

Management Discussion

Prena Halvasia - Company Secretary, Vedanta Limited

Thank you Inba. Dear shareholders, on behalf of the board of Vedanta Limited, I am pleased to extend a very warm welcome to all of you attending the AGM of your company today. Firstly, I would like to introduce our board members and key management present at the meeting from their respective locations. Our chairman, Mr. Anil Agarwal. Mr. Naveen Agarwal. Our vice chairman, Ms. Priya Agarwal Heber. Our non executive director Ms. Meena Hem Chandra, independent director Mr. R. Gopalan, independent director Mr.

S.V. Molida Rao, independent director Mr. P.K. Mukherjee, independent director Mr. Arun Mishra. Our executive director, Mr. Ajay Goyal, our group CFO and Ms. Neha Sharma, our group CHRO. I confirm to the chairman that the requisite quorum is present and we can proceed with the meeting. The meeting is being conducted through video conferencing in accordance with the circulars issued by MCA and sebi. Your company has taken all feasible efforts to enable members to participate through video conferencing and vote at the meeting through electronic mode.

The facility for joining this meeting is made available for the members on a first come first serve basis. During the course of the meeting. Shareholders facing any technical issue may kindly contact the helpline numbers provided in the notice convening the meeting. Members are further requested to refer to the instructions provided in the notice and the FAQs available on the Company's website for seamless participation through video conferencing. The statutory registers and documents are available electronically for inspection by the members during the meeting.

Members seeking to inspect such documents can send their request to the email IDs provided in the notice. You may further like to note that Mr. Upendra C. Shukla, Practicing Company Secretary, has been appointed as a scrutinizer for the electronic voting process. The representatives of the statutory auditors, secretarial auditors and the scrutinizer for the meeting are also attending the meeting. The Company has also provided the facility to its members to submit their questions and provide suggestions or feedback, if any, during the conduct of the meeting by clicking on the Communicate tab on their screens.

Thank you very much. I Will now hand over the proceedings to the Chairman for his speech. Over to you, Chairman.

Anil Agarwal - Chairman, Vedanta Limited

Thank you. Brenna. Dear Shareholders Namaskar. The board of directors and I are delighted to welcome you to the 61st Annual General Meeting of Vedanta Limited.

Unidentified Speaker

Reservation. Wrong way, dear. Okay, hold on. We're here. Gave your table away. But it's not our fault. Yeah, but it is. Oh, excuse me. I'm with Nectar Legal. Per the bottomless brunch fine print oversleeping on a Nectar mattress expressly precludes day glory assignment. Adorable. That usually work for you? Usually. Fine. This place is so cute. Thanks. Comfort's so amazing it shouldn't be legal but it is. Cheers. Cheers. You want to try a bite? Oh come on. Don't be shy. 2pm still works great. We'll put our best guy on the job.

You said you were the best guy. Most of the sales guy. You should check out Capitas. You can get a fast business loan and hire some help. I got that. Stop waiting. Start growing. Get the funding you need. @capitis.com

Anil Agarwal - Chairman, Vedanta Limited

The financial year of 202526 will be remembered as a landmark year. Shareholders value creation. This year our historic demerger become a reality. Stock exchange offer. Each of our pure play businesses is now free to pursue its own ambitions. Unlock its full potential and create value for our greater focus. A year ago you are shareholders of one integrated company. Today you own five opportunities. Very few corporate transformation anywhere in the world have created such opportunity for shareholders or Hamara mana.

Each of these companies has the potential to become a global champion. Each has the potential to become 100 billion dollar company. The future of Vedanta will be built on three pieces. Production, partnership and purpose. Purpose beyond profit Produce more partners better. Our path ahead is of growth at Vedanta Limited though through our 61% holding in Hindustan Zing. Our zinc and lead production is targeted to nearly triple from approximately 1.3 million ton to today to 3 million tonarah. Our copper business is scaling from 300,000 ton towards a full 1 million ton with the worsh 2028 Hamari, Ferrochrome, Kichhamta, egg lakh Patalis hazard.

And in nickel we expanding to 60000 ton. We have also been assign 10 critical metal minerals block. Lithium, cobalt, gold, manganese, copper, nickel are the rare earth and potash with exploration already underway across five of them. Hamari Baki ki char dimmers companies demerge identities B production scale up Vedanta aluminium. Today we producing. Sam. Sa. Around 30 lakh ton annually one of the world's largest and lowest cost of aluminum producer Agliti Versome. At Vedanta oil and gas we aim to produce 500,000 barrel per day.

Vedanta iron and steel. Production, green steel specialty steel. We produce our own iron ore Metco in house and gas pipeline at our doorstep. At Vedanta power we have 5th largest thermal power producer with the with capacity 4 4.200 megawatt hamari pass is business. Roadmap. We will also foray into nuclear power which is a critical to Indian clean energy mix. Babish. Artificial intelligence technology is our best partner exploration, operation, sustainability, safety or productivity technology. Our goal to become smarter, faster and safer.

Physical or social infrastructure. Our flagship social impact program has nearly 15,000 center across 17 states. It has the potential to benefit 10 crore women and children across India. We are one leg strong family. Shop floor mines Senior leadership position. Today over 27% of leadership position held by women. Our aim is to increase women participation across our workforce.