domestic and export demand.

India’s transportation sector expected to rebound in FY26, fuelled by rising consumer confidence and demand. Moreover, to make electric vehicles (EVs) more affordable, the Indian government announced the removal of customs duties on 35 key capital goods needed for EV battery production in the 2025 Union Budget. This policy is expected to lower production costs for EVs, making them more accessible to consumers and further boosting demand for electric vehicles. India’s real estate sector is expected to maintain its growth trajectory, supported by strong consumer confidence and ongoing infrastructure development.

India’s primary aluminium demand is expected to grow by 9.7% in Calender Year 2025, one of the fastest amongst the world supported majorly by the packaging and electrical segments. On the contrary, primary production to grow by 5% in CY25 majorly through the expansion in BALCO.

Price Drivers: LME and Regional Premiums:

LME price in CY24 averaged at \$2,419/ton as demand recovered in H2CY24 and due to surge in alumina prices. Regional premiums also rebounded in H2CY24 especially Asian and American premiums as interest rates were slashed in US and EU and China introduced new stimulus package all contributing to a bullish sentiment in the market. However, the beginning of CY25 has all been about the new tariffs introduced by Mr.Trump, President of United States, under Section 232 of Trade Expansion Act, 1962 and this has given a new direction to market premiums and LME. LME moved to levels of \$2700/ton driven by short-term demand surge before the tariffs became effective and a backwardation structure between LME and LME 3-M suggesting an non-stable level for LME in Q1CY25.

USMW premiums have increased to absorb the additional duty imposed by US; however Asian and European premiums have declined since the start of CY25 as excess supply is expected to these regions on basis of change in

trade flows. Premiums are expected to stabilise in Apr’25 and expected to remain still for the rest of the year.

LME prices are expected to average around \$2500/ton in CY25 and increase to \$2600/ton in CY26 as world demand growth will catch momentum. China’s weak demand and plunging alumina prices are also likely to put a downward pressure on LME prices as production restarts are expected by the end of Apr’25.

Product and Customer:

BALCO’s integrated smelter in India is expected to add smelting capacity in FY26 taking its installed capacity from 0.58MnT to 1MnT. The new capacity addition comes at a crucial time as India’s aluminium consumption is seeing stellar demand growth.

BALCO’s product range includes Aluminium Ingots, Primary Foundry Alloys, Wire Rods, Alloy Rods, AlSi T-Ingot and Rolled Products. BALCO is also adding casting capacity in most of its Value-Added products including Billet, Primary Foundry Alloy and Rolled Products. This allows it to bolster its position in the automotive, packaging and building and construction industry in India which are the key pillars for the economy in the next decade. Also, it will be able to cater to new segments such as electric vehicles, solar and renewable energy sector through the new casting capacity.

For this financial year, 91% of the Company’s total sales were to the Indian markets, specifically for use in the electrical, automotive, and transportation industries. About 63% of this domestic sale comprised of Value-Added Product portfolio of BALCO. The Company sold an overall of 57% of its total sales as Value-Added Product in FY24.

(K) DIRECTORATE & KEY MANAGERIAL PERSONNEL

The Board of Directors, constituted by shareholders, is the apex body overseeing the Company's overall functioning. It provides strategic direction and leadership, and oversees management policies and their effectiveness, with a focus on the long-term interests of shareholders and other stakeholders.

I. Changes in Directors and KMP

a. Appointments & Cessations:

During FY 2024-25, basis the recommendation of the Nomination & Remuneration Committee and the Board:

- took note of appointment of Mr. Maneesh Kumar (DIN-10724088) as Government Nominee Director w.e.f. 30th July 2024, in place of Mr. Vivek Kumar Sharma (DIN-10101407) following his resignation from the office;

- took note of appointment of Mr. Mustaq Ahmad (DIN-08630622) as Government Nominee Director w.e.f. 29th July 2024 in place of Mr. Sanjeev Verma (DIN-08836996) following his resignation from the office.

b. Re-appointments:

Pursuant to the recommendation of the Nomination & Remuneration Committee and consideration by the Board, the Shareholders approved the below re-appointments during the year:

- Mr. Dindayal Jalan (DIN-00006882), Independent Director for a second and final term of two (2) years, effective from 30th July 2023 to 29th July 2025.
- Mr. Anoop Kumar Mittal (DIN-05177010), Independent Director for a second and final term of two (2) years, effective from 19th October 2023 to 18th October 2025.
- Mr. S. K. Roongta (DIN-00309302), Independent Director & Chairman for the second and final term of two (2) years, effective from 14th July 2024 to 13th July 2026.

II. Directors liable to retiring by rotation.

As per the provisions of Section 152(6) of the Companies Act, 2013 and the Articles of Association of the Company, Ms. Farida M. Naik (DIN-07612050), Nominee Director, is liable to retire by rotation at the ensuing Annual General Meeting, being eligible offer herself for re-appointment. Based on the recommendation of the Nomination and Remuneration Committee, the Board recommends her re-appointment.

Details of re-appointment and brief profile of the Director forms part of the AGM Notice. The Nomination and Remuneration Policy of the Company is attached herewith as “Annexure-D” and is also available on the Company’s website at: [Nomination and Remuneration Policy](#).

III. Key Managerial Personnel

The following have been designated as the Key Managerial Personnel of the Company pursuant to Sections 2(51) and 203 of the Companies Act, 2013 (“Act”) read with the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 (“Rules”).

Mr. Rajesh Kumar	Chief Executive Officer & Whole Time Director
Mr. Amit Gupta	Chief Financial Officer
Ms. Wageesha Agarwal	Company Secretary

IV. Declaration by Independent Directors:

The Company has received declarations from all Independent Directors confirming that they continue to meet the criteria of independence as prescribed under the Companies Act, 2013 (“Act”) and comply with the Code for Independent Directors as specified under Schedule IV of the Act. In the opinion of the Board, the Independent Directors possess the requisite expertise and experience and are persons of high integrity and repute. They fulfill the conditions specified in the Act and the Rules made thereunder, and are independent of the management.

The Directors have also confirmed that they are not aware of any circumstance or situation, which exists or may be reasonably anticipated, that could impair or impact their ability to discharge their duties with an objective independent judgement and without any external influence.

In terms of Section 150 of the Act, read with Rule 6(1) and 6(2) of the Companies (Appointment and Qualification of Directors) Rules, 2014, the Independent Directors of the Company have confirmed that they have registered themselves with the databank maintained by the Indian Institute of Corporate Affairs (IICA).

Mr. Sushil Kumar Roongta	Chairman & Independent Director
Mr. Dindayal Jalan	Independent Director
Mr. Anoop Kumar Mittal	Independent Director

V. Independent Directors Meeting

As per Schedule IV of the Companies Act, 2013 read with the Rules thereunder mandate that the Independent Directors of the Company shall hold at least one meeting in a financial year, without the presence of Non-Independent Directors and members of the Management. During FY 2024-25, the Independent Directors met without the presence of management 31st March 2025. The Independent Directors expressed satisfaction with the overall performance of the Directors and the Board as a whole. Additionally, the Independent Directors also met separately with the Statutory Auditors once a year to discuss matters such as key accounting issues, audit plans and to invite their overall feedback.

VI. Familiarisation Program for Board Members

Your Company has a structured programme for the new Board members so as to enable them to understand the nature of the industry in which the Company operates, its management and its operations. They are also familiarised with Company’s organisational and governance structure, governance philosophy/principles, code of conduct & key policies, Board’s way of working & procedures, formal

information sharing protocol between the Board and the management, Directors’ roles and responsibilities and disclosure obligations.

Senior management regularly updates the Board on the Company’s operations, strategies, risks, and new initiatives, actively seeking their feedback. Directors are consistently informed about key Company policies through comprehensive briefings and updates. Statutory Auditors, Internal Auditors, and Senior Management brief the Board on any regulatory changes, ensuring that the Board is fully aware of the latest compliance requirements and industry standards. These updates help the Board make informed decisions and maintain effective oversight of the Company’s activities.

VII. Number of Meetings of the Board

The Board met Four (4) times during the financial year 2024-25 on 19th April 2024, 05th August 2024, 18th October 2024, and 22nd January 2025. The maximum interval between any two meetings did not exceed 120 days. The details of Board meetings and the attendance of the Directors are provided in the Corporate Governance Report which forms part of this report.

(L) DIRECTOR RESPONSIBILITY STATEMENT

Pursuant to Section 134(5) of the Companies Act, 2013, Directors hereby confirm to the “Directors’ Responsibility Statement” and to the best of their knowledge and ability, hereby confirm that: -

- (a) in the preparation of the annual accounts, the applicable accounting standards have been followed along with proper explanation relating to material departures;
- (b) they have selected such accounting policies and applied them consistently and made judgments and estimates that are reasonable and prudent so as to give a true and fair view of the state of affairs of the Company at the end of the financial year, i.e., 31st March 2025 and of the profit and loss of the Company for that period;
- (c) they have taken proper and sufficient care for the maintenance of adequate accounting records in accordance with the provisions of this Act for safeguarding the assets of the Company and for preventing and detecting fraud and other irregularities;
- (d) the annual accounts have been prepared on a going concern basis;
- (e) they have laid down internal financial controls to be followed by the Company and that such internal

financial controls are adequate and were operating effectively; and

- (f) they have devised proper systems to ensure compliance with the provisions of all applicable laws and that such systems were adequate and operating effectively.

(M) COMPLIANCE WITH SECRETARIAL STANDARDS

The Directors state that proper systems have been devised to ensure compliance with the applicable laws. Pursuant to the provisions of Section 118 of the Act, during FY 2024-25, the Company has adhered with the applicable provisions of the Secretarial Standards (“SS-1 and SS-2”) relating to ‘Meetings of the Board of Directors’ and ‘General Meetings’ issued by the Institute of Company Secretaries of India and notified by Ministry of Corporate Affairs.

(N) INTERNAL FINANCIAL CONTROLS

Internal financial control over financial reporting have been designed to provide reasonable assurance with regards to recording and providing reliable financial information and complying with applicable accounting standards. These controls are reviewed periodically, and the Company continuously tries to automate these controls to increase its reliability. In line with best practices, the Audit Committee and the Board review these internal control systems to ensure they remain effective and are achieving their intended purpose.

The systems/frameworks include proper delegation of authority, operating philosophies, policies and procedures, effective IT systems aligned to business requirements, an internal audit framework, an ethics framework, a risk management framework, and adequate segregation of duties to ensure an acceptable level of risk. Documented controls are in place for business processes and IT general controls. Key controls are tested by entities to assure that these are operating effectively. Besides, the Company has also adopted an SAP GRC (Governance, Risk and Compliance) framework to strengthen the internal control and segregation of duties/access.

The Company has documented Standard Operating Procedures (SOP) for procurement, project/ expansion management, capital expenditure, human resources, sales and marketing, finance, treasury, compliance, health, safety and environment, and manufacturing.

