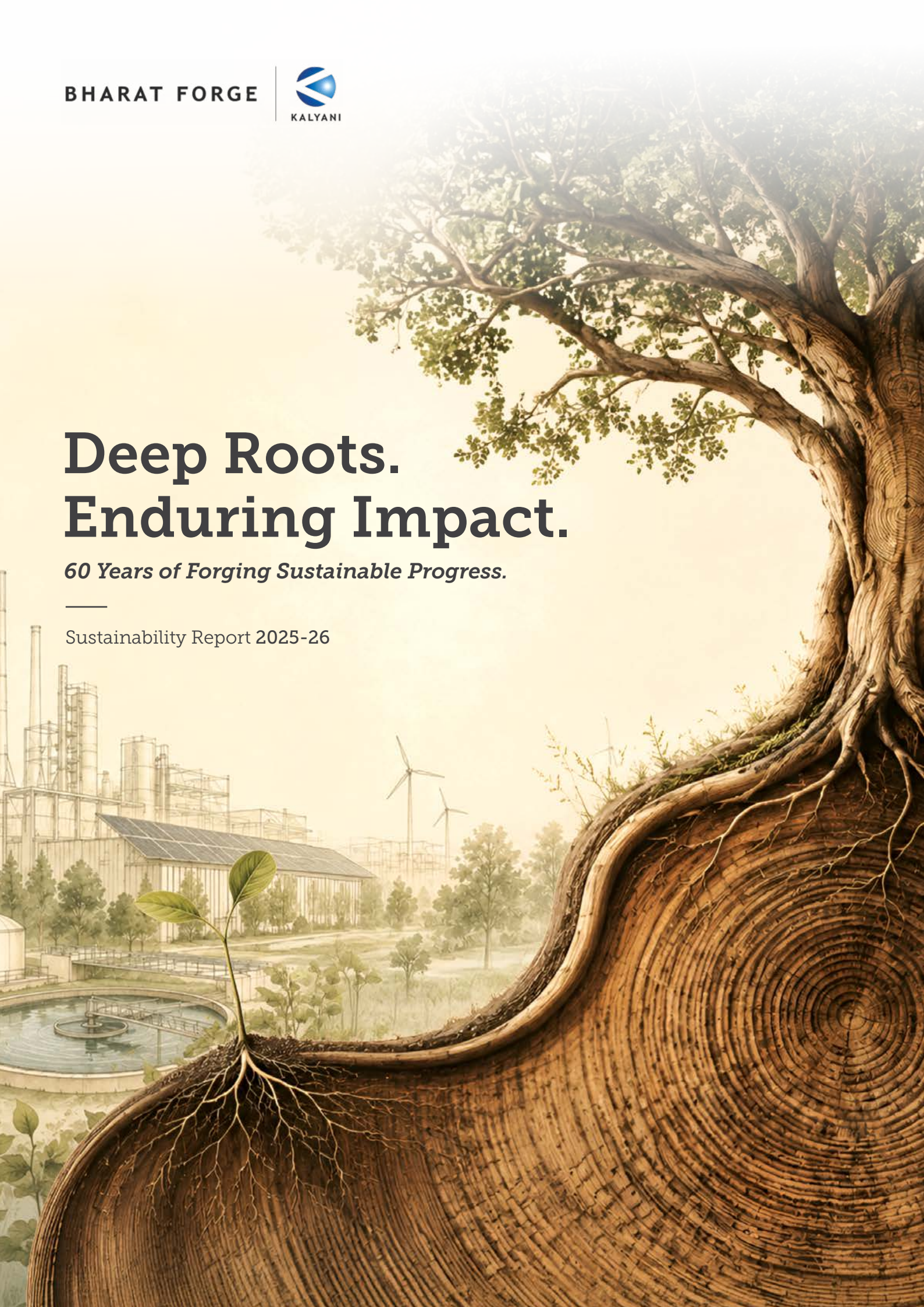
BHARAT FORGE | KALYANI

Deep Roots. Enduring Impact.

60 Years of Forging Sustainable Progress.

Sustainability Report 2025-26





Contents

COMPANY PROFILE

Chairman & MD's Message	02
Vice Chairman & Joint MD's Message	04
About the Report	08
About Us	10
Geographical Footprint	12
Our Journey of Evolution	14
ESG Snapshot	16
Stakeholder Engagement	18
Materiality Assessment	22
Awards and Recognitions	26
Sustainability Strategy	28
Our Net Zero Roadmap	32
Climate Risk Assessment	34
Economic Value Generated and Distributed	40



Governance	42
Our Governance Approach	43
Risk Management	43
Ethics and Integrity	45
Human Rights	47
Cybersecurity and Data Governance	49
Leadership Accountability	52
ESG Governance Architecture	54
Board ESG Committee Structure and Oversight	54
Proactive Engagement with Shareholders	55



Our People	56
Our Workforce	57
Goals and Progress	58
Diversity and Inclusion	58
Gender Diversity	59
Our Remuneration Framework	59
Talent Acquisition	60
Learning and Capability Development	61
Capability Development	63
Performance and Career Development	64
Employee Engagement and Well-Being	65
Health and Safety	74
Safety Management Framework	75
Safety Incident Occurrence	76
Occupational Health	78
Human Rights	80
People Governance	81

COMMUNITY ENGAGEMENT

Community Engagement	82
CSR Strategy and Planning	83
Village Development	84
Skill Development	85
Education	86
Community Development	87
Sports	87
CSR Awards & Recognitions	88

SUPPLY CHAIN MANAGEMENT

Supply Chain Management	89
Responsible Supplier Assessment and Selection	90
Policies for Suppliers	92
Responsible Sourcing	93
Sustainable Supply Chain	93



Environment	95
Environmental Management	96
Environmental Targets and Achievements	98
Energy	99
Energy Performance	100
Managing The Energy Mix	100
Key Initiatives of FY 2026	101
Emissions	105
GHG Emissions	106
Water Stewardship	109
Biodiversity	120

GRI CONTENT INDEX

GRI content index	122

ASSURANCE STATEMENT

Assurance Statement	136

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CHAIRMAN & MD'S MESSAGE

Deep Roots. Enduring Impact.

An enterprise is ultimately judged by what it leaves behind. Our responsibility is to build an industrial future the next generation will be proud to inherit.

DEAR STAKEHOLDERS,

Sixty years ago, we began at Mundhwa with a single hammer and a conviction that India should make for itself what it once imported. That belief, now at the heart of Aatmanirbhar Bharat, has guided six decades of growth. Today it carries a second responsibility: to build in a way that leaves the generations after us an industrial base that is stronger, cleaner and more inclusive.

Industry stands at a turning point. Supply chains are being redrawn, technology is redefining how things are made, and climate has become a defining test of competitiveness. The leaders of the next era will combine capability with responsibility.

For India, this is a historic opportunity. As the world seeks resilient and trusted partners, India can become the source of choice for high-technology products made responsibly. That is the standard we hold ourselves to at Bharat Forge: precision and integrity in every product, and respect for every resource we use.

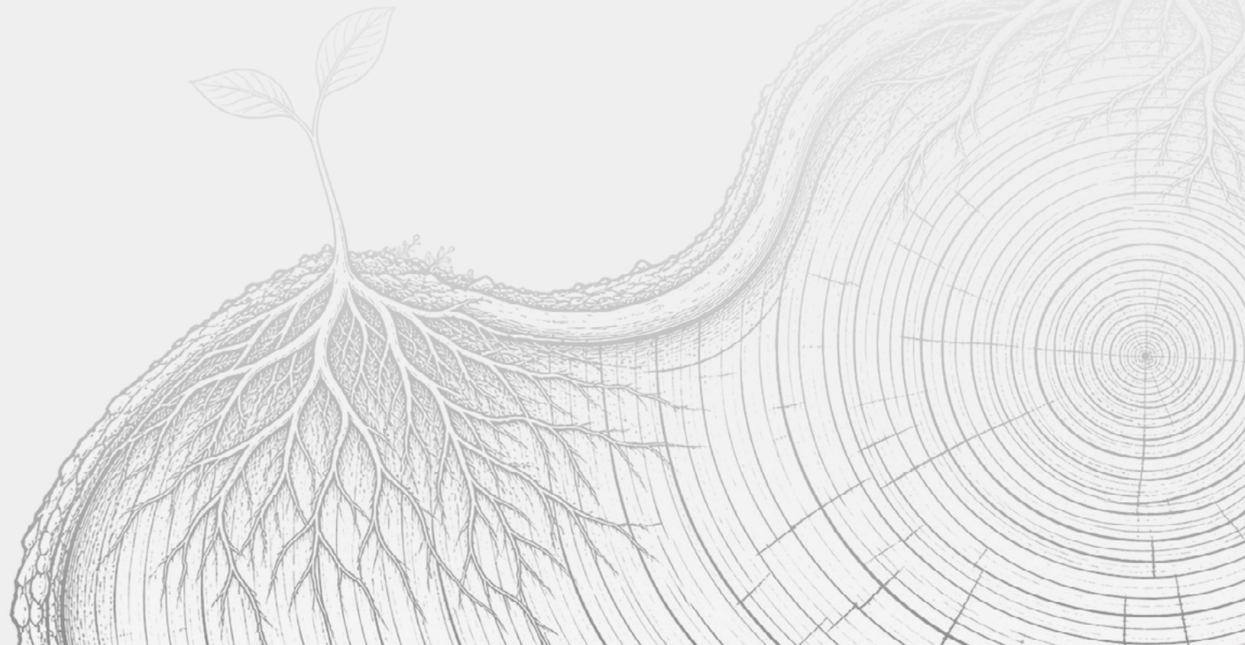
Our ambitions are time-bound. By 2030, we aim to be water positive and to send zero waste to landfill. By 2045, we will be carbon neutral in our operations. Sustainability is embedded in our strategy and governed at the highest level, through the Board's ESG Committee chaired by Amit Kalyani, whose message that follows sets out our progress in detail.

Above all, this company was built by people: generations of colleagues and the communities that grew alongside our plants. We will keep sharing the value we create with them, widening opportunity through health, education and skills.

India has set itself the goal of becoming Viksit Bharat by 2047, the hundredth year of its independence. We will contribute to that journey as a technology-led enterprise that measures success by the value it creates for society as much as for shareholders. Our commitment to Nation Building remains unwavering. I thank all our stakeholders for their continued trust.

Padma Bhushan Dr. Baba Kalyani

Chairman and Managing Director
Bharat Forge Ltd.





VICE CHAIRMAN & JOINT MD'S MESSAGE

Sustainability in Action

Sustainability is the operating system of our enterprise. It shapes how we invest, how we manufacture and how we grow.

DEAR SHAREHOLDERS,

Customers in 35 countries rely on us for mission-critical systems across mobility, energy, aerospace and defence. That reach brings responsibility, and we apply a simple test to our growth: every step must also reduce our footprint, strengthen our people and add value to the communities we serve. This report shows how we are meeting that test.

RESILIENCE BY DESIGN

FY26 brought tariffs, geopolitical unrest and energy volatility. At one point, our North American commercial vehicle exports fell 75% sequentially; consolidated revenue still grew 11% to ₹16,812 crore. A diversified portfolio spanning components and finished products, from aerospace and defence to axle systems and semiconductor equipment, absorbed the shock. Resilience is where sustainability begins.

DECARBONISING GROWTH

We have cut Scope 1 and 2 emissions per tonne by 32% over six years. Renewables now meet 38.02% of our electricity needs, with solar and wind electricity consumption exceeding 115 million kWh and about 32 million kWh respectively, and furnaces switched from LPG/SKO to cleaner PNG. AI and Industry 4.0 are improving energy and material efficiency across our plants, delivering energy savings of about 3.7 million units a year, and our new Baramati capacity is designed to do more with less. Our products also serve the transition, from castings for wind energy to axle systems for electric and alternate fuel platforms.

EVERY RESOURCE COUNTS

We are on course for our 2030 goals of water positivity and zero waste to landfill. This year, we raised recycled water to 49.34% of use, maintained Zero Liquid Discharge across our plants and reduced specific water consumption to 3.63 KL per tonne and recycled 99.3% of the 98,785 tonnes of waste generated, sending only 1.26 tonnes to landfill. Secondary raw materials made up 36% of our material inputs.

PEOPLE AND COMMUNITIES

Safety is our first commitment to our 10,623 colleagues; our LTIFR stood at 0.57. We invested an average of 22.46 hours per employee of training in future-ready skills and raised the share of women in leadership to 2.97%, with women making up 20% of our Board. Our CSR programmes in healthcare, education, skills and livelihoods reached 3,33,959 people directly and 7,09,123 indirectly, with a spend of [₹30 crore], including village development across 131 villages in Maharashtra, 575 TCM of water harvested, 1,35,365 trees planted and 39,809 youth skilled.

GOVERNANCE WITH ACCOUNTABILITY

As Chairman of the Board's ESG Committee, I review our progress against every target. Our external ratings continue to improve (S&P Global CSA 52, CDP B, MSCI B), and this report follows the GRI Standards and SEBI's BRSR framework with reasonable assurance on BRSR Core by KPMG. We are extending these standards to 75% of our critical suppliers.

THE YEAR AHEAD

Our priorities are clear: delivering our SBTi-approved near-term emission reduction targets, expanding renewable capacity beyond the current 85.11 MW, and extending ESG disclosures and assurance across our value chain. We will report against each with the same transparency. I thank our colleagues, customers, partners and communities for their commitment to this journey.

Amit Kalyani
Vice Chairman and Joint Managing Director
Chairman - ESG Committee
Bharat Forge Ltd.

For Bharat Forge, sustainability is embedded in the choices we make, the technologies we pursue and the standards we set for ourselves. Long before responsible manufacturing became a global imperative, we understood that enduring success could only be built by creating value that extends beyond the factory floor.

Over sixty years, our business has evolved in scale, capability and global reach, but the principles that shaped its foundation have remained constant. Respect for resources, an uncompromising commitment to quality, a culture of innovation and an enduring belief that industry must contribute meaningfully to society continue to guide the way we operate. These values have allowed us to adapt to changing technologies, markets and customer expectations without losing sight of what defines us.

That perspective is even more relevant today. The world expects manufacturing to be cleaner, more efficient and more resilient than ever before. This is an opportunity for us to engineer better outcomes. Whether through decarbonising our operations, advancing resource efficiency, designing next-generation products or creating safer workplaces, we are strengthening a business that is built to endure while ensuring the legacy we build is defined as much by the value we create for society and the environment as by the performance we deliver.

About the Report

We present our 6th Annual Sustainability Report with both pleasure and conviction in our growth trajectory that reaffirms our steadfast commitment invested in operations that are anchored deeply in transparency and accountability.

As we disclose our Environmental, Social, and Governance (ESG) performance, we do so with confidence in our integrity which stays embedded within our executions and aligned with our sustainability roadmap, thereby, ensuring the integration of ESG into our business strategy to all our unitholders.

REPORTING APPROACH AND FRAMEWORK

Our report is with reference to Global Reporting Initiative (GRI) Universal Standards 2021, TCFD and reflects our material concerns, alongside ESG strategy. Moreover, the disclosures map our momentum towards accomplishing the UN Sustainable Development Goals (UN SDGs). Prepared in line with regulatory benchmarks, this report documents key areas including board oversight, stakeholder engagement, climate risk mitigation and community development.

SCOPE AND REPORTING PERIOD

The report covers Bharat Forge's nationwide operations, alongside its headquarters, plants, Research and Development (R&D) centres and offices, from April 1, 2025 to March 31, 2026. Correspondingly, it excludes any entities beyond this operational boundary and aligns with the scope of the Company's Annual Report 2025-26.

ASSURANCE AND ACCURACY

This Sustainability Report covers Bharat Forge Limited's standalone operations in India for the period from 1 April 2025 to 31 March 2026. No restatements of previously reported sustainability information have been made during the reporting period. Selected sustainability disclosures have been independently verified by DQS India under the ISAE 3000 assurance standard. Further, the BRSR Core indicators are subject to reasonable assurance by KPMG Assurance and Consulting Services LLP, as reported in Bharat Forge Limited's Annual Report 2025-26.

OUR KEY STAKEHOLDERS

- Employees
- Investors
- Customers
- Business Partners
- Government and Industry Bodies
- Communities

OUR CONTRIBUTION TO UN SDGS

Environment



Social



Governance



REPORT PUBLISHED ON

6 November 2026

FORWARD-LOOKING AND FEEDBACK STATEMENT

The report comprises forward-looking statements pertaining to current insights and historical performance, which are subject to uncertainties and regulatory fluctuations. We encourage feedback and suggestions to further improve our future disclosures.

Please write to us at –yinamdar@bharatforge.com



ABOUT US

Strengthening Our Bedrock, Charting Our Path Ahead

Bharat Forge Limited (BFL), the flagship organisation of the Kalyani Group, has established itself as a global leader in metal forming, supported by engineering expertise, cutting-edge manufacturing capabilities and an innovation-driven approach.

With a presence spanning more than 50 countries and a resilient dual-shore production model, we supply high-performance, safety-critical components and solutions to leading Original Equipment Manufacturers (OEMs) and Tier-1 suppliers worldwide. Our diversified portfolio caters to the automotive, aerospace, defence, rail, marine, energy, construction, mining and industrial sectors via technologically advanced, reliable and scalable solutions.