The Group’s internal audit activity is managed through the Management Assurance Services (MAS) function. It is an important element of the overall process by which the Audit Committee and the Board obtain assurance of the effectiveness of relevant internal controls. The scope of work, authority and resources of MAS are regularly reviewed

by the Audit Committee. Besides, its work is supported by the services of leading international accountancy firms.

The Company has a well-defined and documented delegation of authority with specified limits for approval of expenditure, both capital and revenue. The Company has workflows to ensure adherence to the delegation of authority. The Company has a commercial manual that lays down certain principles and procedures that are to be followed in commercial & purchase contracts transactions across the Company. The SSC verifies compliance to the commercial manual before clearing the payments.

The Company’s system of internal audit includes monthly physical verification of inventory, a monthly review of accounts and a quarterly review of critical business processes. To enhance internal controls, the internal audit follows a stringent grading mechanism, focussing on the implementation of recommendations of internal auditors. The internal auditors make periodic presentations on audit observations, including the status of follow-up to the Audit Committee.

In addition, as part of their role, the Board and its Committees routinely monitor the Company’s material business risks. Due to the limitations inherent in any risk management system, the process for identifying, evaluating, and managing the material business risks is designed to manage, rather than eliminate risk. Besides, it was created to provide reasonable, but not absolute assurance against material misstatement or loss.

Your Company has in place adequate internal financial controls with reference to the financial statements. Such controls have been assessed during the year taking into consideration the essential components of internal controls stated in the “Guidance Note on Audit of Internal Financial Controls Over Financial Reporting” issued by The Institute of Chartered Accountants of India.

Based on the information provided, nothing material has come to the attention of the Directors to indicate that any material breakdown in the function of these controls, procedures or systems occurred during the year under review. There have been no significant changes in the Company’s internal financial controls during the year that have materially affected or are reasonably likely to materially affect its internal financial controls.

There are inherent limitations to the effectiveness of any system of disclosure controls and procedures, including the possibility of human error and the circumvention or overriding of the controls and procedures. Accordingly, even effective disclosure controls and procedures can only provide reasonable assurance of achieving their objectives. Moreover, in the design and evaluation of the Company’s disclosure controls and procedures, the management was

required to apply its judgement in evaluating the cost-benefit relationship of possible controls and procedures. Further, the Audit Committee annually evaluates the internal financial controls for ensuring that the Company has implemented robust systems/framework of internal financial controls viz. the policies and procedures adopted by the Company for ensuring the orderly and efficient conduct of its business, including adherence to Company’s policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information.

(O) AUDITORS’ APPOINTMENT AND AUDITOR’S REPORT

I. STATUTORY AUDITOR

M/s. S.R. Batliboi & Co., LLP, Chartered Accountants (FRN-301300E), had been appointed as Statutory Auditors of the Company at the 55th Annual General Meeting (“AGM”) to hold office for a period of 5 (five) years to the conclusion of 60th AGM.

The Auditors have confirmed that they are not disqualified under section 141 of the Act from continuing as Auditors of the Company.

The observations made in the Auditor’s Report are dealt with separately in the notes to the Profit and Loss Account and the Balance Sheet. These are self-explanatory and do not call for any further comments. The Statutory Auditors were present at the 58th AGM of the Company held for FY24.

II. SECRETARIAL AUDITOR

Pursuant to Section 204 of the Companies Act, 2013 and the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, M/s Sanjay Grover & Associates, Practicing Company Secretaries (FRN: P2001DE052900), had been appointed by the Board to conduct the secretarial audit of the Company for FY 2024-25. The Company had received a certificate confirming their eligibility and consent to act as the Auditor.

The Secretarial Audit Report for FY 2024-25 in Form MR-3 is annexed as “Annexure-B” and confirms that the Company has complied with the provisions of the Act, Rules, Regulations and Guidelines and with no deviations or non-compliances.

III. COST AUDITOR

Pursuant to provisions of Section 148 of the Companies Act, 2013 read with the Companies (Cost Records and Audit) Amendment Rules, 2014, M/s R J Goel & Co., Cost Accountants (FRN:00026), had been appointed as Cost Auditor of the Company to conduct the cost audit

for financial year 2024-25. The Company had received a certificate confirming their eligibility and consent to act as the Auditor.

The cost accounts and records of the Company are duly prepared and maintained by the Company as required under Section 148(1) of the Act pertaining to cost audit.

(P) CONSERVATION OF ENERGY, TECHNOLOGY ABSORPTION, FOREIGN EXCHANGE EARNING AND OUTGO

Information required under Section 134 of the Companies Act, 2013, read with Rule 8 of Companies (Accounts) Rules, 2014, including a report on conservation of energy, technology absorption, foreign exchange earnings and outgo, is provided in "Annexure-A" attached hereto and form part of this report.

(Q) EMPLOYEE INFORMATION AND RELATED DISCLOSURES

The statement containing particulars of employees as required under Section 197 of the Act read with rule 5(2) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, will be provided upon request. In terms of Section 136 of the Act, the Report and Accounts are being sent to the members and others entitled thereto, excluding the information on employees' particulars which is available for inspection by the members at the registered office of the Company during business hours on working days of the Company. If any member is interested in obtaining a copy thereof, such member may write to the Company Secretary in this regard.

(R) CORPORATE GOVERNANCE

Your Company is dedicated to upholding the highest standards of Corporate Governance. A separate report on Corporate Governance, in accordance with SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, is included in this annual report.

(S) ANNUAL RETURN

In terms of provisions of Section 92(3), 134(3)(a) of the Companies Act, 2013 read with Rule 12 of Companies (Management and Administration) Rules, 2014, the Annual Return in Form MGT-7 for the financial year ended 31st March 2025 is placed on the website of the Company and can be accessed at Annual Return in Form MGT-7 is available on the Company's website, the web link for the same is <https://www.balcoindia.com/>

(T) PREVENTION OF SEXUAL HARASSMENT AT WORKPLACE

The Company maintains a zero-tolerance policy for workplace sexual harassment. In line with the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013, and its associated rules, the Company has implemented a comprehensive Policy on Prevention, Prohibition, and Redressal of Sexual Harassment at Workplace. This policy aims to prevent and address complaints of sexual harassment. An Internal Committee has also been established to handle any such complaints received.

The Company is dedicated to ensuring a safe and supportive work environment for all employees and associates. Regular awareness sessions are conducted to educate employees about the Policy and the provisions of the Prevention of Sexual Harassment Act. This policy applies to all employees, including permanent, contractual, temporary, and trainees.

During FY25, no new complaints of sexual harassment were received while the two on-going complaints were thoroughly investigated following the prescribed procedures, and appropriate actions were taken to resolve them. Below is a summary of the sexual harassment complaints disposed during the year:

Number of cases pending as on the beginning of the financial year	02
Number of complaints filed during the year	Nil
Number of complaints disposed off during the year	02
Number of cases pending as on the end of the financial year	Nil

(U) RELATED PARTY TRANSACTION

All contracts or arrangements entered by the Company with its related parties during the financial year were in accordance with the provisions of the Companies Act, 2013 and the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015. All such contracts or arrangements have been approved by the Audit Committee, as applicable. There were no materially significant Related Party Transactions (RPTs) entered into by the Company with Promoters, Directors, Key Managerial Personnel, or other related parties which may have a potential conflict with the interest of the Company. Requisite prior approval of the Audit Committee of the Board of Directors was obtained for RPTs. All the transactions with the related parties entered into by the Company were in the ordinary course of business and at arm's length. Therefore, disclosure of RPTs in Form AOC-2

as per the provisions of Section 134(3)(h) and Section 188 of the Companies Act, 2013 read with the Rule 8(2) of the Companies (Accounts) Rules, 2014 is Not Applicable.

All RPTs are subjected to independent review by a reputed accounting firm to establish compliance with the requirements of RPTs under the Companies Act, 2013, and Listing Regulations.

The details of the transactions with the related parties are provided in the accompanying financial statements. There were no related party transactions made during the year required to be disclosed in Form AOC-2.

(V) VIGIL MECHANISM/WHISTLE BLOWER POLICY

The Company has established a robust Vigil Mechanism and a Whistle-blower policy in accordance with provisions of the Act. Your Company's Whistle Blower Policy encourages directors and employees to bring to the Company's attention, instances of unethical behaviour, actual or suspected incidents of fraud, or any violation of the Code of Conduct, that could adversely impact Company's operations, business performance and/or reputation. It is your Company's Policy to ensure that no employee is victimised or harassed for bringing such incidents to the attention of the Company.

As per the whistle-blower policy adopted by the Company, all complaints are reported to Director-Management Assurance who is independent of operating management and businesses. The same is also discussed in the Audit Committee meeting of Board members.

In line with global practices, dedicated email IDs and centralized database have been created to facilitate receipt of complaints. A 24*7 whistle-blower hotline cum web-based portal is available to report genuine concerns. All employees and stakeholders can register their integrity related concerns either by calling on a toll-free number or by writing on the web-based portal that is managed by a third party. The hotline provides multiple local language options. After the investigation, established cases are brought to Group Ethics Committee for decision-making. Whistle Blower Policy is also posted on the website of the Company.

(W) BOARD EVALUATION

The Board adopted a formal mechanism for evaluating its performance as well as that of its Committees' and individual Directors, including the Chairman of the Board. The exercise was carried out through a structured evaluation process, and it covers various aspects of the Board functioning such as composition of the Board & Committees,

experience & competencies, performance of specific duties & obligations, contribution at the meetings and otherwise, independent judgement, governance issues etc. A structured questionnaire was circulated to the Board members in this connection.

As an outcome of the above exercise, it was noted that the Board is functioning as a cohesive body which is well engaged with different perspectives. The Board Members from different backgrounds bring about different complementarities that help Board discussions to be rich and value adding. It was also noted that the Committees are functioning well and besides the committee's terms of reference as mandated by law, important issues are brought up and discussed in the Committee meetings.

Outcome of the evaluation exercise conducted for the financial year 2024-25:

1. Regular In-Person/Onsite every year to discuss strategy should be conducted.
2. Government nominee should also be placed in the Audit Committee.
3. The agenda items, and even the items of urgent importance should be discussed in pre-board meetings to have an appropriate understanding and adequate view of the members.
4. More involvement of Nomination & Remuneration Committee chair before senior level appointment proposals are brought to Committee.
5. Consider the NRC's suggestions beyond just the resignation and appointment of KMPs.
6. Strategy session on business and digital transformation, action on feedback given in the meeting should be adhered to.
7. Next level executives can make presentations to Committees/Board.
8. Project execution and strategy implementation are the areas where we can do better.

(X) DEPOSIT

During the year under review, your Company has not accepted any deposits from the public falling under Section 73 of the Act read with the Companies (Acceptance of Deposits) Rules, 2014. Thus, as on 31st March 2025, there were no deposits that were unpaid or unclaimed and due for repayment.

(Y) LOANS AND INVESTMENT UNDER SECTION 186

Details of Loans, Guarantee and Investments covered under the provisions of Section 186 of the Companies Act, 2013 read with the Companies (Meetings of Board and its Powers) Rules, 2014 are given in the notes to Financial Statements. The investments made by your Company are duly approved by the Board under the powers conferred to it under Section 179(3) of the Companies Act, 2013, and are within the limits laid down under Section 186 of the said Act.

(Z) COMMITTEES OF THE BOARD

Currently, there are three (3) Board Committees – the Audit Committee, the Nomination and Remuneration Committee, Corporate Social Responsibility Committee. Meetings of the Board Committees are convened by the respective Committee chairman. Matters requiring the Board's attention/approval, as emanating from the Board Committee meetings, are placed before the Board with clearance of the Committee chairman. All the recommendations made by Board Committees during the year were accepted by the Board. Minutes of Board Committee meetings are placed before the Board for its information. The role and composition of these Committees are provided below, the number of meetings held during the financial year and the related attendance are provided in Corporate Governance report which forms part of this report.

I. Audit Committee:

The Audit Committee of the Board of Directors constituted in compliance of Section 177 of Companies Act, 2013, composed solely of Independent Directors, ensures unbiased financial opinions and value addition. The Committee reviews internal audits, controls, procedures, and financial statements before submission to the Board. It also oversees the implementation of the risk management policy and the whistle-blower policy, along with other activities outlined in the Audit Committee Charter. Each member brings extensive experience and strong knowledge in accounting and financial management.

Composition, names of members and number of meetings held during the year:

Mr. Dindayal Jalan	Chairman (Independent Director)
Mr. Sushil Kumar Roongta	Member (Independent Director)
Mr. Tarun Jain	Member (Non-Executive Director)

During the financial year ended 31st March 2025, 4 (four) Audit Committee Meetings were held on the following dates: 19th April 2024, 5th August 2024, 18th October 2024, and 22nd January 2025. The Board has accepted all recommendations made by the Audit Committee.

II. Nomination and Remuneration Committee:

The Nomination and Remuneration Committee (NRC) of the Board of Directors constituted in compliance of Section 178 of Companies Act, 2013, is tasked with overseeing key processes and making recommendations to the Board concerning its structure, size, and composition, as well as that of Key Managerial Personnel (KMP). The NRC ensures that the Board possesses the appropriate mix of skills, experience, diversity, and independence to operate effectively. The Committee also conducts an annual performance evaluation.

As of March 31, 2025, the NRC consists of two Independent Directors and one Non-Executive Director, ensuring balanced and effective oversight of the Board's composition and performance. In accordance with the provisions of Section 134(3)(e) of the Companies Act, 2013, the Company has adopted the Nomination and Remuneration Policy.

Composition, names of members and number of meetings held during the year:

Mr. Dindayal Jalan	Chairman (Independent Director)
Mr. Sushil Kumar Roongta	Member (Independent Director)
Mr. Tarun Jain	Member (Non-Executive Director)

During the financial year ended 31st March 2025, Nomination & Remuneration Committee met one (1) time i.e., on 18th April 2024.

III. Corporate Social Responsibility Committee

The Corporate Social Responsibility (CSR) Committee of the Board oversees and reviews the Company's CSR activities. In compliance with Section 135 of the Companies Act, 2013, the Company has duly constituted the CSR Committee. As of March 31, 2025, the Committee comprises an Independent Director, a Non-Executive Director, and an Executive Director. The role of the CSR Committee includes formulating and recommending the CSR Policy and activities to the Board, recommending the expenditure on CSR activities, and reviewing the Company's performance in the area of CSR.

Composition, names of members and number of meetings held during the year:

Mr. Sushil Kumar Roongta	Chairman (Independent Director)
Mr. Anoop Kumar Mittal	Member (Independent Director)
Mr. Rajesh Kumar	Member (CEO and Whole Time Director)
Ms. Nirupama Kotru	Member (Government Nominee Director)

During the financial year ended 31st March 2025, CSR Committee met two (2) times on 18th April 2024 and 18th October 2024.

(AA) CORPORATE SOCIAL RESPONSIBILITY

Your Company's overarching commitment to create significant and sustainable societal value is manifest in its CSR initiatives that embrace the most disadvantaged sections of society, especially in rural India, through economic empowerment based on grassroots capacity building. CSR for BALCO is an integral part of its business strategy, which includes creating an organisation intended to maximise wealth of shareholders and establish productive and lasting relationship with all stakeholders, with an emphasis on fulfilling our responsibility towards the entire community and society.

In terms of the provisions of Section 135 of the Act read with the Companies (Corporate Social Responsibility Policy) Rules, 2014, the Board of Directors of your Company has constituted a CSR Committee which is chaired by Mr. S. K. Roongta, Independent Director. The other Members of the Committee for the year ending March 31, 2025, are Mr. Rajesh Kumar, Mr. A. K. Mittal and Ms. Nirupama Kotru.

The role of CSR Committee includes formulating and recommending to the Board the CSR Policy and activities to be undertaken by the Company, recommending the amount of expenditure to be incurred on CSR activities of the Company, reviewing the performance of Company in the area of CSR.

The Corporate Social Responsibility Policy is available on the website of the Company at: [Corporate Social Responsibility Policy](#).

Your Company is a caring corporate citizen and lays significant emphasis on development of the communities around which it operates. During FY25, the Company has spent ₹ 17.95 Cr. under Section 135 of the Act on CSR activities. The Annual Report on Corporate Social Responsibility (CSR) Activities for FY25 is enclosed to this Report at **"Annexure-C"**.

(AB) CORPORATE SOCIAL RESPONSIBILITY PROJECTS

BALCO CSR works towards a larger goal of creating enduring value for the communities. We undertake various community programs as part of our Corporate Social Responsibility (CSR). The Company has committed to align its CSR activities to the priorities of its neighborhood communities and the national priorities. CSR programs are spread across various thematic areas i.e., Education,

Sustainable Livelihoods, Health, Water & Sanitation, Women's Empowerment, Environment & Safety, Sports & Culture and Community Asset Creation including community development. This year a spent of ₹ 17.95 Cr. was made across various CSR programs. Our Initiatives reached out to 123 villages in 4 districts of Chhattisgarh touching the lives of 2.03 Lac people.

• EDUCATION

Connect

The project focuses on improving the learning environment in nearby government schools by creating an enabling environment with a focus on improving Student's Grades, providing them support through regular & remedial classes, co-curricular engagements, and career guidance. During the year the program extended its focus on 6th to 8th grades to enhance Foundational Literacy and Numeracy (6th to 8th) and need based classes for 9th to 12th grades in subjects like Science, English, Mathematics and Accountancy.

During the year, 2,550 students benefitted through regular and remedial classes in 6 Govt. schools & 3 Remedial centers for 6th – 12th class. Launched Hands-On Science & Maths experiment Kits & Study Material (21 Types of Workbooks) & to help 1200+ students refer beyond textbooks and assess their own progress in learning. National Education Day marked the First ever Book Festival for government schools, (650+ book titles & 3500+ participants) & held series of Reading Melas. Additionally, organized a Mega Science & Maths exhibition to promote activity-based learning, a Winter camp for board preparation and a series of Career Counselling sessions to guide students towards making informed academic and career-oriented decisions. 54 dropout students identified and re-enrolled in schools for open examination & skilling. Also, to build a more conducive environment of learning, capacity building training was organized for Govt. teachers on Teaching Pedagogy and practical based models.

Nand Ghar

An initiative undertaken by Vedanta under the Anil Agarwal Foundation, in collaboration with the Ministry of Women and Child Development (MoWCD), aims to improve pre-school education by imparting best-in-class curriculum through interactive learning BALA (Building as Learning Aid) paintings and digital learning. Thus, helping the children to develop their cognitive abilities by improving the level of pre-primary education. The state-of-the-art Anganwadi model, equipped with televisions for e-learning, safe drinking water, and clean toilets, has marked improvements in attendance, learning abilities, and school readiness among children.

During the year, 33 Nand Ghars spread over the district of Korba in Chhattisgarh benefitted 4,007 children & mothers. 800+ children availed pre-school education, i.e. Up to 60% increase in participation was observed at Nandghars with enhanced engagement & learning activities. Held series of capacity building workshops for Anganwadi workers & helpers on Early Childhood Care & Education (ECCE). Nandghars also became the epicentres for Maternal & Child health, conducted health screening to identify the status of Malnourishment, addressed 203 identified malnourished children addressed through PD Hearth sessions, THR trainings, meetings with parents etc. 54% children observed improvement in their health status. Created Kitchen Gardens for nutritious meal intakes, conducted health talks on seasonal diseases to enhance overall health environment & importance of nutrition. Promoted linkage with various government schemes and developed community ownership by leveraging government convergences & community contribution amounting to ₹ 1.79 Lacs.

● **SUSTAINABLE LIVELIHOODS**

Mor Jal Mor Maati

The project focuses on enhancing water security & efficiency through surface water management & irrigation facilities along with farm-based livelihood opportunities through advanced agricultural practices & mechanization. It also emphasizes livelihood diversification through livestock development, horticulture, crop diversification, etc. ensuring income generation round the year. The program is also institutionalizing farming practices by business model development of Farmer Producer Organization (FPO) - Korba Krushak Unnayan Producer Company Limited (KKUPCL) for Sustainable Business Development.

The project expanded its reach to 7,368 Farmers and cumulatively brought 790+ acres of land under secured irrigation, expanding reach from 32 to 40 villages. Farmers were supported in different activities like promotion of modern farming techniques, crop & livelihood diversification, water security and FPO development. Farmers were capacitated through training programs on modern cropping methods and provided with input support of seeds, manure, fencing, soil testing and periodic technical support in the field. As a result, 60% of farmers adopted modern agriculture techniques like Systematic rice intensification (SRI), Trellis & Organic farming, Climate resilient cropping etc. Project interventions helped farmers in getting 1.25-1.50 times increase in production hence led to an average increase in income by 50% and reduction in cost of cultivation by 25-30%. Climate resilient cropping like Groundnut, Black Gram and Scented rice introduced as innovation in the regional landscape to reduce the dependency of farmers on rainfall. Use of SIT (System of

Insect Traps) completely replaced chemical pesticides, ensuring eco-friendly farming.

Innovations at Vedanta Agriculture Resource Centre (VARC) range from Bee Farming Unit, 2 Hi-tech Nurseries to Exotic fruit plantations, effective outcomes to lead further replication in this topography.

Engaged 23% of the farmers in Livelihood Diversification activities like Lac Cultivation, Livestock development (Poultry, Goat rearing, Pisciculture) and Horticulture. Established 2 Livestock Development Centres (LDC's) providing farmers with free treatment & Medicine support, information on preventive health care practices, vaccination schedules, disease management and overall animal welfare benefitting over 1000+ farmers, 2500+ cattle. Emphasis given to breed improvement with 143 Artificial Insemination (AIs) and Animal health camps. Trained & supported 300 new farmers in the region for lac cultivation (Non-Timber Forest Produce) taking the total count to 800+ farmers, generating an additional income ~INR 50K each farmer. 250 Wadi (Fruit Orchards) is under development as a long-term sustainable livelihood generation plan on 125 acres of barren land.