As we continue to build the future of manufacturing, we remain committed to creating long-term value through responsible operations, resource-efficient processes, climate-conscious innovation and sustainable organisational initiatives that contribute positively to our stakeholders and the communities we serve.

Established in 1961 and headquartered in Pune, India, we are **one of the world's largest forging companies** operating from a single location.

OUR GUIDING PRINCIPLES

Vision

BFL believes nothing is impossible and challenge the long-standing conventions and keep defying the set limitations. Famous for world-class products for the Automobile Sector, making us one of the best automotive forging companies in India.

Mission

To achieve sustainable growth by continuously enhancing its processes, developing cutting-edge products and nurturing a skilled workforce.

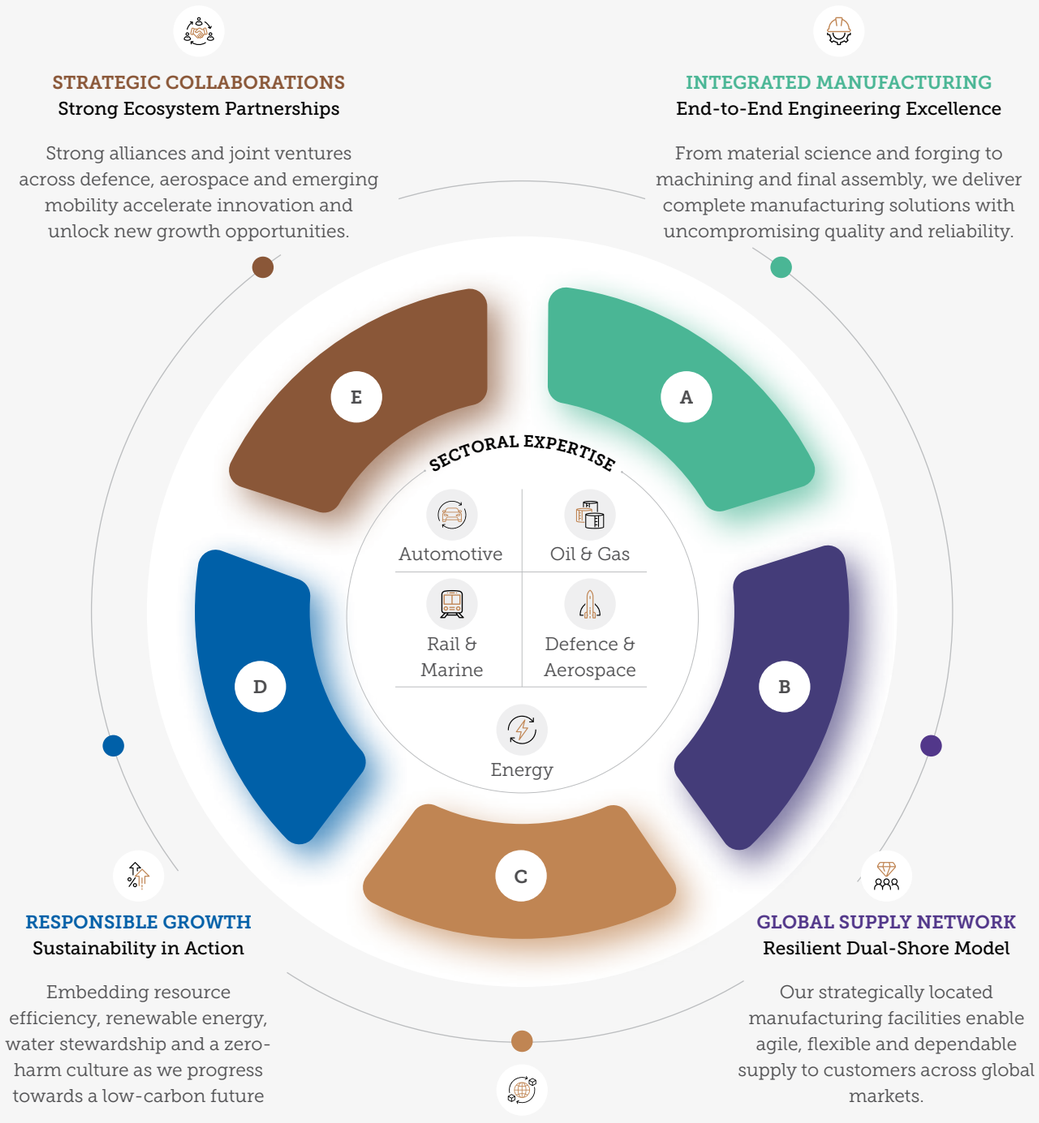
Values

Spirit of innovation is at the core of organisation's DNA and plays a paramount role in delivering value to our customers through an extensive focus on technology and value addition.

Core Objectives

To be committed to listening and responding to the needs of our customers, associates and business partners and honouring their individual value.

To be committed to an entrepreneurial spirit that fuels the growth of our companies and increases shareholder value.



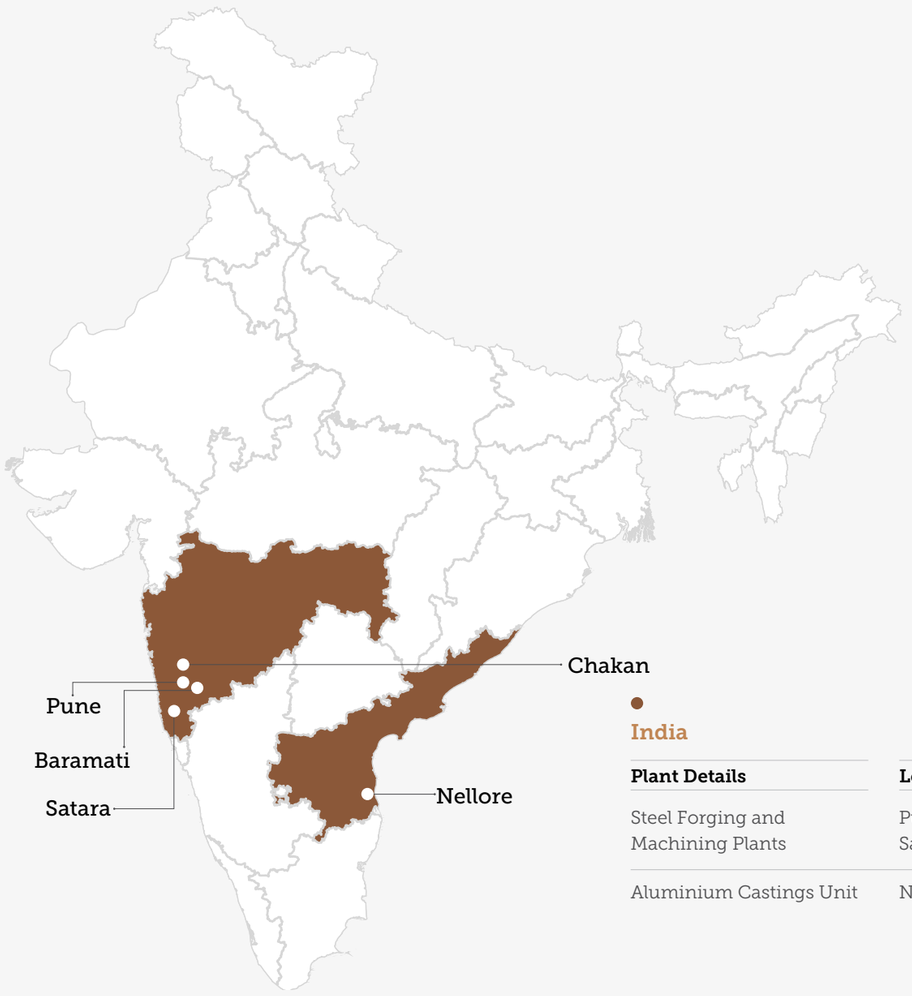
GEOGRAPHICAL FOOTPRINT

Envisioning New Frontiers, Scaling Our Presence

With a robust presence across key global markets, Bharat Forge has constructed a resilient and integrated international footprint that supports our long-term growth. Our global reach is characterised by local responsiveness, enabling us to deliver uncompromised value to all our customers worldwide.

Catering to
35+
countries across the world

MANUFACTURING FACILITIES IN INDIA



India

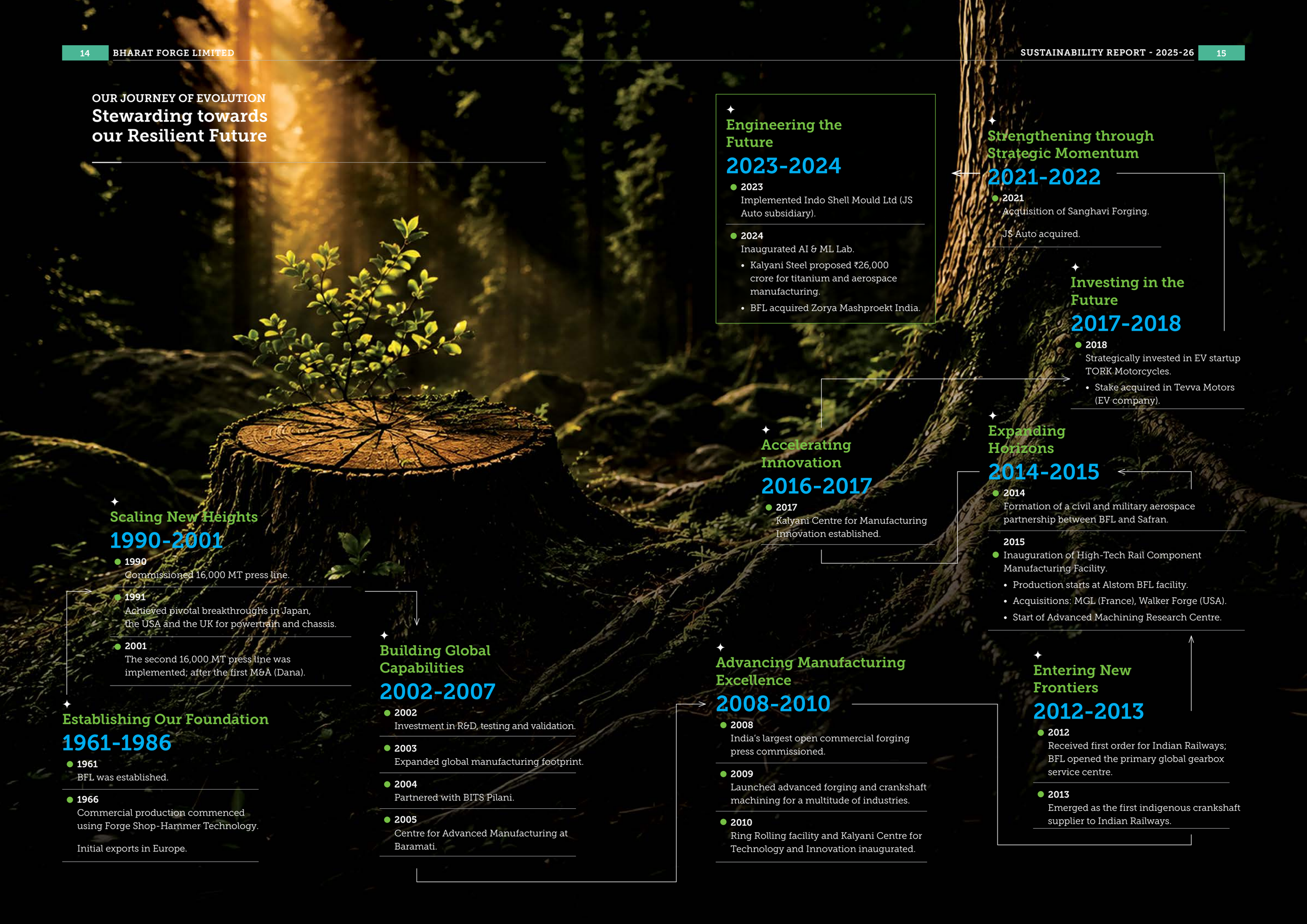
Plant Details	Location
Steel Forging and Machining Plants	Pune, Baramati, Satara, Chakan
Aluminium Castings Unit	Nellore

Map not to scale, for representation purposes only



OUR JOURNEY OF EVOLUTION

Stewarding towards our Resilient Future



Establishing Our Foundation
1961-1986

- **1961**
  BFL was established.
- **1966**
  Commercial production commenced using Forge Shop-Hammer Technology.

  Initial exports in Europe.

Scaling New Heights
1990-2001

- **1990**
  Commissioned 16,000 MT press line.
- **1991**
  Achieved pivotal breakthroughs in Japan, the USA and the UK for powertrain and chassis.
- **2001**
  The second 16,000 MT press line was implemented; after the first M&A (Dana).

Building Global Capabilities
2002-2007

- **2002**
  Investment in R&D, testing and validation.
- **2003**
  Expanded global manufacturing footprint.
- **2004**
  Partnered with BITS Pilani.
- **2005**
  Centre for Advanced Manufacturing at Baramati.

Advancing Manufacturing Excellence
2008-2010

- **2008**
  India's largest open commercial forging press commissioned.
- **2009**
  Launched advanced forging and crankshaft machining for a multitude of industries.
- **2010**
  Ring Rolling facility and Kalyani Centre for Technology and Innovation inaugurated.

Entering New Frontiers
2012-2013

- **2012**
  Received first order for Indian Railways; BFL opened the primary global gearbox service centre.
- **2013**
  Emerged as the first indigenous crankshaft supplier to Indian Railways.

Expanding Horizons
2014-2015

- **2014**
  Formation of a civil and military aerospace partnership between BFL and Safran.
- **2015**
  Inauguration of High-Tech Rail Component Manufacturing Facility.
  - Production starts at Alstom BFL facility.
  - Acquisitions: MGL (France), Walker Forge (USA).
  - Start of Advanced Machining Research Centre.

Investing in the Future
2017-2018

- **2018**
  Strategically invested in EV startup TORK Motorcycles.
  - Stake acquired in Tevva Motors (EV company).

Accelerating Innovation
2016-2017

- **2017**
  Kalyani Centre for Manufacturing Innovation established.

Strengthening through Strategic Momentum
2021-2022

- **2021**
  Acquisition of Sanghavi Forging.

  JS Auto acquired.

Engineering the Future
2023-2024

- **2023**
  Implemented Indo Shell Mould Ltd (JS Auto subsidiary).
- **2024**
  Inaugurated AI & ML Lab.
  - Kalyani Steel proposed ₹26,000 crore for titanium and aerospace manufacturing.
  - BFL acquired Zorya Mashproekt India.

ESG SNAPSHOT

Consolidating Responsibility in Our Operations

Environment

85.11 MW
Total Renewable Energy Capacity

38%
Share of Renewable Energy

1,05,066 tCO_2
GHG Emission avoided through Utilisation of Renewable Energy

253
thousand tons of Scope 1 and Scope 2 CO_2 Emissions

1.063 tCO_2e/MT Production
Scope 1 & 2 Emission Intensity

3.63 KL/MT Production
Specific Water Consumption

49.34%
Water Recycled

100%
Wastewater Recycled

98,060.84 MT
Waste Recycled

1.18 MT/₹ millions
Waste Intensity per Rupee of Turnover

135,365
Trees Planted



Social

4,247
Employee Strength

2.97%
Women in managerial and leadership roles

0.57
Lost Time Injury Frequency Rate (LTIFR)

22.46
Training Hours per Employee

108
Employees Assessed for Future Leadership Roles

₹ 6,760 million
Expenditure on Employee Benefits

₹ 299 million
CSR Investment

3,33,959
Lives Touched

3,000
CSR Volunteers



Governance

50%
Independent Directors

2/10
Women Directors

100%
BoDs and KMPs Covered Under Training Programmes

301
Safety Audits and Drills Conducted

Nil
Instances of Data Breaches

100%
Supplier Assessments Executed

27/31
Critical suppliers are Above 75% Sustainability Index

100%
Locally Sourced Raw Material Usage



STAKEHOLDER ENGAGEMENT

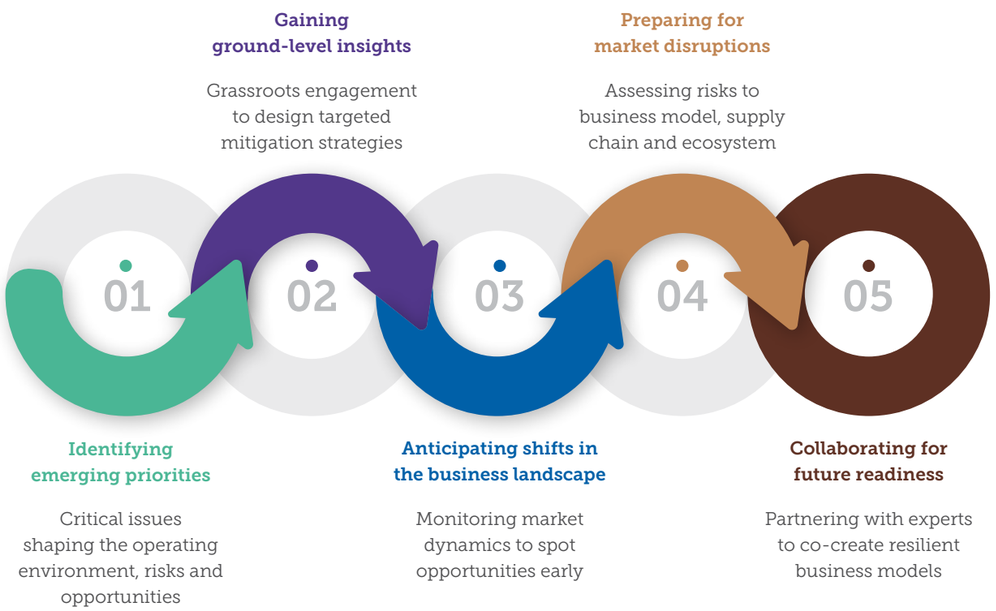
Forging Long-standing Partnerships, Cultivating Synergy

We recognise that our sustainability initiatives are closely linked to the strength of our long-term engagement with those who influence or are influenced by our business.