28 water structures (25 farm pond, 2 lining ponds, 1 community pond) are created generating cumulative water storage capacity of 38,726 CuM. Supported over 160 Farmers with 70 micro irrigation systems and 47 lift irrigation systems enhancing water conservation, improving irrigation efficiency, and boosting agricultural productivity. Water conservation efforts over the years has cumulatively increased the water security & recharge and is promoting multiple cropping in the region. 2000 Farmers in the Rabi season have sown a second crop (Wheat, Groundnut, black gram, Mustard & Vegetable cultivation) leading to promotion of multi-cropping in the region.

Project was able to converge and leverage a total of ₹ 13.8 lacs through various Govt departments like Chhattisgarh Rajya Beej and Krishi Vikas Nigam limited and ₹ 61.84 lacs through community contribution in activities like construction of farm ponds, community ponds, poultry & goat sheds, vermicomposting units, solar insect traps, irrigation equipment's, etc.

Vedanta Skill School

The project focuses on imparting vocational training to rural youth, dropouts, and the unemployed population of Chhattisgarh with a special focus on our operational areas and links them with gainful employment opportunities. During the year, 1,414 youth trained in 3 skilling centres running in Korba, Kawardha & Surguja out of which 78% secured placements or engaged in entrepreneurial pursuits. Placements in 45 reputed organizations like Foxconn,

Crompton, Adani, Volvo Eicher, Tata Mobile Manufacturing etc. across 11 states with an average Annual CTC of ~₹ 1.4 Lac - ₹ 2.16 Lac.

The center embraced its commitment to gender equality as evidenced by the training of 72% females as well as its focus on empowering marginalized communities, with 56% of trainees coming from the SC/ST category. The centre maintained its reach across Chhattisgarh with youth coming from 22 different districts of the state this year.

Out of 52 batches, 17 batches trained in convergence with government and private partners like Pradhan Mantri Kaushal Vikas Yojana (PMKVY), Mukhya Mantri Kaushal Vikas Yojna (MMKVY), Skill India Impact Bond (SIIB) & Generation India (Organic). The center also facilitated Recognition or Prior Learning (RPL) opportunities under the Pradhan Mantri Vishwakarma Yojana (PMVKY). These collaborations have optimized resources, resulting in enhanced outcomes & livelihood opportunities.

The centre also focuses on enhancement of other soft skills development with establishment of 4 Youth clubs (Sports, Environment, Cultural & Vocarium), Routine industrial exposure visits & interaction such as with Indigo for hospitality opportunities in Aviation etc. Fire & Road safety trainings, Menstrual Health sessions, Mentorship sessions by employee volunteers, Alumni connect and Group activities on Saturdays for overall development.

During the year, Solar PV technician trade attained 5-star Rating from the Skill Management & Accreditation of Training Centers (SMART) program by National Skill Development Council (NSDC) and Sector Skill Council (SSC) under Ministry of Skill development and Government of India underscores the institution's commitment to excellence.

● **HEALTH, WATER AND SANITATION**

Arogya

The project is a comprehensive health initiative providing quality Primary health care services, both preventive and curative through Rural Health Posts, Maternal & Child Health with special focus on reduction of malnourishment & anemia, awareness campaigns on HIV, TB and De-addiction. During the year, the program reached out to 59,405 people through curative and preventive healthcare services.

Three Rural Health Post at Chuhiya, Parsabhatha and Chotia provided OPD services to 5,140 people. Additionally, organized 24 Health outreach Camps in remote villages, providing accessible healthcare services to 1,185 beneficiaries.

As part of the Maternal and Child Health initiative, 3,374 children (0-5 years) were screened across 65 Anganwadis

in 45 villages. Among them, 915 were identified as malnourished children and received interventions—412 Children addressed through PD hearth sessions, 18 through NRC referral and 485 through home visits. Cumulatively all 915 children showed health improvement with 57% of them moving to completely normal health status. Additionally, for reduction of anemia in the area, conducted Anaemia screenings in 45 areas. 2,231 women including pregnant & lactating mothers were screened; 778 were identified as anaemic. Provided them with targeted counselling, emphasizing on diet diversity, promoting the use of iron-and micronutrient-rich foods prepared with locally available ingredients. HB Levels improved in 74% women indicating a positive trend.

Celebration of Safe Motherhood Day, Poshan Maah recognized 'Champion Mothers', first ever partners training & launched 'Poshan Talks' – health series on YouTube. Breast feeding week & Observing Cancer Awareness month, Congenital Heart camp has further provided a holistic improvement in areas of Maternal health, collectively benefitting over 5000 mothers.

Generated awareness on HIV to over 2,400 high-risk behavior groups like Truckers and migrant workers. Over 26,000 people sensitized through a weeklong mass awareness campaign on World AIDS Day. Focused on youth held awareness sessions in 100% i.e. 35 Government high & higher secondary in Korba block. Additionally, Life skills training capacitated 60 Youth as changemakers on HIV/AIDS Awareness for promoting peer-based learnings, further led 'Yuva Chaupals' reaching out to 1300+ youth in High-risk areas. For a collective action on the matter, also organized HIV Dissemination Workshop chaired by CMHO, Korba district. The workshop provided a platform for synergic action to arrive at a robust plan for decreasing the number of HIV cases & increasing testing on reducing HIV. Over 90 Govt. & private stakeholders participated.

TB Awareness – Capacitated 97 Frontline workers from local health bodies (Mahila Arogya Samitis & Village Health and Sanitation Committee) and raised awareness to over 900 community members on TB awareness, identification, causes, contact tracing & improving testing etc. Proper nutrition plays a crucial role in supporting the treatment and recovery of individuals with tuberculosis (TB). Hence to ensure a proper dietary intake & nutrition we implemented Nikshay Mitra initiative in collaboration with District Medical & Health department by financially supporting the diet of 100% TB patients viz 33 TB patients across 56 villages neighboring BALCO through employee volunteerism for 6 months. 90% of supported patients have now recovered, the rest under treatment are positive towards recovery.

10 Deaddiction camps held in schools & communities sensitized over 1,100 youth in schools & communities on

Drug Deaddiction, as a result 20 action groups comprising local health bodies (Mahila Arogya Samiti & Village Health, Sanitation & Nutrition Committee) and SHGs have been formed towards building Nasha-Mukt (Addiction Free) community. Converged efforts with local health bodies in communities) covering 600 PRI members & local health workers.

Mobile Health Van

The Mobile Health Van (MHV) is structured to provide Healthcare at the doorstep of the ailing. The 2 MHV's are serving our nearby 70 communities through fortnightly visits and addresses the problems of inaccessibility, inability to afford and non-availability of basic essential primary health care in communities.

During the year, 22,952 people availed health care services through MHVs including specialized physiotherapy & gynecology services. 6 Multispecialty Mega health camps (Orthopedics, Dental, Eye, ENT, Pediatrics, Gynecologist, Physiotherapist, Blood & Sugar etc.) and 3 Mega camps were held in Barra Mines region. 100+ Seasonal Awareness camps were organized in Communities, schools & Nandghars, sensitizing people on Cancer, Vaccination, Malaria, TB and other matters of health and hygiene. Community based health Volunteers (CBV) training capacitated over 100 volunteers for health outreach. 40+ people provided with need based assistive devices like Walking Sticks, Tripods, Wheelchair and Eye-Glasses etc.

Nayi Kiran (Menstrual Health Management)

The project focuses on Sensitizing & capacitating communities on Menstrual Health Management (MHM), Sustainable Menstrual Health & hygiene practices and informed product choices to ensure safe reproductive health. During the year, project sensitized 74,605 community members through awareness generation and capacity building activities and have strengthened its roots across Korba district.

Towards promoting MHM Friendly environment at schools, MHM Awareness sessions were held at 106 Govt middle, secondary & Higher secondary schools of Korba District (50% coverage at Sec & High Sec. Schools of Korba District) sensitizing 18,000+ Adolescents, on the subject matter. 70+ Teachers across district capacitated as 'MHM Sathis' for enabling MHM-friendly environment at schools viz. advocating for dignified infrastructure, disposal facilities & fostering supportive environment to improve experiences of Menarche, address frequent absenteeism leading to dropout, promote gender equality and delegate information regarding the safe menstrual practices.

Promoting inclusivity, Special needs MHM sessions held with over 100+ specially abled Adolescents & caregivers

at Divya Jyoti School, only government school in Korba for differently abled & Reusable cloth pad stitching workshop for providing safe menstrual health management alternatives, reducing dependency, and fostering inclusivity.

Promoting Sustainable solutions, created awareness on informed choice & sustainable solutions like Reusable cloth pads, for providing safe, accessible, affordable & environment friendly menstrual health management alternatives to rural & tribal communities towards a sustained adoption of hygienic practice and ending the challenges of period poverty. 'Stitch My own Pad Campaign' capacitated over 3,900 women, adolescent girls, teachers & health workers on stitching & hygienic use of Reusable cloth pads.

Community Cleanliness & hygiene, the year witnessed a combined approach towards ensuring sensitization on Sanitation & community cleanliness along with Menstrual hygiene for an overall healthy environment in communities. Over 5,000, adolescents sensitized on Menstrual Health & hygiene, Community Cleanliness & Sanitation, and Deaddiction awareness. To bring about a sustained behavioral change, trained 150 Frontline workers (Anganwadi workers & ASHA) across the district as Master trainers- Torchbearers cum leaders of change in the community. These frontline workers have further sensitized 6000+ adolescent girls & women, fostering the change at grassroot levels.

Celebrating Periods, MHM week celebrated with communities to acknowledge the acceptance of the subject matter, organized revolutionary campaign on creation of MHM friendly spaces - Medical Shops & Clinics taking the pledge to openly embrace menstrual conversations and transparent packaging, Ratri Chaupal (Film Screening on MHM), Saas bahu - Maa Beti Sammelan (learning with games) Rallies breaking the silence, poster & period bracelet making & Wall paintings etc. are a testament to the resilient communities on Menstruation.

BALCO Medical Centre

BALCO Medical Centre envisages a society where people are free from the menace of cancer. The BALCO Medical Centre (BMC), a 170-bed tertiary oncology facility - a flagship initiative of the Vedanta Medical Research Foundation (VMRF). Aims to bring ultra-modern, multi-modality diagnostic and therapeutic facilities within easy reach of India's population at an affordable cost. It is in Naya Raipur, Chhattisgarh, and patients from different parts of the country visit the centre.

During the year, 15000+ people availed healthcare services from the hospital. BMC served in remote regions through Health screenings, camps, health talks and diagnostic services, going above and beyond. 2,690 surgeries, 15,538 chemotherapy sessions, 1,705 radiation therapies and 100+

Bone Marrow Transplants. Launched HPV Vaccination Drive on Cervical Cancer Elimination Day of Action. Expanded the Bone Marrow Transplantation unit from 2 to 5 beds. More than 75 Screening Camps & Health Talks in remote areas of Central India through Mobile Cancer Detection Van.