Accordingly, we have instituted a systematic, multi-tiered strategy for the management of stakeholder relationships and understanding perspectives across all stages of communication helps us respond to emerging concerns and opportunities. This has become an indispensable part of transforming these insights into strategies that drive durable value for all our stakeholders and businesses alike.

Moreover, we maintain a formal grievance redressal mechanism that is accessible to all stakeholder groups. This mechanism is fundamental to our efforts to build and sustain trust, thereby ensuring that concerns are promptly addressed within defined timelines and through a consistent, structured process. It also helps identify threats at an early stage, resolve disputes constructively and strengthen our social competence.

STAKEHOLDER ENGAGEMENT PROCESS



EMPLOYEES

Employees are central to operational excellence and innovation, and contribute directly to organisational success.

Material Concerns	Value Created for Employees	Dialogue Tools	Engagement Frequency
Employee Well-being	**₹ 6,760 million** Invested towards Employee Benefits	Conferences	Weekly
Career Development		Workshops	Monthly
Workplace Safety		Newsletters	Quarterly
Company Performance		Surveys	Annually
		Internal Media	
		One-on-one Interactions	
		CSR Projects	

INVESTORS

Investors provide capital and influence perceptions of our Company's value and long-term viability.

Material Concerns	Value Created for Investors	Dialogue Tools	Engagement Frequency
ESG Performance	**₹ 4,064 million** Dividend Declared	Annual Reports	Annually
Financial Results		Press Releases	Quarterly
Responsible Investing		ESG Calls	Periodically
		Investor Presentations	
		Company Website	

CUSTOMERS

Customers drive revenue and brand reputation; their preferences shape our range of offerings.

Material Concerns	Value Created for Customers	Dialogue Tools	Engagement Frequency
Product Quality	**Differentiated** Products, Solutions and Engineering Support	Personal Visits	Weekly
Innovation		Plant Visits	Monthly
Sustainable Operations		Media	Quarterly
		Digital Channels	Annually
		Social Media	
		Support Programmes	
		Conferences	
		Events	

SUPPLIERS AND SERVICE PROVIDERS

Suppliers and service providers are essential to maintaining supply chain reliability, efficacy and sustainability.

Material Concerns

Ethical Sourcing

On-time Delivery

Adherence to Quality and Sustainability Standards

Value Created for Suppliers and Service Providers

100%

Local Suppliers and Service Providers Engaged

Dialogue Tools

E-mail Communication

Vendor Meetings

Policies

Official Letters

Sustainability Assessments

Engagement Frequency

Periodically

Annually

BUSINESS PARTNERS

Business partners help scale-up our operations and support.

Material Concerns

Strategic Growth

Innovation

Regulatory Compliance

Value Created for Business Partners

Co-innovation

Through collaborative product and process development

Dialogue Tools

Strategic Meetings

Business Reviews

Partnership Forums

Collaborative Planning Sessions

Engagement Frequency

Periodically

GOVERNMENT AND REGULATORY BODIES

Government and regulatory bodies shape the policy and regulatory environment, which affects our operational effectiveness.

Material Concerns

Regulatory Adherence

Environmental Performance

Public Policy Alignment

Value Created for Government and Regulatory Bodies

₹ 4,524 million

Provision for Tax

Dialogue Tools

Official Communication

Audits/Inspections

Compliance Reports

Engagement Frequency

Monthly

Annually

COMMUNITIES

Communities play a pivotal role in shaping our social impact and remain central to our responsible growth and CSR efforts.

Material Concerns

Community Development

Employment

Health and Education

Environmental Protection

Value Created for Communities

3,33,959

Lives Benefitted

Dialogue Tools

Field Visits

Need Assessments

Focus Group Discussions

CSR Programmes and Partnerships

Engagement Frequency

On a needs-basis under the CSR programmes



MATERIALITY ASSESSMENT

Steering towards our Sustainable Vision

A logical sustainability strategy is built around clearly defined milestones that serve our business by generating value for our stakeholders and the wider world.

Our materiality assessment forms the foundation for identifying, prioritising and acting on the ESG issues that are significant to our long-term value creation.

This process informs and guides our priorities across our operations, including our supply chains and stakeholder relationships. To keep our methodology credible and internationally benchmarked, we have anchored the assessment in recognised sustainability frameworks, such as the European Union's (EU's) Corporate Sustainability Reporting Directive (CSRD) and GRI Standard 3, alongside the guidelines set out by the Sustainability Accounting Standards Board (SASB).

OUR DOUBLE MATERIALITY APPROACH

Bharat Forge's materiality assessment is based on the principle of double materiality, which considers both:

- Financial Materiality - How sustainability-related matters, including climate change, resource availability, regulatory developments, human capital, supply chain practices and technological transitions, may affect our Company's financial performance, business model, enterprise value and long-term resilience.
- Impact Materiality - How Bharat Forge's activities, products and value chain may positively or negatively impact people, communities, the environment, biodiversity and broader economic development.

By integrating these perspectives, we identify and prioritise ESG topics that are most relevant to stakeholders and the business, enabling robust risk management, strategic alignment and transparent sustainability disclosures consistent with GRI Standards, CSRD principles and global ESG best practices.

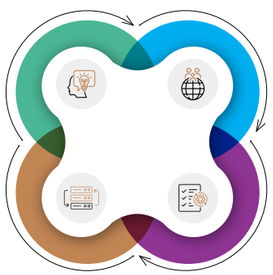
MATERIALITY ASSESSMENT PROCESS

UNDERSTAND

Evaluated Bharat Forge's business context, value chain and stakeholder ecosystem through extensive internal and external engagement.

PRIORITISE

Determined the most material ESG topics for disclosure, aligned with stakeholder expectations and long-term sustainability objectives.



IDENTIFY

Mapped actual and potential impacts across economic, environmental and social dimensions, including human rights.

ASSESS

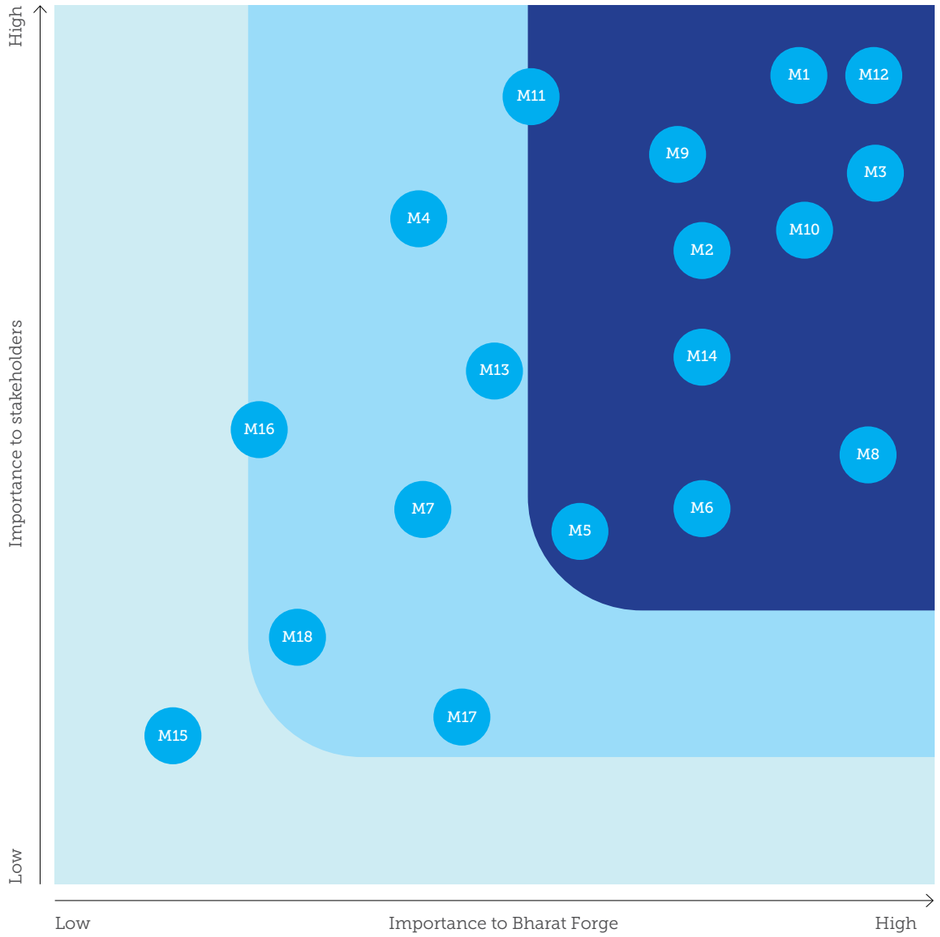
Prioritised impacts based on their significance, stakeholder feedback and sector relevance using a structured assessment approach.

This structured process ensures we focus on the issues that matter most, **driving responsible decisions and creating long-term value** for all our stakeholders.

MATERIAL TOPICS

Topics	Clubbed Topics	Materiality Topics
M1	Sustained Performance and Quality	Economic performance
M2	Health, Safety and Environment	Health and Safety Waste Management Effluents and Water Management
M3	Climate Change	Climate Change Emissions and Air Quality Clean Technology
M4	Intellectual Property	Intellectual Property Rights
M5	Innovation	Technological Innovation
M6	IT, Data Centre and Farsight Disaster Recovery	Disaster Recovery and Product Stewardship
M7	Human Capital Development	Human Rights and Labour Management Talent Attraction and Retention Human Capital Development
M8	Maintenance	Energy Management
M9	Data Protection	Data Protection
M10	Brand Risk/Reputation	Risk Management Marketing and Communications Local Communities
M11	Customer Satisfaction	Customer Relationship Management
M12	Disaster recovery	Asset Management
M13	Supply chain management	Supply Chain Management Sustainable raw materials
M14	Corporate governance and business ethics	Corporate Governance Business Ethics Compliance
M15	Local communities	Local communities
M16	Diversity, inclusion and equity	Diversity, inclusion and equity
M17	Land degradation and biodiversity	Land degradation and biodiversity
M18	Public policy advocacy	Public policy advocacy

Materiality Matrix



To ensure the relevance, accessibility and agility of our materiality assessment, we have undertaken a systematic moderation procedure that refines our realisations and outcomes. Similar and overlapping ESG topics have been further consolidated into our broader material themes, thereby demonstrating the utmost concerns that have emerged as paramount to our business and stakeholders.

This approach reinforces clarity, strengthens strategic prioritisation and enables us to direct resources towards ESG considerations that will have a long-term impact on sustainable value creation. Correspondingly, the subsequent material themes guide our sustainability strategy, ESG roadmap and decision-making process.

Bharat Forge conducts a comprehensive materiality assessment once every three years. The most recent evaluation was undertaken in FY 2023–24, with the revised ESG Roadmap published in FY 2024–25 based on its outcomes. The table illustrates how ESG topics have been consolidated into broader material themes.



AWARDS AND RECOGNITIONS

Catalysing Growth, Enhancing Recognition



Bharat Forge received 2025 Sustainability Recognition from Skoda Auto Volkswagen India.



Bharat Forge has been honoured with the Ashok Leyland ESG Champions 2025 Runner –up award

Certifications

ISO 9001:2015

IATF 16949:2016

AS 9100:2016

ISO 14001:2015

ISO 45001:2018

ISO 27001:2022

ISO 50001:2018

ISO/IEC 17025:2017

Nadcap Administered by PRI ACCREDITED Heat Treating

National Aerospace and Defence Contractors Accreditation Programme (NADCAP) Heat Treatment

Accredited Nadcap Non-Destructive Testing

NADCAP Non-Destructive Testing

API Spec Q1 & 20B

DAQA

ESG Ratings

S&P Global: 0 | 18 (2021) | 41 (2022) | 46 (2023/24) | 52 (2025) | 100

CDP: F (2021) | B- (2022) | B- (2023) | B+ (2024) | A (2025)

SUSTAINALYTICS a Morningstar company: 100 | 29 (2021) | 23.5 (2022) | 21.7 (2023) | 20.2 (2024) | 26.05 (2025) | 0

MSCI: 0 | CCC (2021 & 22) | B (2023 & 24) | BB (2025 & 26) | AAA

REFINITIV: 0 | 46.5 (2021) | 66 (2022) | 69 (2023) | 100

ecovadis: Bronze Medal | 0 | 37 (2021) | 49 (2022) | 52 (2023) | 56 (2024) | 64 (2025) | 100

ESG Frameworks

Framework	Status	Framework	Status
CDP	Submitted	GRI	Reported
ecovadis	Approved	BRSR	Reported
SCIENCE BASED TARGETS	Approved	IFRS	Aligned

SUSTAINABILITY STRATEGY

Pursuing our Responsible Roadmap, Pioneering Viability

Enduring viability is built on well-informed decision-making, accompanied by responsibility.

At Bharat Forge, sustainability is central to how we operate, innovate and evolve. It also enables us to create lasting value while balancing economic performance with environmental stewardship and social progress.

All business undertakings have effects across our value chain and stakeholder framework. By integrating sustainability into our strategy, risk management and operations, we are continuously strengthening operational resilience through enhancing resource efficiency and delivering services that sustain long-term value for our stakeholders, society and the environment at large.

STRATEGIC PILLARS

Three strategic pillars form the foundation of our sustainability strategy, and guide our actions to deliver sustainable value and responsible business outcomes.

Growth that Augments Value

We pursue growth that generates collective benefit by creating economic opportunities, utilising raw resources with integrity and simultaneously fortifying communities with resilience.

Innovating with Purpose

We leverage engineering expertise, emerging technologies and digital infrastructure to enhance our products. These processes mitigate environmental impacts and strengthen our growth trajectory.

Safer Systems, Smaller Footprint

We continue to strengthen low-carbon manufacturing, while, investing in workplace safety and embedding responsible practices operation-wide, that contribute to developing an organisation that is efficient, secure and future-ready.



Action Areas	Targets	Where We Stand Today
Improving resource efficiency	**80%** Electrical energy to be renewable by 2030	**38%** Electrical energy is used from renewable sources in FY 2026
	60% Reduction in energy intensity by 2030	**7.48%** Reduction in energy intensity in FY 2026 against base year
	50% Secondary raw material usage by 2030	**36%** Secondary raw material usage in FY 2026
	40% Reduction in water intensity by 2030	**34.24%** Reduction in water intensity in FY 2026 against base year
	60% Recycled water use by 2030	**49.34%** Water recycled in FY 2026
	Water positive by 2030	-
Reducing emissions and waste	**54.6%** Reduction in Scope 1 and 2 emissions by 2033	**15.42%** Reduction in Scope 1 and 2 emissions in FY 2026 against base year
	54.6% Reduction in Scope 3 emissions by 2033	**6.64%** Reduction in Scope 3 emissions in FY 2026 against FY 2024-25
	50% Waste intensity reduction by 2030	**4.65%** Reduction in waste intensity in FY 2026 against base year
	Zero waste to landfill by 2030	**1.26 MT** Waste sent to landfill in FY 2026, reduced by 98.30% from FY 2025
	Carbon neutral by 2045	-



Action Areas	Targets	Where We Stand Today
Growing human capital	**48 hours/year** Employee training hours by 2030	**22.46** Training hours per employee in FY 2026
	75% Reduction in the lost time injury frequency rate (LTIFR) by 2030	**0.57** Lost time incidence frequency rate (LTIFR) in FY 2026
	8% Women in managerial and leadership roles by FY 2030	**2.97%** Women in managerial and leadership roles by FY 2026
Engaging business partners	**Sustainability Index >75%** by all critical suppliers by 2030	**Sustainability Index >75%** by 27/31 critical suppliers in FY 2026
	50% RE use by top suppliers by 2030	**46%** Renewable energy use by top suppliers by FY 2026
	Product Carbon Footprint (PCF) for mainstream products by 2030	-
	Active engagement with customers on ESG aspects by 2030	-

Action Areas	Targets	Where We Stand Today
Giving back to communities	Plant **1 million** trees by 2030	**4,79,939** Total trees planted up to FY 2026
	100 Green villages by 2030	**131 villages** Driving holistic development across **6** Villages externally certified as 'Green Villages' during FY 2026
	Contribute to education and skill development	**89,143** Students reached through education and skill development initiatives



Action Areas	Targets	Where We Stand Today
Good Governance	**100%** Compliance through robust compliance system	**Zero** Instances of non-compliance with continued track record of ensuring ethical conduct
	Effective **Data Privacy** Management	**Robust Cyber Security Practices** Instances of non-compliance with continued track record of ensuring ethical conduct
Compliance to ethics	**100%** Employee training on business ethics policy	**100%** Employees covered under training on business ethics policy
	Ensure compliance to human rights requirements	**100%** External human rights due diligence audits conducted across all plants