WOMEN'S EMPOWERMENT

Unnati

The project focuses on strengthening women into Self Help Groups (SHGs) and develop their capacities and skills for entrepreneurship and sustainable livelihoods. During the year, 14 new SHGs (Self Help Groups) formed with 146 women, taking total to 535 SHGs involving 5,810 women with 2,110 women economically engaged. The cumulative SHG savings was ₹ 1.2 Cr, signifying financial resilience and independence. 90% of SHGs reported regularity in meetings and the average inter loaning increased among 98% of SHG groups.

7 established Microenterprises- UnaTex (Textile), Dekoratti (Art & Craft), Chhattisa (Food items), UnaTea (Tea Unit), Cleanaila (Cleaning Products), UnNaree (Sanitary Pads), and Mushroom Unit have now listed their product range on online market platforms like Amazon, Flipkart, India mart & WhatsApp Business expanding reach to over 18 states. Providing SHG's a broader avenue of entrepreneurial opportunities, over 4,000 women have been trained under these 7 established Microenterprises. Established Microenterprise led business avenues like Unnati Café on Wheels, Food Truck serving delicious lunch & quick snacks made by SHG women operational in BALCO plant. 'Unnati Chaupal' a vibrant food court run by SHG women Located in the BALCO Township and UnaTea led "Chai Bihan", refreshment shop at collectorate. A revenue of ₹ 10.84 Lacs has been generated through these Microenterprises.

Established Apex level body, "Unnatti Maha Sangh" a registered body under Chhattisgarh Societies Registration Act, 1979 established with the purpose of business consolidation and operational ownership development within the women members. The society has a governing board comprising 21 members and a general body with more than 2,500 members.

Additionally, 9 exposure visits have been organised, providing over 70 women with valuable insights into product development, sales, and marketing strategies, thereby honing their entrepreneurial acumen. Moreover, Unnati products have been showcased at prestigious platforms Pali Mahotsav, Delhi Haat, Investors meet Jharsuguda etc. highlighting the recognition garnered by its products.

81 Nano enterprises were also supported to promote entrepreneurship & strengthen women run small businesses

viz. Tiffin service, Fancy store, Cosmetic, Stitching etc. run by 118 SHG women. Aiding an average additional income of ~₹ 3,500 per women per month.

On International Women's Day "Unnati Utsav" celebrated with 1500+ community women, girls, and employees on the theme 'Accelerating Action', Appreciated by Guest of honor Ms. Sanju Devi Rajput (Mayor, Nagar Nigam Korba); Women linked with various Micro & Nano enterprises also got the opportunity to showcase their entrepreneurship skills at 'Unnati Mela' with 15 women run stalls. Women also participated in various sports & immersive team building activities & cultural performances. 16 zealous community members were recognized and felicitated for their contribution towards development of the women, bringing social change for the benefit of all.

COMMUNITY ASSETS CREATION

Community Infrastructure Development

Infrastructure development in the communities provides an opportunity to improve their quality of life. The intervention aims at addressing the infrastructural gaps in the socio-economic development of the communities with upgradation of the existing facilities. The activities of this year included Renovation of 6 Schools & 4 Anganwadi's, Construction of 3000+ Meter Cement Concrete Road, 13 Community toilets, 4 community stages, 4 children's Park and 1 Community Hall cumulatively benefiting 7000+ community people.

EMPLOYEE ENGAGEMENT

At BALCO the socio-economic development of the community is of paramount importance. We are dedicated towards empowering the local community and establishing a connect between the community members and employees to establish a relationship based on 'trust'. The employee engagement initiatives act as a bridge to achieve this connect. During the year, 489 employees and 133 Business Partners volunteered, contributing 390+ manhours, cumulatively for activities like:

- **Wish Tree Initiative** - gifts to the kids of the nearby communities, fulfilling their wishes.
- **Value Added Modules** - Taking soft skill building sessions in Vedanta Skill School.
- **Blood Donation Drive** - Highest single day contribution at district level.
- **Let's Do Ropai** - Sowing in the fields of farmers for transplantaion of paddy.
- **Aawa Phalli Lagawa** - Sowing peanuts in fields of farmers for additional income generation.

- **Rejuvenation Drive** - Community Pond rejuvenation drive at Jambahar village.
- **Cleanliness Drive** - Joining hands for cleaning water body site at Parsakhola village.
- **Science Mitras** - Mentored students from govt. schools for preparing science models.
- **Nikshay Mitra** - Financial support for six months for Nutritious Diet to TB patients
- **Shiksha Sahayogi** - Financial support provided for re-enrolment of Drop out children.
- **Able Minds Able Hearts** - Connecting with especially abled through Art & storytelling.
- **Support Green Periods** - Supporting girls/ women with Stitched Reusable cloth pads.
- **Birthday's at Nandghar** - Celebrating birthdays or special days with Nandghars.
- **Book Donation Drive** - Reusing books, sharing books with community children.
- **Mission Green** - Seed ball making & Plantation drive at Nandghar.

• **SAFETY**

In order to promote safety in communities, 80 safety trainings on Road, Fire & Home safety and various Safety campaigns were organized reaching out to 2,700+ community members & school children and students at Vedanta Skill School. Observed Road Safety Month & held first ever CPR trainings for Community based organizations.

• **ANIMAL WELFARE**

Animal welfare initiatives held in collaboration with District Veterinary department, included Reflective Collar drive for over 1,500 stray cows, enhancing their visibility for nighttime safety, minimizing accidents, and ensuring their well-being on roads and in communities, Vaccination & feeding drive of over 200 stray dogs towards making the community rabies free.

• **AWARDS**

During the year, CSR efforts were appreciated and recognized with 8 National & 2 State awards-

- ASSOCHAM's 3rd Menstrual Hygiene Management Conference & Awards 2024 for Project "Arogya" under the category 'Maximum Impact by CSR Initiative in Menstrual Hygiene - Corporate & PSUs'
- ASSOCHAM's 5th Edition of CSR & Sustainability Award 2023 for Project Mor Jal Mor Maati, Unnati &

Vedanta Skill School under the category 'Excellence in Providing Livelihood to Local Community.'

- First Runner-Up at 'The CSR Journal Excellence Awards' for Project "Unnati" in the category 'Women Empowerment and Child Welfare'.
- 'Healthcare CSR Changemakers Summits & Awards 2024' by Heal Foundation for Exceptional work in Menstrual Hygiene Management (MHM) by Project Nayi Kiran.
- Gold Award at the '8th CSR Health Impact Awards 2024' by Integrated Health & Wellbeing (IHW) for 'CSR Health Project- Large Corporate'.
- Winner at 'ASSOCHAM 3rd Healthcare Summit & Awards 2024'- 'Best CSR Excellence in Healthcare- Corporate'.
- Winner at 3rd Edition of 'BCC&I Social leadership & Conclave Awards 2024'- Category Education (Corporate)- 'Skilling Excellence' for Project Vedanta Skill School.
- 'Certificate of Appreciation' by 9th ICSI CSR Excellence Awards 2024, Institute of Company Secretaries of India (ICSI), Ministry of Corporate Affairs, Government of India.
- Recognition by Chhattisgarh Govt for highest single day blood donations at District- 250+ Blood Units collected.
- Recognition by Chhattisgarh Govt for Nikshay Mitra initiative (TB Mukta Bharat)- 33 TB patients in 56 areas supported.

(AC) ENTERPRISE RISK MANAGEMENT

The Risk Management Committee is responsible for overseeing the Company's risk management policies and framework. This Committee assists the Board of Directors in fulfilling its oversight responsibilities regarding the Company's risk appetite, risk management, and compliance framework. The Committee typically includes members with relevant experience and expertise and is led by the CEO along with the Risk Officer i.e., the Company Secretary of the Company. These members are formally nominated at the operating business level to develop a risk-management culture within the businesses.

Risks are identified and assessed using a Risk Matrix, which evaluates risks based on a 5x5 scale of impact and likelihood. Risks are categorized into six factors: Financial, Health, Safety, Environment, Legal and Regulatory, and Brand and Reputational. Risks are documented in a Risk Register and rated as Critical, Significant, Moderate, or Acceptable based on their scores. Mitigation measures

are mapped, and each risk has designated Risk Owners and Risk Managers who continuously monitor and address risks. The framework includes quarterly reviews by the Risk Management Committee and is presented before the Audit Committee half-yearly.

In the opinion of the Board, none of the risks faced by the Company threaten its existence.

(AD) MATERIAL CHANGES AND COMMITMENTS AFFECTING FINANCIAL POSITION AND CHANGE IN NATURE OF BUSINESS

There have been no material change(s) and commitment(s), except elsewhere stated in this report, affecting the financial position of the Company between the end of the financial year of the Company i.e., March 31, 2025, and the date of this Report. There has been no change in the nature of business of the Company during the financial year ended on March 31, 2025.

(AE) SUBSIDIARIES, ASSOCIATES AND JOINT VENTURE COMPANIES

The Company does not have any Subsidiary, Associate and Joint Venture Company.

(AF) DIFFERENCE BETWEEN AMOUNT OF THE VALUATION DONE AT THE TIME OF ONE TIME SETTLEMENT AND THE VALUATION DONE WHILE TAKING LOAN FROM THE BANKS OR FINANCIAL INSTITUTIONS

There is no difference between amount of the valuation done at the time of one-time settlement and the valuation done while taking loan from the banks or financial institutions.

Dated: 22nd April 2025

(AG) OTHER DISCLOSURES

- There was no revision in the financial statements.
- There are no significant and material orders passed by the regulators or courts or tribunals impacting the going concern status and Company's operations in future.
- There were no frauds reported by the Auditors u/s 143(12) of the Companies Act, 2013.
- There were no applications made or any proceedings pending against the Company under the Insolvency and Bankruptcy Code, 2016 during the year.

(AH) APPRECIATIONS AND ACKNOWLEDGMENTS

Your Directors place on record their deep appreciation to employees at all levels for their hard work, dedication, and commitment. The enthusiasm and unstinting efforts of the employees have enabled the Company to remain an industry leader.

The Board of Directors would also like to express their sincere appreciation for the assistance and co-operation received from the financial institutions, banks, government and regulatory authorities, customers, vendors, members, and debenture holders during the year under review. Your Company looks upon them as partners in its progress and has shared with them the rewards of growth.

Your Directors also take this opportunity to thank all Shareholders, Clients, Vendors, Banks, Government and Regulatory Authorities for their continued support.