OUR NET ZERO ROADMAP

2021-2025
Foundation
Building the foundation for our sustainability transition

2030
Water Positive
Advancing towards a positive water balance

2030
80% Renewable Electricity
Transitioning towards a higher share of renewable power

2030
50% Secondary Raw Material (RM)

2030
Zero Waste to Landfill
Eliminating waste sent to landfill

2033
54.6%
Scope 1 & 2 Reduction
Reducing operational greenhouse gas emissions

2033
54.6%
Scope 3 Reduction
Addressing value-chain emissions

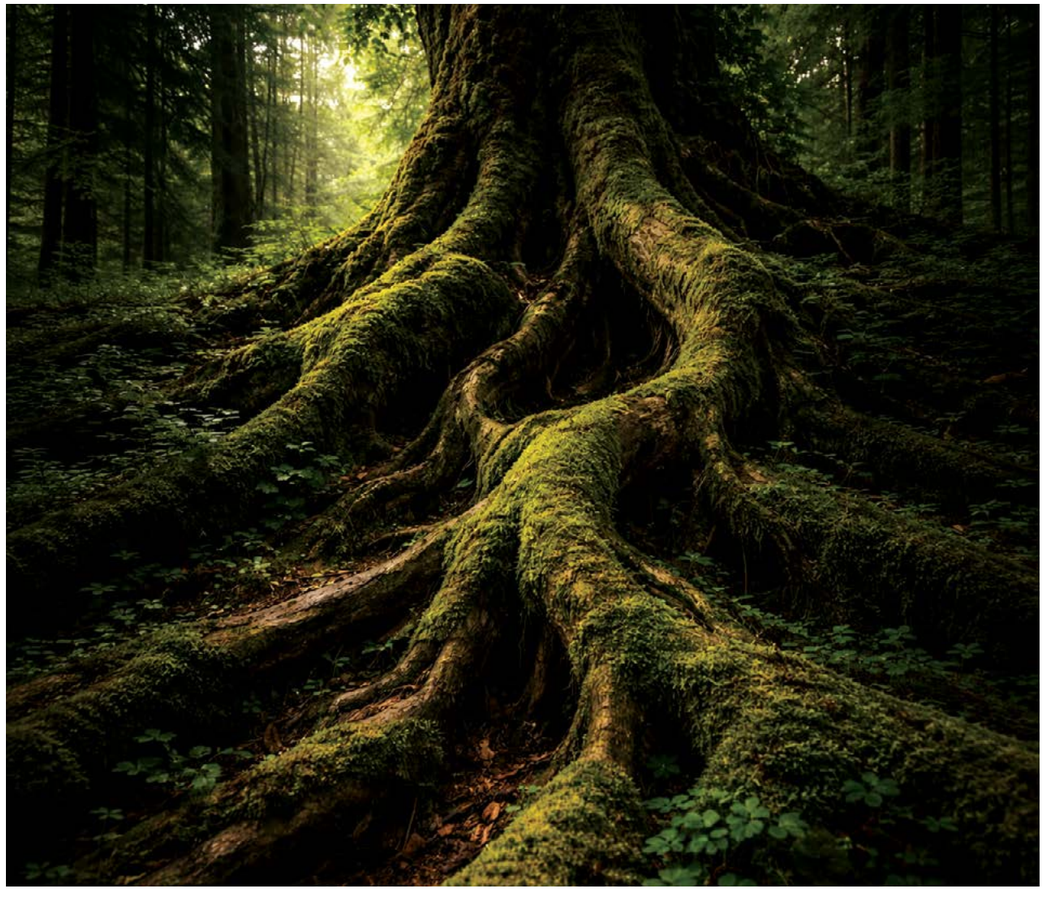
2045
Carbon Neutrality
Progressing towards carbon-neutral operations

CLIMATE RISK ASSESSMENT

Strategising Climate Evaluation, Innovating with Precision

BFL conducted a comprehensive Climate Risk Assessment (CRA) in FY 2024–25, spanning all major operational sites including Mundhwa, Baramati, Satara, Chakan and Nellore.

The assessment established a systematic approach to identifying, evaluating and monitoring climate-related risks that could affect our operations, assets and financial performance. By proactively reviewing both physical and transition risks, we are better equipped to mitigate potential financial losses, protect our reputation and build resilience to the impacts of a rapidly changing climate.



PHYSICAL RISK ASSESSMENT

The physical risk assessment evaluates the potential impact of climate-related hazards on BFL's operational sites through robust scenario analysis, based on the SSP1-2.6 and SSP5-8.5 pathways. Risks are assessed across three time horizons: near-term (2030), mid-century (2050) and end-century (2100), against the baseline period of 1995–2014.

Climate Scenarios Considered

Scenario	Warming Trajectory	Description
SSP1-2.6	Ambitious Mitigation	An extremely stringent scenario in which rigorous protocols are implemented to constrain global warming to a maximum of 1.8°C by 2100.
SSP5-8.5	Business-as-usual	A high-emissions scenario in which limited climate action results in global warming of approximately 5°C by year 2100.

As part of this assessment, BFL evaluated both acute (event-driven) and chronic (long-term, slow-onset) physical risks that could adversely affect its operational sites. Specific risk indicators were mapped to each hazard to facilitate systematic evaluation and monitoring.



Hazards and Risk Indicators Detected

Risk Type	Hazard	Key Risk Indicators
ACUTE	Floods	• 5-day Precipitation at Maximum • Elevation Analysis (Topographic Position Index)
	Cyclones	• Wind Speed and Storm Surge
	Heatwave	• Highest Temperature and Duration
	Wildfire	• Potential Threat of Wildfire or Windland Fire
CHRONIC	Heat Stress	• Extreme Heat Days • Wet Bulb Temperature • Humidity Levels
	Sea Level Rise	• Rate of Sea Level Rise
	Water Stress	• Inter-annual Variability • Per Capita Water Availability Regionally • Groundwater Table Status

Key Findings from the Physical Risk Assessment

Hazard	Key Findings
FLOOD	• Maximum 5-day precipitation is anticipated at Baramati. • Drainage systems at Baramati and Satara require review and upgradation. • The entrance gates at Mundhwa, Baramati, Satara and Nellore are vulnerable and prone to flooding. • Access roads spanning all sites are susceptible to moderate-to-high water inundation. • All sites carry high flash flood vulnerability.
CYCLONE	• Nellore site faces significant cyclonic risk. • Satara unit is subject to moderate cyclonic threat. • Remaining sites face low cyclonic risk. • All sites are situated in low wildfire risk zones.
SEA LEVEL RISE	• Nellore site's inland position from the shoreline, reduces its exposure to sea level rise risk.
HEAT STRESS	• Mundhwa and Chakan are forecasted to undergo the maximum days with temperatures surpassing 35°C. • Heightened heat stress remains probable at Nellore. • The furnace area is expected to register higher loss of productivity.
WATER STRESS	• River basins at all sites currently undergo water stress. • Water stress is forecasted to increase throughout all locations. • Rainwater harvesting is to be implemented at Chakan.

Targeted mitigation measures have been identified for each of the physical risks outlined above. Feasibility assessments for these measures, along with their deployment, are currently underway at the respective BFL sites.



TRANSITION RISK ASSESSMENT

Transition risks refer to the financial and operational constraints an organisation may encounter during macroeconomic shifts amidst adapting to a low-carbon future. Rising stakeholder scrutiny on environmental responsibility can pose significant reputational risks, potentially compromising customer trust and overall investor confidence. BFL's transitional risk assessment is centred around four key segments, each evaluated for its associated risks and value-creation opportunities.

Policy and Legal | Market | Technology | Reputation

Transitional Risk Landscape: Risks and Opportunities

POLICY AND LEGAL

Category	Driver	Risks	Opportunities
	Carbon Pricing Policies	• Emission minimisation initiatives necessitating for additional investment • Anticipated rise in carbon costs • Pressure on profit margins due to Carbon Border Adjustment Mechanism (CBAM)	• Potential to earn and trade carbon credits • Additional revenue through green steel product line
	Mandates on Renewable Energy	• High upfront cost of onsite solar installation • Approximately 10% surge in International Renewable Energy Certificate (IREC) costs	• Renewable electricity is affordable compared to non-renewable sources • Capacity to sell renewable energy credits
	Energy Efficiency Standards	• Substantial investment required for energy-efficient technologies • Risk of unattaining the growing green products market	• IBH technology has emerged 40% more energy-efficient than conventional furnaces • Green products can command a premium price
	Environment and Resource Management Regulations	• Investment in demand for scrap reduction and water-saving technologies	• Usage of recycled products lower emissions by 58% and prices by 40% • Robust revenue streams from clients who are committed to sustainable procurement

Category	Driver	Risks	Opportunities
MARKET	Energy Price Volatility	• Electricity costs predicted to rise by almost 10% by 2030 • Piped Natural Gas (PNG) prices projected to rise by around 60% within 2050 • Fuel price increases may accelerate the transition to Electric Vehicles (EVs), thereby, minimising demand for forged components	• No direct opportunity detected
	Introduction of Green Raw Materials	• Around 40% rise in raw material costs associated with green steel procurement	• Ability to offset Scope 3 emissions through purchase of green credits • Opportunity to market green products at a premium
	Shifts in Consumer Preferences and Product Innovation	• Decelerated demand for forged components as EV adoption rises • Higher capital expenditure for lightweight manufacturing technologies and staff training	• No direct opportunity identified
TECHNOLOGY	Digitalisation and AI	• Capital outlay in demand for digitalisation and further employee training • High implementation costs of AI-driven solutions	• Enhanced energy efficacy and reduced downtime • Better trackability and prompt response to market trends
	Carbon Capture, Utilisation and Storage (CCUS)	• Increased capital expenditure and a 5–10% rise in operating costs	• Reduction in fuel utilisation and the requirement to purchase offsets
REPUTATION	Environmental Damage and Pollution	• Constraints of fines for non-compliance	• Opportunity to invest in carbon capture, water recycling and waste management solutions
	Investor and Stakeholder Pressure	• Public protests linked to environmental impacts	• Accelerating adoption of sustainability measures can further build investor trust and confidence



ECONOMIC VALUE GENERATED AND DISTRIBUTED

Realising our Commitments with Steadfastness

Long-term value creation commences with prudent financial stewardship. We follow a disciplined strategy to capital management that balances strategic investments with financial resilience.

A resilient balance sheet paired with healthy liquidity and a conservative leverage profile enable us to pursue growth opportunities while remaining agile in a dynamic business environment. By allocating capital responsibly and maintaining rigorous financial oversight, we strive to build a strong foundation for sustainable and profitable growth over the long term.



OUR CAPITAL ALLOCATION PRIORITIES

- Channel capital concerning strategic growth initiatives that reinforce long-term organisational expansion and sustainability.
- Bolster operational efficacy through prudent cost management and working capital optimisation.
- Augment resilient supply chain partnerships to ensure business continuity, operational reliability and consistent value delivery.

OUR PRODUCT STRATEGY

- Expand and strengthen our portfolio to address evolving customer preferences, alongside enabling new growth opportunities and diversifying our revenue streams.
- Integrate resource-efficient practices across product upgradation and operations to sharpen our competitive edge while advancing environmental stewardship.

ECONOMIC VALUE GENERATED (IN ₹ MILLION) FY2025-26

₹ 83,956.78 million
Revenue from operations

₹ 1,444.57 million
Other income

₹ 85,401.35 million
Total income

₹ 72,017 million
Economic Value Distributed

₹ 13,384.35 million
Economic Value Retained

- **₹ 1,821.74 million**
  Payment to Providers of Capital
- **₹ 58,611.46 million**
  Operating Costs
- **₹ 6,760.05 million**
  Employee Benefits and Wages
- **₹ 298.91 million**
  Community Investments
- **₹ 4,524.84 million**
  Payments to Government



GOVERNANCE

Building Trust with Integrity at the Core

At Bharat Forge, governance extends beyond regulatory compliance. It remains the foundation for driving responsible growth and delivering enduring value.

We prioritise transparency, accountability and ethical conduct across our operations to address evolving stakeholder expectations. Through proactive oversight, disciplined risk management and informed decision-making, we consistently navigate dynamic market environments with resilience and confidence.

Contribution to UN SDGs



GRI Linkages

GRI: 2-9, 2-10, 2-11, 2-12, 2-13, 2-14, 2-15, 2-17, 2-18, 2-19, 2-20, 2-23, 2-26, 2-27
GRI: 205, 406, 407, 408, 409, 410-1, 418



OUR GOVERNANCE APPROACH

We remain committed to fair and responsible practices to ensure seamless business continuity. Our governance philosophy, anchored in transparency, accountability and ethical conduct, effectively safeguards our operational excellence. Through robust risk management, structured policies and streamlined procedures, we advance our business priorities responsibly and consistently.

Five Pillars that Guide Us

Risk Management	Ethical Business Practices	Legal and Regulatory Compliance	Transparency and Disclosure	Stakeholder Engagement
Proactive identification and mitigation of enterprise risks.	Zero tolerance for bribery, corruption and unethical conduct.	Adherence to applicable laws across our operations.	Timely and accurate disclosure of material information.	Consistent communication with shareholders and stakeholders.

RISK MANAGEMENT

Our risk management framework proactively identifies, assesses and mitigates risks to safeguard our business operations. We monitor existing exposures and emerging risks to maintain our competitiveness and strengthen organisational resilience. Guided by our robust risk management policy and overseen by the Board's Risk Management Committee, our framework prioritises the following core elements.

02

Identification

Systematically detecting and categorising risks to understand their nature and origin.

04

Response

Risk owners design and apply mitigation strategies - process controls, policy revisions, financial hedging and continuity plans.

01

Risk Universe Analysis

Scanning strategic, operational, financial, legal, technological, environmental and reputational risks - internal and external - to map the full landscape early.

03

Assessment

Evaluating identified risks by likelihood and impact, prioritising and escalating strategic risks that could disrupt operations or growth.

05

Reporting

The Risk Management Committee reviews metrics and mitigation progress regularly, reporting to the Board for oversight and decisions.

Consistent Policy Review

Our risk management policy provides a structured approach to assessing and mitigating emerging risks, including climate change, cybersecurity threats and supply chain disruptions. Through an integrated approach, we consistently bolster operational resilience to propel long-term value creation. During the year, we amended our risk management policy to specify that the interval between two consecutive meetings should be approximately 180 to 210 days.

Strategic Partnerships

We foster long-term partnerships that support our strategic business priorities and sustained progress. To navigate evolving regulatory landscapes, we engage with industry associations to inform our understanding and support decision-making. By drawing on collective expertise, we seek to respond effectively to emerging opportunities and advance business growth.

01 Confederation of Indian Industry

02 Indo-German Chamber of Commerce

03 Indo-American Chamber of Commerce

04 Federation of Indian Chambers of Commerce and Industry

05 Bombay Chamber of Commerce and Industry

06 Society of Indian Defence Manufacturers

07 Swedish Chamber of Commerce in India

08 Indo-French Chamber of Commerce in India

09 Mahratta Chamber of Commerce Industry and Agriculture

10 CII-FBN India Chapter Membership



ETHICS AND INTEGRITY

Ethics and integrity remain integral to our business performance. Our governance framework reinforces our commitment to responsibility, transparency and accountability, extending beyond statutory compliance. We remain dedicated to deliver enduring value by prioritising informed decision making and responsible practices across our operations.

Governance Policies

In alignment with globally recognised industry standards, our governance policies promote ethical conduct and responsible business practices. Through regular review and necessary revisions, we consistently address dynamic stakeholder requirements while ensuring strict regulatory compliance.

Our Policies

- Anti-Corruption and Anti-Bribery Policy
- Tax Policy
- Whistle Blower Policy
- Board Diversity Policy
- Code of Conduct for Insider Trading and Fair Disclosure of Unpublished Price Sensitive Information
- Conflict Minerals Policy
- Corporate Social Responsibility (CSR) Policy
- Data Prevention and Protection Policy
- Dividend Distribution Policy
- Employee Code of Conduct and Business Ethics
- Energy Policy
- ESG / Sustainability Policy
- Human Rights Policy
- Material Subsidiary Policy
- Nomination and Remuneration Policy
- Occupational Health Environment and Safety Policy
- Policy for Determination of Materiality of Events and Information
- Policy for Retention and Archival of Documents
- Prevention of Sexual Harassment (POSH) Policy
- Related Party Transaction Policy
- Risk Management Policy
- Supplier Code of Conduct
- Sustainable Procurement Policy
- Conflict of Interest Policy

Our Policies in Practice

Code of Conduct and POSH Policy

Our Code of Conduct and Ethics Policy govern the professional behaviour of directors, senior management, employees and business associates. Additionally, we ensure transparency across our sourcing operations through strict regulatory compliance.

We maintain a zero-tolerance approach to unethical behaviour and workplace harassment. Structured policies, regular training and open communication reinforce our commitment to fostering a safe and inclusive workplace. During the year, we revised our Code of Conduct to prohibit the sharing of sensitive business information with the employees of competitors.

Our Prevention of Sexual Harassment (POSH) policy has been established in accordance with the POSH Act. We address every complaint with due regard to confidentiality, impartiality and fairness. Following an investigation by a specialised internal committee, necessary measures are enforced based on its recommendations.

We conduct regular POSH awareness sessions to promote a safe, respectful and inclusive work environment. Our gender-neutral policy applies to employees, contract workers and visitors. We also circulate an audio-enabled PowerPoint module every month and display awareness posters across all Bharat Forge units to reinforce understanding of POSH principles.

Whistleblower Mechanism

Our Whistleblower Policy enables employees and external stakeholders to confidentially report unethical behaviour, suspected fraud and violations of the Code of Conduct. As part of our employee induction programme, we familiarise new employees with the policy and the channels available to raise concerns.

Key Features of the Mechanism:

- A confidential and secure channel for lodging complaints
- Independent oversight by the Chairman of the Audit Committee and the designated Whistleblower Officer
- Meticulous investigation of every complaint while maintaining impartiality
- Regular monitoring and prompt redressal of grievances

Anti-corruption and Bribery Measures

Our Anti-Corruption and Anti-Bribery Policy states a zero-tolerance approach towards bribery, corruption, money laundering and investment fraud. It applies to all employees, management personnel, consultants, suppliers and business partners associated with the Company.

Key Provisions of the Policy:

- Regular revision of governance codes and internal policies
- Deliver enduring stakeholder value while maintaining the highest ethical standards
- Proactive identification and mandatory reporting of suspicious or corrupt activity
- Structured principles for professional conduct, accountability and transparent business practices

Zero

Incidents related to anti-bribery and anti-corruption violations in FY 2025-26

Compliance Practices

We promote compliance awareness across our operations through targeted communication, periodic training and technology-enabled monitoring. These initiatives support informed decision-making and reinforce regulatory discipline in line with evolving governance requirements.

Related Party Transactions (RPTs)

RPTs remain pivotal to our business performance. Our key initiatives to maintain transparency and ensure seamless business continuity across our integrated operations, include

- We circulated FAQs on RPTs across the organisation thereby, providing practical guidance on identification, disclosure and compliance requirements.
- We organised periodic awareness sessions for diverse functions, including CEOs and Business Unit Heads.
- We conducted a dedicated training session on the RPT disclosure and approval process for Bharat Forge Group companies in October 2025.

Automated Rumour Verification

We utilise a real-time automated rumour verification system to monitor significant fluctuations in our share price and identify potential market rumour. The system enables us to assess developments promptly and ensure necessary clarification or confirmation for stock exchange operations.

Prohibition of Insider Trading

We consistently promote awareness initiatives to bolster our resilience through robust framework for the prohibition of insider trading regulations among designated officials.

- We prioritise transparent and periodic communication through relevant e-learning modules in alignment with regulatory requirements.
- We outline the roles and responsibilities of designated professionals through the display of awareness posters across our facilities.

During FY 2025-26, we updated the Code of Conduct for insider trading and fair disclosure of Unpublished Price Sensitive Information (UPSI), in accordance with the amendments to the SEBI (Prohibition of Insider Trading) Regulations, 2015. The revised Code incorporates an updated definition of UPSI, including a specific list of 16 events and the associated information requirements.

HUMAN RIGHTS

We are committed to providing fair and safe working environments, ethical business practices while consistently promoting employee wellbeing. We prioritise transparency and accountability across our operations to effectively safeguard human rights and advance our business priorities responsibly.

Human Rights Policy

Our approach to human rights is guided by globally recognised frameworks, including the International Bill of Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work and the United Nations Global Compact.

Our Human Rights Policy prohibits child and forced labour, promotes fair wages and supports safe working conditions. We are committed to fostering an inclusive and respectful workplace that safeguards individual rights, including privacy, freedom of association and non-discrimination. The policy applies to our employees and extends to our suppliers and business partners, reinforcing our commitment to human rights across the value.

100%

Employees received Human Right & Code of Conduct training

Human Rights Due Diligence

Our due diligence framework includes a comprehensive human rights evaluation across our facilities. It meticulously assesses policy accessibility, maintenance of minimum wages and the efficacy of anti-corruption and anti-bribery practices while eliminating forced and child labour. By promoting business ethics, standardising working hours and optimising PPE utilisation, the framework further analyses internal statutory records to propel disciplined execution across our facilities. The assessment covered 100% of our workforce across 100% of BFL plants, in line with applicable regulatory requirements. During FY 2026, our human rights due diligence process underwent a third-party audit to assess alignment with evolving policy requirements.

37

Total training sessions conducted on Human Rights

Human Rights Training Statistics

Category	FY 2025-26			FY 2024-25		
	Total (A)	No. of employees/ workers covered (B)	% (B/A)	Total (C)	No. of employees/ workers covered (D)	% (D/C)
EMPLOYEES						
Permanent Employees	2556	2556	100	2566	2026	78.95
Other than permanent	293	293	100	382	382	100
Total	**2849**	**2849**	**100**	**2948**	**2408**	**81.68**
WORKERS						
Permanent Employees	1398	1398	100	1406	417	29.65
Other than permanent	6376	6376	100	5139	1155	22.47
Total	**7774**	**7774**	**100**	**6545**	**1572**	**24.02**

Freedom of Association

Freedom of association is integral to workplace equity. We respect employees' rights to form or join trade unions, participate in collective bargaining and engage in structured discussions on matters related to their employment. We communicate these rights consistently across the organisation through our internal policies.

Training and Awareness on Policies and Human Rights

New employees undergo mandatory training during induction as part of the systemic onboarding process. The programme spans human rights, code of conduct, POSH, cyber security, whistleblower policy and ESG practices, thereby promoting awareness among through consistent communication. We also distribute a pocket handbook on our Code of Conduct and Ethics Policy to every employee. Through these initiatives, we foster a responsible, inclusive and motivated work culture.

Our framework addresses both the foundational and operational human rights requirements, including

01 Human Rights
02 Code of Conduct
03 POSH
04 Information / Cyber Security
05 Whistle Blower
06 ESG (Environment, Social, Governance)
07 EHS (Environment, Health and Safety)
08 Foundational Induction and On-the-Job Training

100% New professionals trained

100% Coverage in Anti-corruption training

100% Coverage in Code of Conduct and Ethics training

100% Whistleblower investigations completed

Grievance Redressal Mechanism

Safeguarding human rights across our operations is a fundamental responsibility. Our grievance redressal framework is guided by transparency, fairness and accountability, providing a structured process to report and address concerns related to human rights.

Our structured grievance mechanism framework includes

01 Reporting

Employees, affiliates or community members can confidentially report concerns or violations to the Human Resource Department or Senior Management, without fear of reprisal or retaliation.

02 Investigation

A dedicated committee investigates reported violations, evaluates the issue and recommends an action strategy in consultation with senior leadership.

03 Monitoring

Bharat Forge conducts periodic human rights due diligence to check the effectiveness of the policy and identify areas for improvement.

CYBERSECURITY AND DATA GOVERNANCE

Secure data management is pivotal to ensure seamless digital operations. Our cybersecurity and information security governance framework supports digital resilience while ensuring compliance with applicable regulatory requirements. We remain committed to safeguard our intellectual assets and market credibility by consistently bolstering our cybersecurity infrastructure.

Vulnerability Management

Regular Scan - VAPT
Automated Patching - BigFix
Continuous monitoring - 24x7 SOC
Breach and Attack Simulation (Picus)
Threat Hunting (SOC)

Audit and Compliance

Compliance - ISO 27001, TISAX, NIST SP 800-171
Yearly certification + internal audit twice a year
Quarterly legal compliance audit
Logging retained for 1 year
Quarterly compliance checks. induction/refresher training
Phishing simulation campaigns

API Security

Rate limiting
Input validation
API key management
OAuth 2.0

Network Security

Next-Gen Firewalls - Fortinet / Check Point
Network Segmentation - ColorTokens
Intrusion Detection - Tipping Point
Secure DNS - Cisco Umbrella
WiFi Security - Cisco
Software Defined WAN - Fortinet

Terminal Security

Strong password - Group Policy
Antivirus / EDR - CrowdStrike
Device management - CrowdStrike
Zero Trust Security - Zscaler
Secure email gateway - Cisco IronPort
Mobile device management - Microsoft Intune
Data leakage prevention - Forcepoint

Container Security

Trusted base images
Image scanning
Runtime security
Secure deployment

Authentication

Strong password - Active Directory
Multi-factor authentication - Microsoft
Access policies - Active Directory
Remote access VPN - AnyConnect

Disaster Recovery

Data backups - Commault
System redundancy
DR hosted at Colo

Encryption

Data in transit - TLS 1.2/1.3
Data at rest - Secioré
SSL for web applications

Data Privacy and Business Continuity

We adhere to the ISO/IEC 27001:2022 framework across our digital operations. Our expertise across IT services, design and defence capabilities is supported by relevant certifications. Our approach to data privacy is outlined in our Privacy Policy.

Our Information Security Policy promotes the secure and reliable transmission of information across our operations and beyond. We proactively identify and address emerging risks in alignment with global industry standards.

Security Breach Response System

Our cybersecurity incident response mechanism enables us to respond swiftly to security breaches, minimise potential adverse impacts and restore operational continuity with agility and resilience.

Incident Detection

- Incidents can be detected via:
- User Reports
- System Monitoring
- Audits
- Whistleblowers
- Periodic Reviews
- External Notification (e.g., CERT-In)

Investigation and Analysis

- Collect and preserve evidence
- Analyse root causes, affected systems and business impact
- Involve external parties (law enforcement, CERT-In) if necessary

Resolution and Recovery

- Implement corrective and preventive actions
- Restore services and mitigate future risks

Initial Notification

User reports the incidents through

- Helpdesk Call/Portal/Email
- Direct contact with the Incident Management Team (IMT)

Immediate Actions

- Take emergency actions to control and recover from the incident
- Document all actions and secure audit trails and evidence

Post-Incident Review

- Analyse the incident response process
- Identify lessons learned and areas for improvement

Validation and Classification

Incident Management Team validates if the event is a security incident

- Impact: High, Medium, Low
- Urgency: High, Medium, Low
- Priority: Critical, High, Medium, Low

Escalation

If unresolved, escalate according to Escalation Matrix

- L1: Team Leader
- L2: ITS Head
- L3: CISO and Steering Committee

Closure and Documentation

- Close the incident after full recovery
- Document findings, including a Post Incident Review (PIR) report

Cyber Risk Oversight by the Board

The Board's Risk Management Committee oversees our cybersecurity operations and provides strategic direction for managing cyber risks. The Chief Information Officer (CIO) is responsible for the consistent implementation and disciplined execution of cybersecurity initiatives, aligned with our business priorities.

Cybersecurity Mitigation Strategy

Priority in Corporate Sustainability

Cybersecurity remains pivotal to our sustainability agenda, integrated across all business operations.

Adherence to Global Standards

Our IT and Engineering divisions have held ISO 27001 certification since 2006. This certification now extends to our Defence division as well.

Multi-Layered Security

We deploy a multi-layered, future-ready security architecture for real-time threat prevention and greater resilience.

Third-Party Validation

We voluntarily undertake Vulnerability Assessment and Penetration Testing (VAPT) and engage independent experts for review.

Training and Awareness on Cybersecurity

Our digital protection approach encompasses endpoints, data centres, network perimeters and communication networks, thereby safeguarding data across our operations.

Our cybersecurity governance integrates human resources, legal, physical security and Environmental, Health and Safety (EHS) teams through a collective responsibility framework. We promote consistent training and awareness programmes for all our employees, to drive sustained progress.

100%
Employees received cybersecurity training

Zero
Incidents

Zero
Data breaches

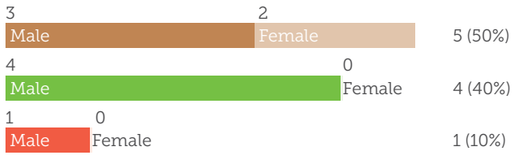


LEADERSHIP ACCOUNTABILITY

We are positioned to respond to emerging opportunities, drawing on the collective experience and expertise of our Board of Directors. Through disciplined execution and sustained operational excellence, we consistently deliver enduring stakeholder value.

Independent judgement and personal integrity underpin responsible decision-making, while regular engagement with senior management and business heads supports transparent oversight. We also prioritise specialised capabilities, diverse perspectives and relevant experience to promote resilient governance and business continuity.

Board Composition



Independent Director

Executive Director

Non-Independent Non-Executive Director

22.87 years
Average tenure of Executive Director

3.94 years
Average tenure of Independent Director

3 years
Average tenure of non-Independent Director



Board Expertise

Skill matrix

% of board members having expertise

Strategic Planning — 100%

Business Operations — 90%

Technology — 50%

Sales and Marketing — 60%

Finance Acumen — 70%

Governance and Risk Management — 100%

11.42 years
Average tenure of board members

Board Committees

Audit Committee

- (C) Mr. K. B. S. Anand — Independent Director
- (M) Ms. Rashmi Joshi — Independent Director
- (M) Mr. Ashish Bharat Ram — Non-Executive Non-Independent Director

7 Meetings held

81% Average Attendance (%)

Corporate Social Responsibility Committee

- (C) Mr. B. N. Kalyani — Chairman & Managing Director
- (M) Mr. Amit B. Kalyani — Vice-Chairman & Joint Managing Director
- (M) Mr. K. B. S. Anand — Independent Director
- (M) Mr. Anand S. Pathak — Independent Director

2 Meetings held

100% Average Attendance (%)

Risk Management Committee

- (C) Mr. B. N. Kalyani — Chairman & Managing Director
- (M) Mr. Amit B. Kalyani — Vice-Chairman & Joint Managing Director
- (M) Ms. Rashmi Joshi — Independent Director
- (M) Mr. Ashish Bharat Ram — Non-Executive Non-Independent Director

2 Meetings held

100% Average Attendance (%)

Nomination and Remuneration Committee

- (C) Mr. Dipak B. Mane — Independent Director
- (M) Ms. Rashmi Joshi — Independent Director
- (M) Ms. Sonia Singh — Independent Director
- (M) Mr. Ashish Bharat Ram — Non-Executive Non-Independent Director

7 Meetings held

93% Average Attendance (%)

Stakeholders Relationship Committee

- (C) Mr. Anand S. Pathak — Independent Director
- (M) Mr. B. N. Kalyani — Chairman & Managing Director
- (M) Mr. Amit B. Kalyani — Vice-Chairman & Joint Managing Director
- (M) Ms. Sonia Singh — Independent Director

1 Meetings held

100% Average Attendance (%)

Environmental, Social and Governance Committee

- (C) Mr. Amit B. Kalyani — Vice-Chairman & Joint Managing Director
- (M) Mr. Dipak B. Mane — Independent Director
- (M) Ms. Sonia Singh — Independent Director

1 Meetings held

100% Average Attendance (%)

(C) Chairperson

(M) Members

ESG GOVERNANCE ARCHITECTURE



BOARD ESG COMMITTEE STRUCTURE AND OVERSIGHT

The ESG Committee provides a structured mechanism for Board-level oversight of the Company's ESG priorities. Its responsibilities include guiding the development and implementation of ESG strategies and policies, reviewing ESG-related risks and opportunities that may affect the Company's reputation and business performance, and overseeing actions taken to advance the Company's ESG objectives. The Committee also reviews sustainability reporting requirements and has access to relevant information required to discharge its responsibilities.

- Frequency of ESG reviews
- ESG dashboard ownership
- ESG risk escalation process
- Management accountability mechanism

Climate Oversight and Management Accountability

Climate-related risks and opportunities are considered as part of the Committee's broader ESG risk oversight. The Committee reviews emerging ESG risks and opportunities and oversees the development and implementation of relevant targets, standards and metrics established by management to monitor ESG performance. Management is responsible for implementing the Company's ESG initiatives and tracking performance, while the Committee provides oversight and guidance to support progress against the Company's sustainability objectives.

Strengthening Board Effectiveness

Our Board plays a pivotal role in guiding the organisation's sustained performance. We support Board effectiveness through regular training, performance evaluations and stakeholder engagement, ensuring that the Board's capabilities and oversight remain aligned with evolving business requirements.

5
Awareness sessions conducted for the board in FY 2025-26

100%
Participation recorded across sessions

Familiarisation and Capacity Building of Directors

Through our familiarisation programme, Directors receive periodic updates about the organisational operations, market dynamics, regulatory dynamics and strategic priorities. Business and functional heads deliver these updates during Board and strategy meetings, facilitating informed discussions and knowledge-sharing. We also provide Directors with access to internal policies, research reports and relevant regulatory updates to support continuous learning and informed decision-making.

Board Performance Evaluation Mechanism

We conduct an annual performance evaluation of the Board, its committees and individual Directors, in accordance with the Companies Act, 2013 and the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015. The process effectively incorporates feedback from every Director to drive strategic progress.

The evaluation considers the Board's composition and diversity, the quality of deliberations, strategic guidance and oversight of key matters. Committee performance is assessed against criteria such as clarity of mandate, meeting effectiveness and alignment with respective charters.

Our Independent Directors also evaluate the performance of the Chairperson, Non-Independent Directors and the Board in line with SEBI's Guidance Note on Board Evaluation. The Chairman holds individual meetings with Independent Directors to gather feedback on the functioning of the Board and its committees.

PROACTIVE ENGAGEMENT WITH SHAREHOLDERS

We value diverse shareholder perspectives and prioritise regular engagement to address their specific requirements and concerns while consistently maintaining transparency. Our year-round engagement programme enables us to incorporate relevant feedback into our practices and improve the shareholder experience.