For and on behalf of the Board of Directors
Bharat Aluminim Company Limited

Sd/-
S. K. Roongta
DIN-00309302
Chairman

Sd/-
Rajesh Kumar
DIN-09586370
CEO & WTD

Annexure-A:

Annexure to Board’s Report

A. CONSERVATION OF ENERGY:

(1) Energy conservation measures taken:

- Various initiative taken, and trials conducted in Pot line to achieve the benchmarking parameter in pot lines.
 - Achieved lowest-ever net carbon consumption of 410.2 Kg/MT, improving from 412.9 Kg/MT in FY24, driving \$1.27 million savings.
 - Technical Fleet Optimisation System implemented reducing requirement of 5 forklift (1500 litre diesel consumption saving per month).
- HSES Measures:
 - Bake Oven FTP Emission: Improved from 39.69 mg/Nm³ in FY24 to 8.69 mg/Nm³ in FY25, with zero breakdowns in the ID fan in FY25.
 - GAP Stack Emission: Improved from 30 mg/Nm³ in FY24 to less than 17.03 mg/Nm³ in FY25.
 - Lowest-ever Sp. Water Consumption of 0.41 m³/MT in potline, surpassing the previous best of 0.51 m³/MT in FY24.
 - Lowest-ever Sp. Water Consumption of 20 m³/day in Cast-house, surpassing the previous best of 31 m³/day in FY24.
- Key Projects-
 - Achieved lowest-ever net carbon consumption of 410.2 Kg/MT, improving from 412.9 Kg/MT in FY24, driving \$1.27 million savings.
 - Upgraded Pot controller IT & communication system to GAMI GLM-VIII, enhancing system reliability without the need for OEM onsite presence.
 - Design Modification in Stub Holes of Anodes: Implemented to reduce power consumption in the Potline, saving ₹ 1.3 Cr/annum.
 - Anode Slot Height Increase: Increased from 237 mm to 260 mm to reduce power consumption in the Potline, saving ₹ 1.3 Cr/annum.
 - Butt Air Blowing Station: Installed to reduce shot blast dust generation by 30%.
 - Wire Rod Throughput Improvement: From 12.8 TPH to 14.5 TPH.

- PFA Throughput Improvement: From 11 TPH to 13.5 TPH.
- Metal Handling Capability for CH: Improved from 525 KTPA in FY24 to 542 KTPA in FY25.
- Installation of Rotary Furnace: This led to an 2% reduction in melt loss, 12% reduction in LSHS, and a 67% reduction in WIP.
- Installation and Commissioning of Automatic Mould Metal Level Control at 18.5 MT Casting station and Induction Furnace for Scrap Melting.
- Inhouse development of Band Saw - Plate Cutting Machine.
- Additional Investment
 - Installation of Rotary Furnace: This led to an 2% reduction in melt loss, 12% reduction in LSHS, and a 67% reduction in WIP.
 - Wire Rod Mill-1 Coiler Modification: Completed in Jul’24.
 - Butt Air Blowing Station: Installed to reduce shot blast dust generation by 30%.

(2) Energy conservation measures taken:

- Initiative taken in the Power Plant to achieve the benchmarking parameters:

135 MW unit 2 turbine rotor Renovation and Modernization for better cylinder efficiency & heat rate improvement. Various Initiative for improving energy efficiency like:

 - Air preheater basket replacement with advance profile to improve boiler efficiency by 0.3%,
 - U#3 and U#4 cooling tower fills replacement with improved profile which in turn reduces the turbine heat rate by 7.2 Kcal/KWh
 - Unit Heat rate improvement (39 kcal/kwh) in 1200 mw unit 3 & 4 after annual overhauling,
 - Installation of condenser online tube cleaning system to improve condenser cleanliness,
 - High pressure heater replacement in 135 MW units.
 - Compressed air dryer replacement from desiccant to refrigerant

- Digitalization in Power Plant for efficiency and operational improvement like:
 - Class App for tracking of truck TAT and material wise coal unloading.
 - OSPi & Pulse system for Boiler tube leakage prediction & parameter tracking.
 - Incorporation of online hotspot monitoring & Coal Conveyor belt monitoring system in Coal handling plant.
- Reduction in Specific Coal Consumption from 698 gms/KWHr to 694 gms/KWHr due to following initiatives:
 - U#3 & U#4 300 MW and U#4 135 MW Overhauling

- Condenser Tube Cleaning in U#3 & U#4 of CPP 600 Units.
- CT fills replacement in U#3 & U#4 of CPP 600 Units.
- APH Basket & Seal Replacement with improved design in CPP 600 U#3.
- APH Basket replacement in CPP 540 U#4.

(3) Recognition and system implementation for energy Improvements

- BALCO wins National energy leader award by CII at Energy excellence summit.
- BALCO bags the Best Total Quality Management (TQM) Organization Award.

(4) Disclosure of particulars with respect to conservation of energy

(in Cr.)			
Particular	Unit	2024-25	2023-24
1 Hot Metal			
i Electricity	Kwh/MT	13,657	13,627
2 Propenzi Rod (Including Alloy Rods)			
i Electricity	Kwh/MT	131	138
ii Furnance Oil	Ltr/MT	4	5
3 Ingots			
i Electricity	Kwh/MT	40	38
ii Furnance Oil	Ltr/MT	8	9
4 Rolled Product			
i Electricity	Kwh/MT	1,328	1,281
ii Furnance Oil	Ltr/MT	141	135

Excludes capitalised quantity

(in Cr.)			
Particular	Unit	2024-25	2023-24
1 Electricity: Own Generation			
Units	M. KWH	10,996	10,656
Total Amount	₹ in Crs	3,277	3,777
Average Rate	₹ /KWH	3	4
2 Coal (Used in Boiler House)			
Quantity	MT	85,93,762	80,90,147
Total Amount	₹ in Crs	2,438	2,876
Average Rate	₹ /MT	2,836	3,555
3 Furnace Oil & Light Diesel Oil			
Quantity	KL	24,492	26,330
Total Amount	₹ in Crs	149	143
Average Rate	₹ /KL	60,842	54,271

Excludes capitalised quantity

B. TECHNOLOGY ABSORPTION - FORM B

(1) Research and Development (R&D):

- Specific areas in which R&D carried out by the Company:
 - BALCO has implemented its indigenous RCC relining method for 49 pots by FY25, saving 6 Kwhr/MT, and plans to extend it in all pots in FY26 for further savings.
 - BALCO has initiated a full copper collector bar design trial in one pot, aiming for future lowest power consumption for that pot.
 - Anode design modification to reduce the power consumption in potline so that we can improve our current efficiency.
 - Installing an air blower machine to reduce shot blast dust generation by 30%.

Customer & New Product development:

- Successfully developed new product EC Grade Aluminium Wire Rods, engineered for fine wire drawing up to 0.1mm, catering to critical applications in fine winding segments.
- Successful homologation of AISi with M/s. Tata Steel Khopoli.
- Produced Cu-doped primary foundry alloys for cylinder head applications for M/s. Craftsman Automation for the first time.
- Achieved first-time export supply of AISi T-ingot from BALCO to Duferco, Africa (25 MT) and Abul Khair, Bangladesh (50 MT).
- Successfully established T4 alloy rods in Domestic market (Sales volume - 13 KT FY25 Vs 10.8 KT FY24)
- Increased PFA market penetration to 4W segment by establishing quality with SSWL, Maxion Wheels, Uno Minda and Maruti.
- Successfully produced RP 5XXX alloys for Defense, maritime and silos applications, achieving a higher NEP.
- Developed AA 1070 rolled products with high structural integrity for nitric acid storage applications for M/s. John Galt International, with a higher NEP.

- Successfully created AA3105 rolled products for fan blades for M/s. Orient Electric.
- Successfully developed AA3003 circles for cookware application for M/s. Hawkins.
- Successfully developed O-tempered rolled products for LED lamp cap applications for M/s. Sun LED.
- Successfully developed a new RP sheet product with PVC film coating.
- Completed the first stage qualification with M/s. Ola Electric for the supply of battery busbars.

Digitization:

- Coal Quality Reconciliation: Automating the process to ensure the quality of received coal matches the paid grade, enabling accurate tracking of debit and credit notes generated from coal suppliers.
- Coal Control Tower: Monitoring inbound coal receipts and providing real-time tracking of coal vehicles.

Benefits derived as result of R&D

- BALCO has implemented its indigenous RCC relining method for 49 pots by FY25, saving 6 KWHr/MT
- Implementation of Anode coating results in reduction of Carbon consumption 3 kg/mt.

Future plan of action

Power:

- 135 MW units (#1,#3,#4) turbine rotor Renovation and Modernization.
- Longterm sourcing of renewable power ~200 MW on round the clock (RTC) basis for our smelter requirement.
- 400 KV GIS upgradation.
- Retrofitting of Honeywell DCS 540MW for Plant reliable operation.
- Infrastructure development for transporting ash through rack.

- Additional Cooling tower installation in 540 MW plant to improve cycle efficiency.
- HPH replacement in U#1 540 MW for improvement in plant performance.

Metal:

- New Generation compressor CAPEX approved at all levels & Ordering in process.
- Purchase order has been given to EESL by BALCO & same has been escalated to Third party. Final Purchase order from third party yet to be received.
- Total 49 pots have been installed in BALCO to reduce the Specific power consumption.

C. EXPENDITURE ON RESEARCH AND DEVELOPMENT (R&D)

Particulars			₹ in Crores	
			FY 25	FY 24
Capital Expenditure			-	-
Recurring Expenses			2.13	3.78
Total Expenditure			2.13	3.78
R&D Expenditure as a % of total turnover			0.01%	0.03%

D. TECHNOLOGY ABSORPTION, ADAPTATION, AND INNOVATION

- Efforts made for technology absorption.
 - 135 units HIP turbine blades replacement with improved profile for better efficiency.
 - RO plan for treatment of cooling tower blowdown water to recycle the same.
 - Condenser online tube cleaning system installation for performance optimization.
- In case of imported technology (imported during the last three years reckoned from the beginning of the financial year): Not applicable.

E. FOREIGN EXCHANGE EARNINGS AND OUTGO

Activities relating to exports; initiatives taken to increase exports; development of new export markets for products and services and export plans:

The initiatives taken by the Company in product development / production of new products have improved the export potential of the Company's products.

Total foreign exchange used and earned during FY 2024-25 is as below:

Foreign exchange earnings: ₹ 973 Cr.

Foreign exchange outflow: ₹ 4,033 Cr.

For and on behalf of the Board of Directors
Bharat Aluminim Company Limited

Sd/-
S. K. Roongta
DIN-00309302
Chairman

Sd/-
Rajesh Kumar
DIN-09586370
CEO & WTD

Dated: 22nd April 2025

Annexure-B:

SECRETARIAL AUDIT REPORT

FOR THE FINANCIAL YEAR ENDED 31st MARCH, 2025

[Pursuant to Section 204(1) of the Companies Act, 2013 and Rule No. 9 of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014]

To,
The Board of Directors,
BHARAT ALUMINIUM CO LTD
(CIN: U74899DL1965PLC004518)
Aluminium Sadan Core–6,
Scope Office Complex 7,
Lodhi Road, New Delhi-110003

Dear Sir/Ma’am(s),

We have conducted the secretarial audit of the compliance of applicable statutory provisions and the adherence to good corporate practices by **Bharat Aluminium Co Ltd** (hereinafter called the **"Company"**). Secretarial Audit was conducted in a manner that provided us a reasonable basis for evaluating the corporate conduct/statutory compliances and expressing our opinion thereon.