Key Engagement Initiatives

- **Multi-channel communication:** We engage shareholders through letters, emails, newspaper publications, social media and digital platforms to facilitate timely and accessible communication.
- **Digital guidance and support:** We provide necessary guidance through our website on dematerialisation, dividend-related issues and claims under the Investor Education and Protection Fund (IEPF).
- **Targeted shareholder outreach:** We undertake structured follow-ups through our Registrar and Transfer Agent (RTA) to communicate with shareholders and resolve pending matters.
- **IEPF awareness and participation:** We participated in the IEPF Authority's Saksham Niveshak – 100 Days Campaign to facilitate greater awareness and restore eligible shareholder claims.
- **Shareholder tracing:** We engage specialised external agencies to identify strategic shareholders, thereby driving sustained progress.
- **End-to-end claim facilitation:** We provide documentation and claim support to enable seamless processes for our shareholders.
- **Feedback mechanism:** A dedicated survey on our website enables shareholders to share constructive feedback on our in-house and RTA services to identify potential areas for improvement.

Outcomes Achieved

- Minimising the number of unresponsive shareholders
- Accelerating the dematerialisation of shareholdings
- Accelerating shareholder grievance redressal
- Facilitating the clearance of unpaid dividend balances
- Bolstering regulatory audit preparedness
- Enhancing shareholder confidence through responsive and transparent engagement

Legal Compliance and Awareness

We undertake structured legal and compliance initiatives to ensure transparency, accountability and effective communication with stakeholders. In line with regulatory requirements, we follow standardised processes that support informed decision-making across the organisation. Regular updates, established procedures and timely communication also contribute to operational resilience and effective risk management.

Litigation Management

We circulate a monthly Litigation Management Information System (MIS) and relevant Standard Operating Procedures (SOPs) to key stakeholders. The MIS provides an updated view of ongoing litigation, including case status, significant developments and risk assessments. The SOPs establish standard processes for litigation management, escalation and documentation. Together, these measures support informed decision-making and compliance with applicable legal requirements.

Contract Management

We periodically circulate our contract management SOP, which outlines the processes for drafting, reviewing, approving and executing contracts. These processes define roles and responsibilities, approval matrices and compliance checkpoints. We also update our contract repository to maintain visibility into active agreements, key obligations, milestones and renewal timelines. These practices support efficient contract management and help mitigate legal and operational risks.

Competition Law Awareness

We regularly disseminate circulars, advisories and regulatory updates issued by the Competition Commission of India (CCI) to relevant stakeholders. These communications reinforce major developments, compliance expectations and potential risk areas for business competitiveness. It enables timely awareness and informed decision making to effectively prevent regulatory breaches.

OUR PEOPLE

Powering Progress with a Shared Purpose

We drive progress by attracting skilled talent, advancing technical capabilities and creating opportunities for career development.

Our people practices are aimed at fostering a culture of continuous learning through strategic talent acquisition, performance management and structured internal mobility. We promote a diverse, inclusive and motivated workforce through employee engagement, transparent communication, feedback and recognition practices.

During FY 2026, we advanced specialised capabilities and encouraged greater participation of women across our operations. We remain committed to developing a future-ready workforce by drawing on the collective skills and expertise of our people.

Contribution to UN SDGs



GRI Linkages

GRI: 2-7,2-8
GRI: 401-1,2,3; 404-1,2,3; 405-1,2



OUR WORKFORCE

Our team brings together the expertise required to deliver manufacturing excellence across our forging, machining and engineering operations. The collective capabilities of our permanent employees, technical specialists and shopfloor teams, enable us to address the evolving operational requirements. We prioritise strategic workforce planning, capability development, internal mobility and leadership succession while promoting diversity and ensuring equal opportunities. In alignment with our business priorities, our recruitment, learning and performance management practices propel sustained career progression across our diverse functions and manufacturing facilities.

Workforce Composition

4,247 Total workforce

By category



By employment type



Permanent employees 2,556 (60.2%) Other than permanent employees 293 (6.9%) Permanent workers 1,398 (32.9%)

Employee Mix by Age and Gender

Permanent Employees	Below 30	30-50 years	Over 50 years	Total
Male	215	1794	475	2484
Female	25	40	7	72
Total	240	1834	482	2556
Other than Permanent Employees	**Below 30**	**30-50 years**	**Over 50 years**	**Total**
Male	261	1	0	262
Female	31	0	0	31
Total	292	1	0	293

Workers Mix by Age and Gender

Permanent workers	Below 30	30-50 years	Over 50 years	Total
Male	0	1299	98	1397
Female	0	1	0	1
Total	0	1300	98	1398

Employee Mix by Category and Gender

Category	Male	Female
Sr. Management (AVP and Above)	126	8
Middle Management (Manager and Sr. Manager)	655	13
Junior Management (up to Deputy Manager)	1965	82
Worker	1397	1
Total - 4,247	**4,143**	**104**

Labour Relations

Stable employee relations and transparent communication are essential to smooth operations. We foster enduring engagements with recognised worker representatives through structured consultation, thereby promoting meaningful workplace discussions. A renewed collective bargaining agreement with the Bharat Forge Works Council, effective for a period of three years from 1 July 2025, further reinforces our employee relations framework.

GOALS AND PROGRESS

Our purpose is to nurture our people and empower them to shape a better future

Targets	Progress in FY 2025-26
48 hours of training per employee annually by 2030	22.46 hours/year Employee training provided
75% minimisation in Lost Time Incidents Frequency Rate by 2030	0.57 LTIFR
8% women in managerial and leadership positions by 2030	2.97% achieved

Workforce Priorities for FY 2025-26

Our workforce priorities during FY 2026 focused on building capabilities, advancing inclusion and supporting talent development through targeted initiatives. These included.

- Increasing the acquisition of female employees across our manufacturing operations.
- Promoting Internal Job Posting (IJP) to encourage career mobility.
- Ensuring seamless business continuity through leadership pipeline development for critical positions.
- Proactively tracking of workforce diversity metrics through digital platforms

DIVERSITY AND INCLUSION

We promote an inclusive workplace that values diverse perspectives, experiences and capabilities, supporting operational resilience and organisational effectiveness. We are committed to fostering mutual respect, ensuring equal opportunities and treating every individual fairly so that our people can contribute meaningfully and realise their potential.

We have established a structured Diversity, Equity and Inclusion (DEI) policy, backed by our Human Rights policy, to guide our operations across the employee lifecycle. Our policies are applicable and accessible to all employees, irrespective of gender, age, ethnicity, religion, nationality, disability, sexual orientation or family status.

Our approach includes

- **Inclusive policies:** Our DEI and Human Rights policies promote fair and respectful treatment across the organisation.
- **Accessible workplaces:** We incorporate accessibility features including ramps, elevators and handrails across our facilities to ensure ease of access.
- **Inclusive leadership:** We integrate our DEI priorities across our leadership development and people management practices.
- **Fair performance practices:** Performance assessment and career development initiatives are aligned with our inclusion principles.
- **Employee engagement:** We foster an environment of mutual respect through consistent awareness and engagement programmes.

GENDER DIVERSITY

We promote equal participation across our workforce and leadership positions, with women represented on our Board of Directors and in key management roles. We work to provide a supportive environment that enables women to contribute meaningfully across our manufacturing operations. Our efforts include improving workplace infrastructure and implementing targeted development initiatives to expand opportunities for women across the organisation.

104
Women in workforce

2.45%
Women in workforce

20%
Women on the Board

1 of 9
Women in KMP

2.97%
Women in managerial and leadership position



OUR REMUNERATION FRAMEWORK

Category	FY2025-26					FY2024-25				
	Total (A)	Equal to Minimum Wage		More than Minimum Wage		Total (D)	Equal to Minimum wages		More than Minimum Wage	
		No. (B)	% (B/A)	No. (C)	% (C/A)		No. (E)	% (E/D)	No. (F)	% (F/D)
EMPLOYEES										
Permanent	2556	0	0	2556	100	2566	0	0	2566	100%
Male	2484	0	0	2484	100	2504	0		2504	100%
Female	72	0	0	72	100	62	0	0	62	100%
Other than permanent	293	0	0	293	100	382	0	0	382	100%
Male	262	0	0	262	100	330	0	0	330	100%
Female	31	0	0	31	100	52	0	0	52	100%
WORKERS										
Permanent	1398	0	0	1398	100	1406	0	0	1406	100%
Male	1397	0	0	1397	100	1405	0	0	1405	100%
Female	1	0	0	1	100	1	0	0	1	100%
Other than permanent	6376	0	0	6376	100	5139	0	0	5139	100%
Male	6274	0	0	6274	100	5035	0	0	5035	100%
Female	102	0	0	102	100	104	0	0	104	100%

TALENT ACQUISITION

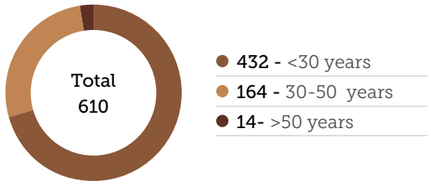
Our manufacturing operations require specialised skills, technical expertise and consistent precision. We aim to attract and develop robust capabilities across our manufacturing, engineering, technology and business operations. Through strategic recruitment, internal mobility and succession planning, we ensure seamless business continuity while delivering enduring value. Diversity and equal opportunity remain integral to our approach to talent acquisition and workforce development.

667

New hires

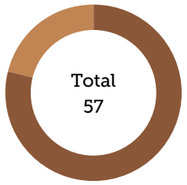
New Employees Hired by Age and Gender

Male



- **432 -** <30 years
- **164 -** 30-50 years
- **14-** >50 years

Female



- **45 -** <30 years
- **12 -** 30-50 years
- **0-** >50 years

Internal Mobility and Career Opportunities

We consistently promote career progression by fostering holistic development within our organisation. Our Internal Job Posting (IJP) programme enables employees to explore roles across functions and manufacturing locations, thereby facilitating cross-functional exposure. Strategic succession planning promotes a robust talent pipeline by identifying critical roles and developing potential successors through role rotations, planned assignments and structured capability-building initiatives.

6

Positions filled through the internal posting process during the financial year

Inclusive Workplace

Our commitment to promote a fair and respectful workplace where employees have equal access to opportunities is anchored in our robust inclusion framework. Our Equal Opportunity Policy guides our approach to recruitment, learning, career development and workplace access irrespective of differences. We further enhance accessibility across our employee lifecycle through structured policies, infrastructure and awareness initiatives.

9.18%

Employee turnover rate

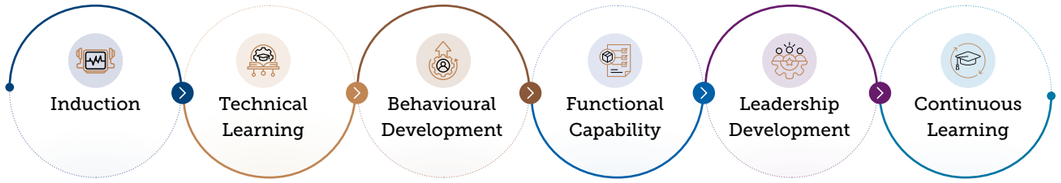
FY 2025-26 Initiatives

- Expansion of women hiring across manufacturing locations
- Internal Job Posting (IJP) for career mobility
- Leadership pipeline and succession planning
- Digital monitoring of workforce diversity
- Workplace infrastructure for greater inclusion
- Diversity awareness through employee engagement programmes

LEARNING AND CAPABILITY DEVELOPMENT

We foster a culture of continuous learning to build the capabilities required to meet evolving business needs. Our learning programmes prioritise technical expertise, operational excellence, leadership development and responsible business practices. Through structured learning opportunities across manufacturing, engineering and business operations we drive robust progress across the employee lifecycle. Our learning framework integrates classroom-based programmes, hands-on workplace learning, digital platforms and specialised training to bolster employee performance, in alignment with our strategic growth priorities.

Our Learning Framework



Learning Programmes

Leadership and Behavioural Development

We drive holistic progress through targeted programmes aimed at bolstering leadership and interpersonal capabilities while ensuring transparent communication, meaningful collaboration and effective stress management.

Digital and Professional Learning

We optimise our functional and professional capabilities by integrating classroom-based, digital and workplace learning interventions.

Health, Safety and Emergency (HSE) Preparedness

We promote awareness and preparedness through consistent training on safe work practices, HSE requirements and emergency response.

Ethics, Compliance and Responsible Business

We ensure ethical and responsible workplace practices by conducting programmes on Human Rights, POSH, the Code of Conduct and ESG awareness.

Security Capability

We fortify our security framework through training on fire prevention, gate operations, emergency response and security awareness for relevant support functions.



Learning Snapshot of FY 2025-26

269
Training Programmes – Employees

352
Training Programmes – Workers

100%
Board Training Coverage

100%
KMP Training Coverage

100%
Employee Training Coverage

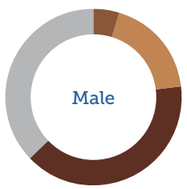
100%
Worker Training Coverage



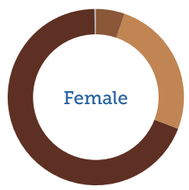
Total Training Hours Spent based on Employability and Age

Category	Male			Female			Total
	<30 years	30-50 years	>50 years	<30 years	30-50 years	>50 years	
Permanent Employees	25,900	16,670	4,194	2,110	2,774	750	52,398
Non-permanent Employees	9,180	1,000	0	1,528	50	0	11,758
Permanent Workers	0	27,950	9,298	0	37	0	37,285
Non-permanent Workers	56,860	65,424	10,987	1,990	1,890	0	1,37,151

Category-wise Training Hours



- **9,698 hours** Senior Management (AVP and above)
- **36,499 hours** Middle Management (Manager and Senior Manager)
- **78,792 hours** Junior Management (up to Deputy Manager)
- **74,034 hours** Workers



- **766 hours** Senior Management (AVP and above)
- **3,659 hours** Middle Management (Manager and Senior Manager)
- **9,815 hours** Junior Management (up to Deputy Manager)
- **14 hours** Workers

22.46 hours
Average training hours per employee

37
Total training sessions on Code of Conduct and Human Rights covering 100% employees

1,07,638 hours
Training sessions conducted on employee upskilling

1,05,639 hours
Training sessions conducted on Environment, Health and Safety, ESG (Environment, Social Governance), Policies

CAPABILITY DEVELOPMENT

We remain dedicated to advance technical and professional capabilities across our workforce. Our learning calendar addresses manufacturing processes, engineering practices, quality systems, communication, behavioural skills, team effectiveness and stress management. Structured induction programmes enable familiarisation for new employees, while function-specific interventions promote capability development across production and business operations.

Leadership and Professional Development

By extending capability development beyond functional skills, we empower a future-ready workforce. Strategic leadership development, succession planning and internal career mobility are integral to our talent development approach. Concurrently, our IJP programme facilitates exposure across diverse roles, thereby propelling significant growth opportunities. We also conduct structured talent reviews to identify critical roles, prepare potential successors and support business continuity.

Leadership Development Programme

We conducted a dedicated leadership development programme for specialised roles to bolster our organisational capabilities across critical operations. The programme prioritised efficient business management while bolstering enterprise-level oversight and functional expertise. By leveraging our advanced capabilities and promoting seamless business continuity, we aim to foster meaningful collaboration. In alignment with our long-term business priorities, we continue to deliver enduring value with resilience and confidence.

14
Strategic Business Unit (SBU) heads participated

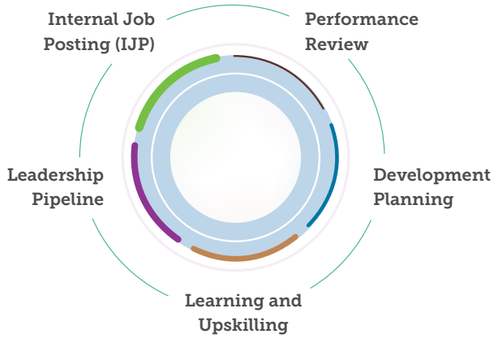


PERFORMANCE AND CAREER DEVELOPMENT

At Bharat Forge, we promote meaningful career progression through consistent performance and capability advancements, to address dynamic business requirements. Our structured performance management process aligns individual objectives with organisational priorities, while regular reviews provide opportunities to assess performance, identify development needs and support career development. Internal talent movement and succession planning further enable employees to perform diverse functions across manufacturing, engineering and corporate operations.

Career Development Framework

Our career development framework integrates performance, learning and internal mobility through structured processes. Consistent capability enhancement is promoted by regular performance reviews while the Internal Job Posting (IJP) programme facilitates strategic succession planning. Employees are provided with significant growth opportunities based on role readiness and technical expertise to address evolving business requirements.



Career Priorities for FY 2025-26

Internal Career Mobility

IJP for cross-functional opportunities.

Succession Planning

Identification of critical roles and targeted initiatives to ensure seamless business continuity.

Leadership Pipeline

Capability development for future leadership roles.

Merit-based Growth

Strategic career progression in alignment with employee capability and performance.

Digital HR Systems

Consistent workforce insights enable talent planning and informed decision-making.



EMPLOYEE ENGAGEMENT AND WELL-BEING

Employee engagement at Bharat Forge extends beyond day-to-day work. We consistently prioritise health, workplace participation, team interaction and employee recognition to foster an inclusive and motivated workforce. Sports, wellness initiatives, awareness campaigns and cultural events encourage collaboration across functions while promoting physical and mental well-being. Regular engagement activities contribute to a positive workplace experience and reinforce shared values across manufacturing locations.

Engagement Programme Highlights of FY 2025-26

Sports and Recreation	• Cricket • Chess • Carrom	• Cycling • Other tournaments	**4** Sports event conducted	**1,803** Employee
Health and Wellness	• Health awareness programmes • Wellness sessions	• Preventive health initiatives	**25** Wellness sessions conducted	**1,921** Employees benefitted
Culture and Inclusion	• Festival celebrations		**8** Celebration events and team building activities promoted	**15,244** Employees participated
Workplace Awareness	• POSH awareness • Human Rights awareness	• Ethics communication	**61** Training and awareness campaigns conducted	**100%** Employee participation
Employee Connect	• Team building activities	• Cross-functional participation	**9** Employee connect programmes implemented	**14,833** Employee involvement

ENGAGEMENT EVENTS

We organise a diverse range of engagement, wellness, learning, cultural and recreational activities that encourage participation, foster enduring workplace connections while ensuring employee well-being. During FY 2025-26, our engagement initiatives included:

Preventive Health and Care

We organised health awareness sessions across our manufacturing facilities to promote awareness regarding preventive healthcare, nutrition, lifestyle-related diseases and effective stress management. These initiatives complemented our occupational health services while providing with practical guidance to drive collective well-being.

1,921

Employees and workers engaged





Yoga Day

We conducted a comprehensive wellness session aimed at enhancing physical well-being, based on techniques from the Sanjeevani Yoga Therapy. Through neck movements, rope-jacket exercises, lateral stretches and chair-based twists, we ensured a balanced approach to optimise performance while ensuring holistic wellness.

175

Employees benefitted

Safety Trainings – Chalata-Bolta

We reinforced our commitment to workplace safety by promoting safety pledges, hazard-spotting exercises, inter-department competitions, forklift-based activities and safety drawing contests among employees.

7,957

Employees involved



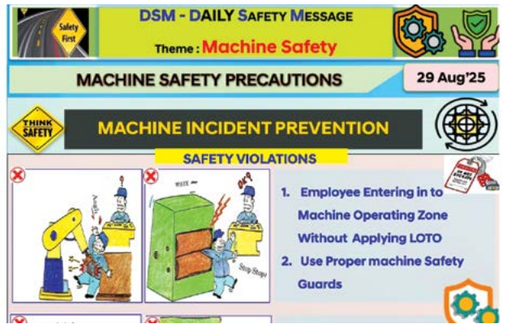


Fire Service Day

We observed Fire Service Day to recognise the pivotal role of the firefighting personnel in safeguarding people and facilities during emergencies. The programme reinforced preparedness, timely response and the importance of dedicated professionals in maintaining workplace safety.

1,529

Employees engaged



Daily HSE Message

We use daily HSE messages to build awareness of workplace safety among employees, trainees, contractors and vendors. Shared through emails, toolbox talks and shopfloor presentations, the messages cover relevant safety topics and support the development of a stronger and more consistent safety culture across our workforce.

Blood Donation Camp

We organised a blood donation camp across our plants on 7 January 2026, providing employees with an opportunity to contribute to a meaningful social cause. The initiative mobilised employees across locations and promoted a culture of voluntary participation and community contribution.

1,875

Employees donated blood





Inter-Department Cricket Tournament

Our inter-department cricket tournament fostered teamwork and active collaboration among 18 teams across the machine components division, thereby enabling informal connections through recreational activities.

1,109

Employees involved

In-house Magazine – Pariwar

We publish Pariwar, a quarterly in-house magazine that brings together stories and updates from across the organisation. The magazine features employee and family contributions, including poems, articles, personal experiences and creative expressions, while also recognising employee and family achievements and awards. It serves as a platform for information sharing, inspiration and creative engagement across the workforce.

Carrom Tournament

The BFL carrom tournament ensured an informal platform for employee interaction and recreation, with 45 participants in singles and 19 teams in doubles. The competition encouraged concentration, participation and camaraderie across the workforce.

404

Employees engaged





Chess Tournament

We organised a chess tournament from 22 September to 7 October 2025, providing employees with an opportunity to engage in healthy competition while developing concentration, analytical thinking and strategic decision-making. The tournament also encouraged interaction and informal connections across teams.

120

Employees engaged

Cycling Competition

We organised a cycling competition at Mundhwa in February 2026 to encourage physical fitness, healthy living and employee well-being. Employees across different age groups participated, creating an inclusive platform for recreation and active engagement.

170

Employees involved





Book Exhibition-cum-Sale

We organised a book exhibition-cum-sale to encourage reading, continuous learning and personal development among employees. The initiative provided access to books across diverse genres and created opportunities for knowledge sharing and intellectual engagement within the workplace.

700

Employees participated



Women's Day Celebration

Bharat Forge celebrated International Women's Day with great enthusiasm, recognizing the invaluable contributions of women employees across the organization. The celebration featured a range of fun and engagement activities, fostering teamwork, camaraderie, and employee well-being. Women employees were also honoured through appreciation initiatives, followed by a special lunch gathering that provided an opportunity for networking and meaningful interactions. The event reinforced our commitment to building an inclusive workplace that values diversity, respect, and equal opportunities for all.

110

Women employees participated

Cybersecurity Awareness Month

We prioritised organisational resilience through virtual awareness drives, phishing simulations, shopfloor activities, online and offline learning sessions, quizzes, poster design and employee contests. By enabling employees identify cyber threats, we promoted the adoption of responsible practices to effectively safeguard personal and organisational data.

831

Employees engaged





Community Art and Skill Programmes

Through our community development centres, we promoted skill-building activities for women during the festive season. With over 80 participants across three locations, we organised a poster rangoli competition while a candle-making workshop engaged more than 70 women, providing opportunities to develop creative and practical skills.

>150

Employees empowered

Bharat Forge Cultural Festival

For more than 16 years, we have brought our employees and their families together through the Bharat Forge Cultural Festival, celebrating cultural performances, creative expression and shared experiences. The annual festival provides a platform for our employees to showcase their talents through singing, dancing and drawing competitions, while the fun fair encourages interaction and participation across teams and generations.

Through the festival, we create opportunities for our employees and their families to connect beyond the workplace, celebrate diversity and express themselves. We continue to build stronger workplace relationships and nurture an inclusive, positive and vibrant work environment.

2,434
Employees and families participated





Festival Celebrations

We organise celebrations across our facilities to strengthen employee morale and create opportunities for colleagues to connect beyond their regular work environment. During the year, employees came together to celebrate occasions including Independence Day, Republic Day, Christmas and Khandenawami, with activities such as Yantra Pooja, traditional observances and shared meals fostering a sense of togetherness and cultural connection.

10,980
Employees participated

Ganesh Chaturthi Celebration

We celebrated Ganesh Chaturthi over ten days, creating opportunities for employees to come together and connect beyond their regular work environment. The celebrations included cultural activities, traditional festivities and an Idol Making activity, encouraging employee participation, creativity and interaction. These celebrations helped foster a sense of togetherness and strengthened connections among colleagues.

680
Employees involved



Diwali Lakshmi Pujan

We celebrated Diwali through Lakshmi Pujan and cultural activities that brought employees together in a spirit of prosperity, gratitude and togetherness. The celebration, attended by the leadership team, provided an opportunity for employees to participate in shared traditions and strengthen workplace relationships.

900
Employees participated





Shiv Jayanti

We observed Shiv Jayanti on 19 February 2026 to honour the legacy of Chhatrapati Shivaji Maharaj. The celebration provided an opportunity to reflect on values of visionary leadership, courage, resilience and unity, while fostering cultural engagement among employees.

Teacher's Day

We celebrated Teacher's Day to recognise the contribution of our trainers and teachers in building employee skills and competencies. The programme highlighted the importance of continuous learning, mentorship, knowledge sharing and professional development, while providing employees an opportunity to express their appreciation.

250
Employees participated





World Environment Day

We observed World Environment Day on 5 June 2025 through a range of awareness and engagement activities aligned with the theme Beat Plastic Pollution. Initiatives included environment pledges, sapling plantation, awareness sessions, drawing competitions, tree stalls, bird feeders and training on environment and ESG, encouraging employees to participate actively in sustainability-related efforts.

1,407
Employees participated

PUC Check-up Drive

To promote environmental responsibility and regulatory compliance, Bharat Forge organized a PUC (Pollution Under Control) check-up drive for employees' vehicles. The initiative encouraged employees to assess and monitor vehicular emissions, contributing to improved air quality and environmental awareness. By facilitating easy access to emission testing at the workplace, the program supported responsible vehicle maintenance and reinforced the organization's commitment to sustainable practices.



830

Vehicles checked



POSH and Gender Sensitisation

We conducted a POSH and gender sensitisation session for women employees through interactive role plays and real-life case studies to promote awareness regarding appropriate workplace conduct and respectful behaviour. As a part of our comprehensive POSH awareness framework, the programme is extended to over 2,300 employees annually.

1,309

Employees trained

DOJO CENTRE

The DOJO Centre at Mundhwa, Maharashtra promotes hands-on, shopfloor-oriented learning. Robust training across 5S, electrical systems and Total Productive Maintenance (TPM) consistently empower employees with practical skill development. The centre integrates technical learning with process discipline, equipment maintenance and sustainable manufacturing practices, thereby strengthening operational excellence through disciplined execution, across our facilities.

185

DOJO training sessions conducted in FY 2025-26

3,128

Employees trained



REWARDS AND EMPLOYEE BENEFITS

We recognise employee contributions through a rewards framework prioritises performance based compensation while ensuring financial security, health and work-life balance. Our approach considers productivity across diverse roles while promoting employee well-being and career progression, in alignment with our strategic business priorities.

Rewards Philosophy

Consistent performance is fundamental to out reward framework. While ensuring sustained operational performance, we offer employee benefits including provisions for healthcare, retirement and leave across our employment lifecycle.





Employee Benefits Framework

Our employee benefits promote financial security while prioritising healthcare, work-life balance and family requirements. We provide competitive compensation along with provisions for leave and retirement planning to eligible employees across the organisation, thereby propelling collective long-term progress.

Career Priorities for FY 2025-26

Financial Well-being	Health and Insurance	Retirement Benefits	Leave Benefits	Family Support	Employee Support
Competitive compensation	Medical insurance	Provident Fund	Earned leave	Childcare support (where applicable)	Employee assistance initiatives
Performance incentives	Health check-ups	Gratuity	Casual leave	Family medical cover	Transport facilities
Annual increments	Accident coverage	Super-annuation	Maternity and paternity leave		Canteen facilities

100%

Employees eligible for medical insurance

100%

Employees covered under provident fund

100%

Employees enrolled under accident insurance

₹ 6,760 million

Employee benefit expenditure

HEALTH AND SAFETY

Safeguarding Our Operational Resilience

Health and safety are integral to our manufacturing operations. Our structured safety management framework includes proactive hazard identification, risk assessment and management to drive safe workplace practices.

We prioritise contractor safety, incident management and emergency preparedness across our facilities, production lines and support operations. We conduct regular inspections and safety audits, supported by behavioural safety initiatives and competency-building programmes.

Contribution to UN SDGs



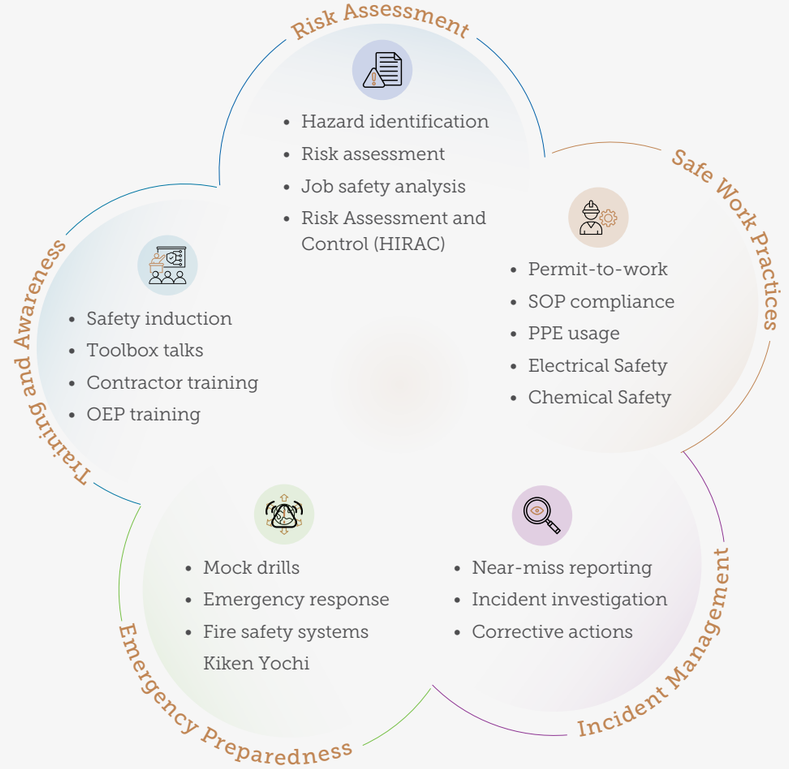
GRI Linkages

GRI: 403-1,2,3,4,5,6,7,8,9,10



SAFETY MANAGEMENT FRAMEWORK

Our safety management framework provides a structured approach to identifying and managing workplace risks across our manufacturing facilities. It integrates preventive measures, operational controls and emergency response mechanisms to bolster safety performance and ensure preparedness.



SAFETY INITIATIVES

During FY 2025-26, we implemented targeted initiatives to mitigate workplace risks, thereby bolstering our operational resilience and enhancing emergency preparedness.

Behaviour-based Safety

We conducted behaviour-based safety observations to help employees identify unsafe conditions, encourage safe work practices while ensuring a proactive safety culture across our manufacturing operations.

Safety Capability Building

We conducted safety induction programmes including toolbox talks and specialised training for employees and contractors to promote safe operating practices through greater awareness.



Emergency Preparedness

We conducted mock drills, emergency response training and periodic inspections to assess emergency system efficiency and response team capabilities across our sites. By identifying areas for improvement, we enhance our preparedness for potential emergencies to effectively safeguard business operations.

0.57
LTIFR

0
Fatalities

100%
Employees trained

8
External safety audits conducted

44,355
Safety training hours

27
Mock drills conducted

266
Internal safety audits conducted



SAFETY INCIDENT OCCURRENCE

Safety Incident/Number	Category	FY 2025-26	FY 2024-25
Lost Time Injury Frequency Rate (LTIFR) (per one million-person hours worked)	Employees	0.14	0
	Workers	0.77	0.66
Total recordable work-related injuries	Employees	1	0
	Workers	12	10
No. of fatalities (safety incident)	Employees	0	0
	Workers	0	0
High consequence work-related injury or ill-health (excluding fatalities)	Employees	0	0
	Workers	0	0

Note: Contract workers (other than permanent workers) are included in the workers category.

LTIFR calculation is considered as No. of employees/workers in the month 26 working days 8 hours of work each day



HAZARD IDENTIFICATION AND RISK ASSESSMENT (HIRA)

Hazard Identification and Risk Assessment (HIRA) is pivotal to our occupational safety framework. It provides a systematic approach to identifying workplace hazards and evaluate associated risks while establishing appropriate control measures across our manufacturing activities. Through consistent routine and non-routine operations, we remain dedicated to ensure timely preventive action and risk mitigation.

The HIRA framework

01 Scope and Preparation
We review activities, processes, documentation and assessment requirements before commencing the assessment

02 Workplace Assessment
We conduct workplace walkthroughs and engage with employees to identify potential hazards and unsafe conditions.

03 Evaluation Risk
We assess identified hazards based on exposure, likelihood and potential severity to determine the level of risk

04 Control Measures
We establish preventive and corrective measures based on the assessed risks and prioritise actions to reduce or eliminate potential hazards

05 Review and Reassessment
We reassess risks following operational changes, audit observations, incidents or other identified safety concerns to ensure control measures remain relevant and effective

Management System Assurance

Independent audits enable us to periodically assess the effectiveness of our HSE management systems. During FY 2025-26, the ISO 45001:2018 and the ISO 14001:2015 audit recommended recertification, thereby reinforcing strict regulatory compliance while effectively addressing identified observations.

Certifications

ISO 45001:2018
Occupational Health and Safety Management System

ISO 14001:2015
Environmental Management System



OCCUPATIONAL HEALTH

We maintain a preventive occupational health approach by identifying and managing work-related health risks. We proactively monitor workplace exposures while ensuring timely access to medical care across our facilities. We remain committed to bolster our resilience through regular health surveillance, operational assessments, medical services and emergency response infrastructure. During FY 2025-26, we consistently advanced medical preparedness, preventive healthcare and workplace health monitoring across our facilities.

Occupational Health Management System

By integrating preventive healthcare, medical surveillance and industrial hygiene, our occupational health management system proactively identifies and manage workplace health risks. On-site medical infrastructure and emergency response mechanisms enable timely care while strengthening our emergency preparedness framework to address health-related requirements across our operations.