Based on our verification of the Company’s books, papers, minute books, forms and returns filed and other records maintained by the Company and also the information provided by the Company, its officers, agents and authorized representatives during the conduct of Secretarial audit, we hereby report that in our opinion, the Company has, during the audit period covering the financial year ended 31st March, 2025 (**"Audit Period"**) complied with the statutory provisions listed hereunder and also that the Company has proper Board processes and compliance mechanism in place to the extent, in the manner and subject to the reporting made hereinafter:

We have examined the books, papers, minute books, forms and returns filed and other records maintained by the Company for the financial year ended 31st March, 2025 according to the provisions of:

- (i) The Companies Act, 2013 (the **"Act"**) and the rules made thereunder;
- (ii) The Depositories Act, 1996 and the Regulations and Bye-laws framed thereunder;
- (iii) The Foreign Exchange Management Act, 1999 and the rules and regulations made thereunder to the extent of Foreign Direct Investment, Overseas Direct Investment and External Commercial Borrowings, wherever applicable;

We have also examined compliance with the applicable clauses of the Secretarial Standard on Meetings of the Board of Directors (SS-1) and Secretarial Standard on General Meetings (SS-2) issued by the Institute of Company Secretaries of India, which the Company has generally complied with.

During the audit period, we are of the opinion that the Company has complied with the provisions of the Act, Rules, Regulations and Guidelines to the extent applicable.

- iv) The Company is engaged in the business of manufacturing and supply of high-quality aluminum. As informed by the Management, following Laws are being specifically applicable to the Company:

- i. The Mines Act, 1952 and Rules made thereunder;
- ii. The Mines and Minerals (Development and Regulation) Act, 1957 and the Rules made thereunder;
- iii. The Electricity Act, 2003 and rules and regulations made thereunder.

On our test-check basis, we are of the view that the Company has ensured the compliance of laws specifically applicable on it.

We further report that the Board of Directors of the Company is duly constituted with proper balance of Executive Directors, Non-Executive Directors and Independent Directors including woman director. Further, the changes in the Board of directors that took place during the audit period were carried out in compliance with the provisions of the Act.

Adequate and proper notices were given to all Directors to schedule the Board Meetings, Committee meetings, agenda and detailed notes on agenda were sent in advance other than those meetings which were held on shorter notice, and a system exists for seeking and obtaining further information and clarifications on the agenda items before the meeting and for meaningful participation at the meeting.

Board decisions were carried out with requisite majority and therefore, no dissenting views were required to be captured and recorded as part of the minutes.

We further report that there are systems and processes in the Company commensurate with the size and operations of the Company to monitor and ensure compliance with applicable laws, rules, regulations and guidelines.

We further report that during the audit period:

- the Board of Directors of the Company and members of the Company at their meeting held on August 05, 2024 and September 09, 2024 respectively approved the proposal for increase in the borrowing limits of the

Company from INR 7,000 Crores to INR 8,000 crores under Section 180 (1)(c) of the Companies Act, 2013; &

- the Board of Directors of the Company and members of the Company at their meeting held on August 05, 2024 and September 09, 2024 respectively approved the proposal for creation of charges on the movable and/or immovable assets of the Company, both present and future, under Section 180(1)(a) of the Companies Act, 2013 in respect of borrowings of the Company.

For Sanjay Grover & Associates
Company Secretaries

Firm Registration No.: P2001DE052900
Peer Review Certificate No.: 6311/2024

Sd/-
Dr. Navrang Saini
Partner
New Delhi
April 22, 2025

M. No.: FCS 2122/ CP No. 27228
UDIN: F002122G000169861

Annexure-A to the Secretarial Audit Report

To,
The Board of Directors,
BHARAT ALUMINIUM CO LTD
(CIN: U74899DL1965PLC004518)
Aluminium Sadan Core-6,
Scope Office Complex 7,
Lodhi Road, New Delhi-110003

Our Report of even date is to be read along with this letter.

- a) Maintenance of secretarial records is the responsibility of the management of the Company. Our responsibility is to express an opinion on these secretarial records based on our review.
- b) We have followed the review practices and processes as appropriate to obtain reasonable assurance about the correctness of the contents of the secretarial records. The verification was done on a test basis to ensure that correct facts are reflected in the secretarial records. We believe that the processes and practices, we followed, provide a reasonable basis for our opinion.
- c) We have not verified the correctness and appropriateness of the financial statements of the Company.
- d) Wherever required, we have obtained the management representation about the compliances of laws, rules and regulations and happening of events etc.
- e) The compliance of the provisions of the corporate and other applicable laws, rules, regulations, and standards is the responsibility of the management. Our examination was limited to the verification of procedures on a test basis.
- f) The Secretarial Audit Report is neither an assurance as to the future viability of the Company nor of the efficiency or effectiveness with which the management has conducted the affairs of the Company.

For Sanjay Grover & Associates
Company Secretaries

Firm Registration No.: P2001DE052900
Peer Review Certificate No.: 6311/2024

Sd/-
Dr. Navrang Saini
Partner
New Delhi
April 22, 2025
M. No.: FCS 2122/ CP No. 27228
UDIN: F002122G000169861

ANNEXURE-C

Annual Report on Corporate Social Responsibility Activities

1. Brief Outline on the CSR Policy of the Company:

Bharat Aluminium Company Limited firmly believes in the coexistence of business and communities and is committed to the development of an eco-system of prosperity in the society around operations. As a responsible corporate citizen, we aim "To empower and support communities specially neighbourhood communities in achieving greater economic and social well-being". As part of our CSR policy, we believe in partnering with government agencies, development organisations, corporates, civil societies & community-based organisations to implement long term sustainable initiatives. We also believe that our employees have the potential to contribute towards building strong communities through sharing their knowledge and

expertise. Hence, we proactively create opportunities whereby employees can also connect and contribute.

The Company complies with Section 135 of the Companies Act, 2013 and the approach is focused on long-term programmes aligned with community needs and national priorities, including Sustainable Development goals. At Bharat Aluminium Co Ltd. ("**BALCO**" or the "**Company**") business success is not just about profits and shareholder returns. We believe in pursuing wider socioeconomic and cultural objectives and have always endeavoured to not just live up to it, but to try and exceed the expectations of the communities in which we operate.

The detailed CSR Policy of the Company is available on Company's website at: [Corporate Social Responsibility Policy](#).

2. The composition of CSR Committee is as under:

Sl. No.	Name of Director	Designation/ Nature of Directorship	Number of meetings of CSR Committee held during the year	Number of meetings of CSR Committee held during the year
1	Mr. S. K. Roongta	Chairman, Independent Director	02	02
2	Mr. Rajesh Kumar	Member, CEO & Whole Time Director	02	02
3	Ms. Nirupama Kotru	Member, Government Nominee Director	02	01
4	Mr. A. K. Mittal	Member, Independent Director	02	02

3. Provide the web-link where Composition of CSR Committee, CSR Policy and CSR projects approved by the Board are disclosed on the website of the Company:

Composition of CSR Committee	https://www.balcoindia.com/about-us/balco-team/composition-of-committees-of-board/
CSR Policy	<a href="https://d2z119uefzbzxd.cloudfront.net/wp-content/uploads/2023/03/CSR_Policy_19<sup>th</sup>_May_2021.pdf">https://d2z119uefzbzxd.cloudfront.net/wp-content/uploads/2023/03/CSR_Policy_19th_May_2021.pdf
CSR projects approved by Board	https://www.balcoindia.com/csr/annual-action-plan/

4. Provide the executive summary along with web-link(s) of Impact assessment of CSR projects carried out in pursuance of sub-rule (3) of rule 8 of the Companies if applicable - NA

5. (a) Average net profit of the Company as per sub-section (5) of section 135: ₹ 1,833 Cr
- (b) Two percent of average net profit of the Company as per sub-section (5) of section 135: ₹ 36.66 Cr

- (c) Surplus arising out of the CSR Projects or programmes or activities of the previous financial years: **NIL**
- (d) Amount required to be set-off for the financial year, if any: ₹ 36.66 Cr.
- (e) Total CSR obligation for the financial year [(b)+(c)-(d)]: **NIL**

6. (a) Amount spent on CSR Projects (both Ongoing Project & other than Ongoing Project): ₹ 17.60 Cr

- (b) Amount spent in Administrative Overheads: ₹ 0.35 Cr
- (c) Amount spent on Impact Assessment, if applicable: NIL
- (d) Total amount spent for the Financial Year [(a)+(b)+(c)]: ₹ 17.95 Cr
- (e) CSR amount spent or unspent for the Financial Year:

Total Amount Spent for the Financial Year (in ₹)	Amount Unspent (in ₹)				
	Total Amount transferred to Unspent CSR Account as per subsection (6) of section 135		Amount transferred to any fund specified under Schedule VII as per second proviso to sub-section (5) of section 135		
	Amount	Date of transfer	Name of the Fund	Amount	Date of transfer
17.95 Cr	NIL	NIL	NIL	NIL	NIL

- (f) Excess amount for set-off, if any

Sl. No.	Particular	Amount (in ₹)
(1)	(2)	(3)
(i)	Amount of surplus contribution being carried forward from previous years	42.58 Cr.
(ii)	Two percent of average net profit of the Company as per sub-section (5) of section 135	36.66 Cr.
(iii)	Total amount spent for the Financial Year	17.95 Cr.
(iv)	Excess amount spent for the Financial Year [(i)-(ii)] + (iii)]	23.87 Cr.
(v)	Surplus arising out of the CSR projects or programmes or activities of the previous Financial Years, if any	-
(vi)	Amount available for set off in succeeding Financial Years [(iv)-(v)]	23.87 Cr.

7. Details of Unspent Corporate Social Responsibility amount for the preceding three Financial Years: NIL

1	2	3	4	5	6		7	8
Sl. No.	Preceding Financial Year(s)	Amount transferred to Unspent CSR Account under sub-section (6) of section 135 (in ₹)	Balance Amount in Unspent CSR Account under sub- section (6) of section 135 (in ₹)	Amount Spent in the Financial Year (in ₹)	Amount transferred to a Fund as specified under Schedule VII as per second proviso to sub-section (5) of section 135, if any		Amount remaining to be spent in succeeding Financial Years (in ₹)	Deficiency, if any
					Amount (in ₹)	Date of Transfer		
1	FY-25	NA	NA	NA	NA	NA	NA	NA
2	FY-24	NA	NA	NA	NA	NA	NA	NA
3	FY-23	NA	NA	NA	NA	NA	NA	NA

8. Whether any capital assets have been created or acquired through Corporate Social Responsibility amount spent in the Financial Year:

No

Furnish the details relating to such asset(s) so created or acquired through Corporate Social Responsibility amount spent in the Financial Year:

Sl. No.	Short particulars of the property or asset(s) [including complete address and location of the property]	Pin code of the property or asset(s)	Date of creation	Amount of CSR amount spent	Details of entity/ Authority/ beneficiary of the registered owner		
(1)	(2)	(3)	(4)	(5)	(6)		
					CSR Registration Number, if applicable	Name	Registered address
NA	NA	NA	NA	NA	NA	NA	NA

(All the fields should be captured as appearing in the revenue record, flat no, house no, Municipal Office/Municipal Corporation/ Gram panchayat are to be specified and also the area of the immovable property as well as boundaries)

9. Specify the reason(s), if the Company has failed to spend two per cent of the average net profit as per section 135(5) – NA

Sd/-	Sd/-	[Person specified under clause (d) of subsection (1) of section 380] (Wherever applicable)."
(Chief Executive Officer or Managing Director or Director)	(Chairman CSR Committee)	

ANNEXURE-D

Nomination Policy

1. Legal Framework & Objectives:

Section 178 of the Companies Act, 2013 ("Act") read with the applicable Rules thereto require the Nomination and Remuneration Committee ("NRC") of the Board of Directors of every listed company, among other classes of companies, to:

- a. Identify persons who are qualified to become directors and who may be appointed in a KMP role in accordance with the criteria laid down and recommend to the Board their appointment and removal.
- b. Formulate the criteria for determining qualifications, positive attributes and independence of a director.
- c. Devising a policy on diversity of the Board of directors.
- d. Specify the manner and criteria for effective evaluation of the performance of the Board, its committees, and individual directors to be carried out either by the Board, by the Committee or by an independent external agency and review its implementation and compliance. Basis the performance evaluation results of independent directors, decide whether to extend or continue their term of appointment or not.
- e. Recommend to the Board of directors a policy relating to the remuneration of the directors, KMP and other employees including SMP.

This policy shall act as a guideline on some of the above-mentioned objectives of the NRC.

2. Definitions:

- a. Board means Board of Directors of the Company.
- b. Committee means the Nomination & Remuneration Committee
- c. Directors mean Directors of the Company.
- d. Independent Director means as provided under clause 49 of the Listing Agreement and/or under the Companies Act, 2013.
- e. Key Managerial Personnel (KMP) means: -
 - Chief Executive Officer or the Managing Director or the Manager;
 - Whole Time Director;

- Chief Financial Officer;
- Company Secretary; and
- Such other officer as may be prescribed

f. Senior Management means personnel of the Company who are members of its core management team excluding the Board of Directors and including Functional Heads, viz., the Executive Committee (EXCO) of the Company.

3. Composition and Chairmanship:

The membership of the Committee shall consist of at least three non-executive directors, out of which not less than one half shall be Independent Directors. The Chairperson of the Company (whether executive or non-executive) may be appointed as a Member but shall not chair such committee. The Chairperson of the committee shall be an independent director and shall be appointed by the Board. In case the Chairperson is not present at any committee meeting, the members present at the meeting shall, amongst themselves, elect a Chairperson for that meeting. The membership of the Committee shall be disclosed in the annual report.

4. Appointment and removal of Director & KMP:

The Committee shall evaluate the balance of knowledge, skill, professional & functional expertise, industry orientation, gender, age etc. on the Board and, in the light of this evaluation, prepare and recommend to the Board, a description of the role and capabilities required for a particular appointment. In case of Directors, and KMPs, in addition to the above specifications the NRC shall ensure that the potential candidates possess the requisite qualifications and attributes as per the Applicable Laws. With respect to removal of any Director and KMP, the NRC shall in consultation with either the Chairman, other Directors or CEO (as appropriate), review the performance and/or other factors meriting a removal and subject to the provisions of the applicable Laws and the Articles of Association of the Company, recommend to the Board its course of action.

5. Board Familiarization and learning:

The NRC will adopt a structured program for orientation and training of Independent & Non-Executive Directors at the time of their joining so as to enable them to understand

the Company - its operations, business, industry, and environment in which it operates. The company has a separately defined Familiarization Program for the Directors which also focus to update the Directors on a continuing basis on any significant changes therein so as to be in a position to take well-informed and timely decisions.

6. Performance Evaluation of the Board, its committees, and individual directors:

Each year, the NRC will formulate the criteria and the process for evaluation of performance of the Board, Individual Directors, Chairperson, and the Committees of the Board and recommend the same to the Board. The evaluation shall be carried out either by the Board, by the Committee or by an independent external agency and the NRC shall review its implementation and compliance with Applicable laws as well as the criteria and process lay out.

The evaluation of the Independent Directors shall be done by the entire board of directors which shall include:

- Performance of the directors; and
- Fulfilment of the independence criteria as specified and their independence from the management as specified under Applicable Laws.

Directors who are subject to this evaluation shall not participate in their own evaluation. The independent directors of the Company shall hold at least one meeting in a year, without the presence of non-independent directors and members of the management and all the independent directors shall strive to be present at such meeting. The independent directors in their separate meeting shall, inter alia:

- i) Review the performance of non-independent directors and the Board of directors as a whole.
- ii) Review the performance of the chairperson of the listed entity, taking into account the views of executive directors and non-executive directors.
- iii) Assess the quality, quantity and timeliness of flow of information between the management of the listed entity and the Board of directors that is necessary for the Board of directors to effectively and reasonably perform their duties.

Basis the evaluation results, the NRC will make its recommendations to the Board on the appointment/re-appointment / continuation of Directors on the Board.

7. Board Diversity:

The Committee in their nomination process and while making recommendations to the Board shall endeavour

to have an optimum combination of directors from different fields/walks such as Management, Legal, Finance, Marketing, Human Resources, Bureaucracy, Public Policy etc. and adequate representation of Women directors on the Board. While reviewing the composition of the Board, the Committee will consider the benefits of all aspects of diversity including, but not limited to, those described above.

8. Succession Planning:

The NRC shall draft and recommend to the Board a succession plan for the appointments made to the Board of Directors as well as KMPs. The NRC shall review such plan on an annual basis and recommend revisions, if any, to the Board. The NRC shall work with the management and follow the following process for effective succession planning:

- i) Assessment of potential employees and creation of a leadership pool.
- ii) Development of the talent pool through actions such as involvement in strategic meetings, leadership workshops with top management, coaching, anchoring, job rotations, role enhancement, council memberships and involvement in cross function projects etc.

REMUNERATION POLICY

The Committee will recommend policy relating to remuneration payable to Directors, Key Managerial personnel, and Senior Management. The same shall be subject to the approval of the shareholders of the Company and the Central Government, wherever required.

1. Guiding Principles of the Executive compensation program are:

- **Alignment with Business Strategy and Level of Responsibility & Impact:** As employees progress to higher levels in the organisation, their performance has a greater direct impact on the strategic initiatives and business results.
- **Fixed/ Base Salary Decisions:** The Executives' fixed salary shall be competitive and based upon the industry practice and benchmarks considering the skill & knowledge, experience, and job responsibilities.
- **Pay-for-Performance:** A large portion of each Executive's total compensation is linked to the achievement of Company and individual performance goals. Such variable compensation is "at risk", and rewards performance and contributions to both short-term and long-term financial performance of the Company.

Report on Corporate Governance

“Building strength through people while promoting organizational success through committing teamwork.”

Company’s Philosophy on Code of Governance:

At Bharat Aluminium Company Limited, our Corporate Governance framework is a reflection of our core values, vision, mission, and seven foundational pillars. We are unwavering in our commitment to maintaining the highest levels of trust and confidence among our stakeholders. This is achieved through a steadfast adherence to transparency, accountability, excellence, integrity, safety, and professionalism. We believe that the sustainable and long-term growth of all stakeholders is contingent upon the judicious and effective utilization of

available resources, a relentless pursuit of business excellence, active participation in societal development, environmental stewardship, and significant contributions to economic growth.

Our approach to business is rooted in ethical decision-making and strict compliance with applicable legislation. Responsible corporate conduct is integral to our operations, guided by our values and principles at every level of the organization. We recognize our individual and collective responsibilities to manage our business activities with the utmost integrity.



- a. Performance Bonus Plan:** The Performance Bonus Plan rewards contribution to the achievement of the Company's annual financial, strategic, and operational goals and individual KRAs. The Performance Bonus drives high performance culture to achieve the organisation's objectives by differentiating rewards based on performance. The performance will be related to the fulfilment of various targets and attainment of business objectives, both at the Company and individual level.
 - b. Short/Long Term Incentives:** Executives' compensation is linked to long-term stock price appreciation, and shareholder value creation through the Company's Long-term Incentives (LTI) plan. The LTI Plan balances Executives' performance orientation and decisions to deliver on the short-term business outcomes with the long-term performance of the Company, both on financial and non-financial parameters.
 - Competitive in Marketplace:** We compete for talent globally. In order to attract and retain a highly skilled workforce, we must remain competitive with the pay of other employers who compete with us for talent.
- 2. Remuneration to Non-Executive / Independent Director:**
- Sitting Fees:** The Non-Executive Director/Independent Director may receive remuneration by way of fees for attending the meetings of the Board

or Committee thereof provided that the amount of such fees shall not exceed Rupees One Lac per meeting of the Board or Committee or such amount as may be prescribed by the Central Government from time to time.

- Stock Options:** An Independent Director shall not be entitled to any stock options of the Company.
- Yearly Fee/Commission:** The yearly fee/commission may be paid within the monetary limit approved by the shareholders subject to the limit not exceeding 1% of the net profit of the Company as per the applicable provisions of the Companies Act 2013.

3. Interpretation:

Unless the context otherwise requires, words and expressions used in this policy and not defined herein but defined in the Companies Act, 2013 and rules prescribed therein, as may be amended from time to time and per the Listing Agreement with Stock Exchange(s) as may be amended from time to time, shall have the meaning respectively assigned to them therein.

4. Amendments in Law:

Any subsequent amendment/modification in the Companies Act, 2013 and/or the listing agreement and/or other applicable laws in this regard shall automatically apply to this Policy.

For and on behalf of the Board of Directors
Bharat Aluminim Company Limited

Sd/-
S. K. Roongta
DIN-00309302
Chairman

Sd/-
Rajesh Kumar
DIN-09586370
CEO & WTD

Dated: 22nd April 2025

Transforming Board’s Governance

- ♦ All Statutory Committees of Board chaired by a Non-Executive Independent Director;
- ♦ Separate Roles of Chairman and Executive Director held by different individuals;
- ♦ Online Secured Platform for circulation of documents to Directors enabling them to mark annotations and access the repository of archived meetings' papers;
- ♦ Complete and robust online system for ensuring compliances across all locations and functions;
- ♦ Online Platform for Performance Evaluation of Directors, Board and its Committees;
- ♦ Online Platform for uploading documentation Internal Financial Control;
- ♦ Online Platform for Related Party Transactions to eliminate errors, optimize time and ensure thorough

documentation resulting in automation of all admins manual entries along with saving around 2000+ manhours per annum. All requests raised, allocated and approved are now via portal with 100% coverage of RPT transaction resulting in reduction of governance lapses;

- ♦ Implementation of Bi-Monthly online confirmation process for material events and Information requiring disclosure under Regulation 30 of the Securities and Exchange Board of India ("SEBI") (Listing Obligations and Disclosure Requirements), 2015 ("Listing Regulations"), being the subsidiary of Vedanta Limited;
- ♦ Monthly update to Directors on Company's Performance and Developments;
- ♦ Online Portal for comprehensive Risk Management, including quarterly upates of risk ratings and mitigations plans.