Health Surveillance

- Pre-employment medical examinations
- Periodic health check-ups
- Targeted medical monitoring

Industrial Hygiene

- Noise monitoring
- Air quality regulation
- Exposure assessment
- Structured work distribution

Medical Services

- Occupational Health Centres (OHCs)
- Qualified medical professionals
- Medical consultation
- Health records

Emergency Response

- Automated External Defibrillator (AED) deployment
- ECG facilities including the Philips TC35
- Ambulance availability
- Emergency response protocols



Key Initiatives

Expanded Emergency Medical Infrastructure

We enhanced our medical emergency preparedness across our manufacturing locations by installing Automated External Defibrillators (AEDs) and Electrocardiogram (ECG) facilities. These measures significantly accelerate response timelines while facilitating timely cardiac assessment.

CPR and Emergency Response Training

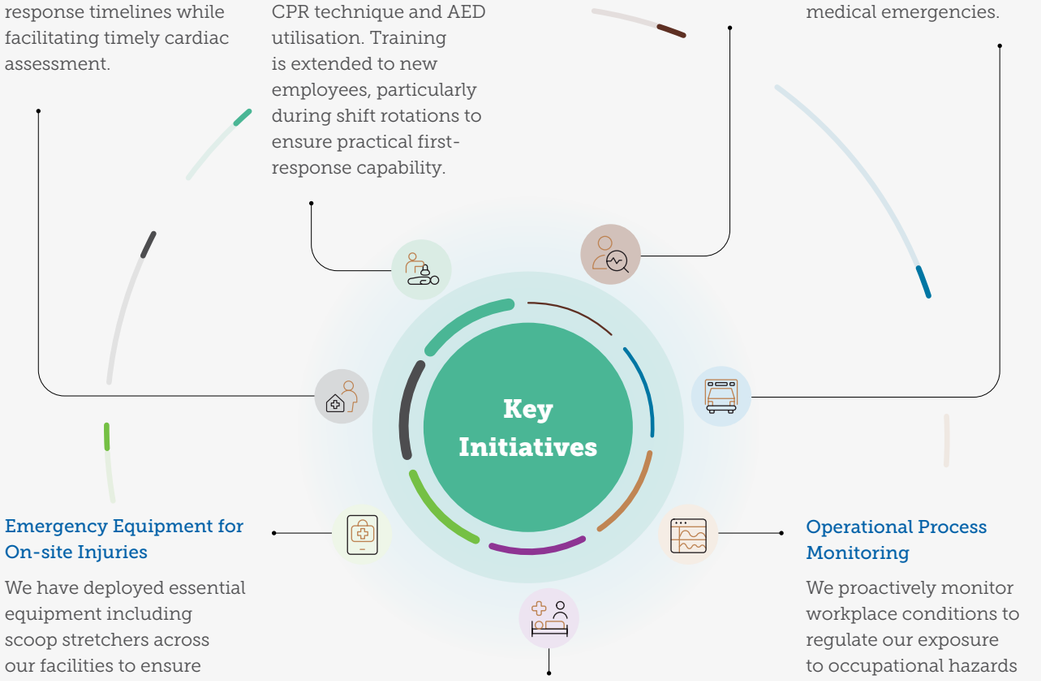
We conduct structured Cardiopulmonary Resuscitation (CPR) training for employees, including mandatory compliance-driven sessions and additional hands-on awareness programmes on the CPR technique and AED utilisation. Training is extended to new employees, particularly during shift rotations to ensure practical first-response capability.

Preventive Health Monitoring

We conduct periodic medical examinations and targeted health surveillance programmes to monitor employee well-being while promoting the early identification of potential occupational health risks.

Rapid Emergency Transfer Infrastructure

We maintain dedicated on-site ambulance services across our factory premises, equipped with essential emergency medical supplies, to streamline the transfer of employees to partner hospitals in case of medical emergencies.



Emergency Equipment for On-site Injuries

We have deployed essential equipment including scoop stretchers across our facilities to ensure safe patient handling and injury management, including crush and musculoskeletal injuries. Additionally, we maintain essential medical supplies including ice-packs to provide immediate first-aid care.

Structured Patient Care and Documentation

Our OHCs prioritise standardised documentation practices, to drive timely clinical assessment and continuity of care for respective employees.

Operational Process Monitoring

We proactively monitor workplace conditions to regulate our exposure to occupational hazards including noise. These assessments enable us to effectively identify and mitigate potential risks in alignment with regulatory standards.

100%
Employees Eligible for Periodic Medical Examinations

2
OHCs

1
AED Units Installed

1
Operational ECG Facilities

Zero
Occupational Disease Cases Reported

HUMAN RIGHTS

Our human rights approach is guided by structured policies and systemic processes in alignment with global regulatory standards. We prioritise fair employment practices, equal opportunity and non-discrimination, while respecting freedom of association and prohibiting child and forced labour. Concurrently, we ensure safe working conditions and accessible mechanisms for employees to raise and resolve potential grievances. Our employment practices, operational performance and awareness initiatives are anchored in a robust human rights framework.

Human Rights Framework

Equal Opportunity	Prevention of Child and Forced Labour	Fair Employment Practices
Non-Discrimination and Inclusion	Freedom of Association	Grievance Redressal

Key Priorities

During FY 2025-26, we consistently bolstered human rights practices across the employee lifecycle, through workplace awareness initiatives, fair and respectful treatment, responsible employment practices and accessible grievance redressal mechanisms.

Workplace Awareness

We conduct human rights awareness programmes to help employees understand their workplace rights, responsibilities and available channels for raising concerns.

Fair Employment Practices

We promote equal opportunity and non-discrimination, while ensuring fair wages and adherence to applicable labour laws across our employment practices.

Grievance Mechanism

We provide defined grievance channels through which employees can raise workplace concerns confidentially and seek appropriate and timely resolution.

Responsible Workplace

We prohibit child labour, forced labour and workplace harassment and promote a safe, respectful and responsible work environment across our operations.

37
Total training sessions on Code of Conduct and Human Rights

Zero
Grievances received

100%
Employees covered under human rights awareness



PEOPLE GOVERNANCE

We promote meaningful interaction across our business operations. At Bharat Forge, we ensure professional conduct, to foster a culture of mutual respect and individual accountability Structured employee awareness initiatives and robust grievance redressal mechanisms reinforce our commitment to maintain trust through our strategic endeavours.

Governing Workplace Behaviour

We guide workplace conduct through standardised practices, regular employee awareness and accessible reporting mechanisms. These are aimed at promoting ethical behaviour, respectful interactions and accountability, while providing employees with systemic avenues to raise concerns and seek appropriate resolution.

01 Define Expectations
- Code of Conduct
- Ethics
- Workplace standards

02 Build Awareness
- POSH awareness
- Gender sensitivity
- Employee communication
- Audio learning module

03 Encourage Reporting
- Internal Committee
- Confidential reporting
- Whistleblower channels

04 Review & Resolve
- Fair investigation
- Confidentiality
- Timely resolution

Workplace Conduct and POSH

We remain dedicated to promote a workplace anchored in mutual respect, dignity, transparency and accountability. Through employee awareness programmes and systemic mechanisms for raising and addressing concerns, we maintain consistent operational excellence in alignment with strict regulatory standards. By integrating robust policies, awareness and fair redressal processes, we ensure that every employee, contract worker and visitor is treated with due respect.

Code of Conduct

We define clear standards for professional and ethical conduct to guide behaviour and decision-making across the organisation.

POSH Policy

Our gender-neutral POSH Policy, aligned with the POSH Act, supports a safe, inclusive and dignified workplace for all.

Internal Committee

Our Internal Committee reviews complaints in accordance with established procedures, ensuring confidentiality, impartiality and fairness throughout the process.

Reporting and Redressal

We provide established channels for employees to raise concerns without fear of retaliation, enabling their timely review and appropriate resolution.

Our FY 2025-26 Awareness Initiative

We promoted an extensive POSH awareness programme through our training and development team, in collaboration with the corporate legal department. To extend learning beyond classroom sessions, we introduced an audio-based learning module covering the provisions of the POSH Act, the meaning and implications of sexual harassment, the role of the internal committee while outlining major employer responsibilities and judicial principles. The programme bolstered our operational resilience through greater awareness, thereby ensuring a culture of mutual respect. We consistently maintain a structured mechanism to facilitate seamless grievance reporting and redressal.

Workplace Conduct at a Glance

1,309
Employees Trained through Awareness Initiatives

4
Internal Committee Meetings

2
POSH Complaints Received

Zero
POSH Complaints Resolved

***2**
Pending Complaints

* Both the complaints resolved in April 2026

COMMUNITY ENGAGEMENT

Forging Stronger Communities

We see our role in the communities around us as an opportunity to advance inclusive and sustained development.

Rooted in our community initiatives focus on creating meaningful improvements in everyday lives, while responding to local priorities and evolving social needs. Through focused programmes, partnerships and employee participation, we work to expand access to opportunities, strengthen community capabilities and enable better outcomes for people and communities connected to our operations.

Contribution to UN SDGs



GRI Linkages

GRI: 413-1



CSR STRATEGY AND PLANNING

Our CSR approach is rooted in a structured assessment of community priorities, our business values and the broader development context. The Board and CSR Committee play an active role in identifying and reviewing areas where our interventions can create meaningful impact. We assess community needs, potential outcomes and evolving socio-economic conditions to shape our annual priorities, while aligning them with national development goals and our long-term vision. Regular reviews help us keep our CSR programmes relevant, focused and responsive, strengthening the enduring impact we seek to create in the communities we support.



Impact of our CSR Projects

3,33,959
Total lives touched directly

7,09,123
Total lives touched indirectly

49,334
Students impacted

3,790+
Women empowered

2,46,402
Rural lives touched

39,809
Youth skilled

3,000
Volunteers per year

3
Sportsperson supported

VILLAGE DEVELOPMENT

We work with rural communities to strengthen water security, livelihoods, infrastructure, health and environmental sustainability. Through our flagship Cultivating Villages initiative, we support communities across **131 villages** in Maharashtra, enabling more resilient and independent livelihoods.



Key initiatives and Impact

- **Water Security**: Water harvesting and conservation initiatives generated 11,85,255 KL of average water conservation over nine years. During the year, 575 TCM+ of storage was created through four bandharas, covering 7,150 acres.
- **Livelihood Opportunities:** Improved agricultural productivity and farm infrastructure through land development and fencing, benefiting 660+ farmers across 354.45 acres of land.
- **Village Infrastructure:** Strengthened connectivity and sanitation through 9+ km of internal roads and 5,040+ metres of underground gutters, benefiting 30,000+ people and students.
- **Health and Well-being:** Conducted seven cancer screening camps, reaching 6,609 villagers, and established telemedicine centres across eight villages.
- **Environmental Sustainability:** Promoted environmental awareness, renewable energy adoption, afforestation and waste management through initiatives including Nisargnagar, Harnessing the Sun, Green Canopies and composting. The Nisargnagar initiative reached 3,500+ students; solar capacity increased to 898 kW, with estimated annual generation of 1,347 MWh and avoided emissions of 1,105 tCO_2e. More than 1,35,365 trees were planted across 8 districts, contributing to 4,039 tCO_2e of carbon sequestration. Waste management initiatives diverted 3,606 tonnes of biodegradable waste from landfill through 2,280 composters, including 600 new units, creating a water-saving potential of 19,341 litres.

SKILL DEVELOPMENT

We are building future-ready skills by bringing technology-enabled learning closer to students and young people. Our programmes combine practical exposure, advanced equipment, industry linkages and mentorship, with a focus on emerging technologies and local industry needs.



Key initiatives and Impact

- **Technology and Innovation Labs:** Established technology hubs and new-age skills labs equipped with 3D printers, robotics, STEM/DIY kits, simulation tools and IoT equipment, supported by innovation fairs and practical training.
- **CNC Simulation Labs**: Established digital CNC simulation facilities across Khed, Bhor and Malegaon, supporting training in Turner, Machinist and Tool & Die Maker trades and the skill requirements of two industrial clusters.
- **Centre of Excellence, VPKBIET, Baramati**: Promoted industry-academia collaboration through student projects, industry exposure, competitions and entrepreneurship support.
- **New Age Technology Skills Centre**: Enabled school students to learn AI, drones, 3D printing, robotics, IoT and machine learning.
- **Northeast Skill Development**: Strengthened skill development across Nagaland and Mizoram through Centres of Excellence, school innovation labs and advanced technology training. At NTTC, Dimapur, 21 students were selected for employment opportunities in Germany, while Phase II introduced industrial controls, AI, IoT and a 6-axis cobot. Innovation labs were also established in two government schools, with a New Age Technology Skills Lab planned at Aizawl

EDUCATION

We support inclusive and experiential learning through school infrastructure, academic programmes, mentorship and access to educational resources across Maharashtra and the Northeast.



Key initiatives and Impact

- **School Infrastructure:** Improved learning environments across schools, benefiting 78+ students at Waghapur, 118+ at Kodit, 212 at Khalad and 250+ at Veer. A facility at Chetana Apangmati Vikas Sanstha, Kolhapur, also benefited 250+ children and elderly people.
- **Pratham Pune Education Foundation:** Reached 8,000+ children from underserved communities through support for English, mathematics, Marathi and reading activities.
- **Pradnya Vikas:** Reached 400+ students through teacher training, demonstrations, competitions, museum visits and creative workshops.
- **Anubhav Shala:** Encouraged creativity, confidence and communication through experiential activities, language and mathematics workshops, and creative projects.
- **Mentorship Programme:** Supported 65 girl students with scholarships, study materials, mentoring and career guidance.

COMMUNITY DEVELOPMENT



Key initiatives and Impact

- **Women Empowerment:** Supported 55 women with guidance to start small businesses, while 70+ centre members received candle-making training. More than 75 women showcased their skills and small business ventures through community activities and competitions focused on eco-friendly decoration, cooking and elocution.
- **Entrepreneurship Support:** Enabled 35 women from the Kalyani Group Community Development Centre to participate in Bhimthadi Jatra 2025, generating earnings of ₹15,45,700. More than 5 women also showcased their skills and business ventures at the Diwali Exhibition-cum-Sale 2025.

SPORTS

Sports serve as a platform to develop discipline, resilience, confidence and leadership. We support promising athletes through structured training, mentorship, coaching and continued development opportunities.



CSR AWARDS & RECOGNITIONS

Our CSR efforts and leadership have received recognition across community development, skill development and responsible business. These awards reflect the impact of our programmes and the contributions of our teams and leaders.

Green Building Congress 2025

We were invited by the **Indian Green Building Council (IGBC)** to present our village development experience at the Asia's largest green built environment conference in Mumbai. The session highlighted our decade-long work in developing green villages.

- **6 villages** recognised by IGBC in the previous year:
  1 Platinum, 4 Gold and 1 Silver
- **6 additional recognitions** received this year:
  1 Platinum and 5 Gold

*To know more about our CSR initiatives, read



SUPPLY CHAIN MANAGEMENT

Building a Resilient Chain for Tomorrow

We recognise that a responsible supply chain is integral to building a resilient and sustainable business. We work with suppliers and business partners to embed environmental, social and ethical considerations across procurement and operations.

Clear standards, regular assessments and focused decarbonisation initiatives support this approach. They help strengthen supply chain resilience, improve resource efficiency and uphold responsible practices across our value chain.

By advancing transparency, accountability and innovation across our supplier ecosystem, we are creating a supply chain that equipped to respond to evolving expectations and support our long-term sustainability priorities.

Contribution to UN SDGs



GRI Linkages

GRI: 414-1,2; 308-1,2



RESPONSIBLE SUPPLIER ASSESSMENT AND SELECTION

We follow a structured, risk-based approach to assessing and selecting suppliers. Critical suppliers undergo detailed due diligence across environmental, social and governance (ESG) considerations, informed by country-, sector- and commodity-specific risks.

This helps us identify potential concerns early, strengthen responsible business practices and address risks, including those related to human rights. We have further strengthened this approach through the Supplier Sustainability Index, enabling continuous monitoring of supplier performance against defined sustainability criteria.

100%
New suppliers screened in FY 2026 against environmental and social criteria

100%
New suppliers assessed prior to on-boarding

How Suppliers are Assessed

Materiality-linked risk mapping
Country-, sector- and commodity-specific risks mapped against BFL's materiality matrix.

Due diligence & risk evaluation
Comprehensive ESG risk assessment for every potential and existing supplier.

Environmental & social screening
Suppliers evaluated against defined quality, safety, social and governance criteria.

Minimum qualification check
Onboarding proceeds only once a supplier meets BFL's minimum qualification score.

Supplier Sustainability Index
Introduced this year to monitor performance and drive continuous improvement.

The Assessment Framework

Business Ethics and Compliance
- Upholds integrity and transparency
- Ensures adherence to rules and regulations
- Prevents corruption, fraud, embezzlement

Third Party Representation
- Prior explicit BFL/Kalyani brand consent required
- Third-party agent actions attributed to supplier

Social Responsibility
- Contributes to positive social outcomes
- Strengthens stakeholder relationships
- Supports long-term profitability

Data Protection
- Adheres to personal data privacy regulations
- Complies with GDPR where applicable

Legal Compliance
- Complies with own-country laws and regulations
- Complies with laws of country of origin

Bribery
- Distorts competition and fair practices
- Damages trust, reputation, stakeholder ties

Sustainability
- Strict adherence to sustainability practices
- Meets stakeholder expectations, mitigates risk
- Creates long-term business opportunity

Cybersecurity
- Responsible management of BFL assets
- Covers supplies, equipment and IP given for use

Conflict of Interest
- Suppliers must avoid conflicts harming reputation
- Arises where an employee link influences decisions

Working Conditions
- Adherence to BFL's rules and regulations
- Ensures employee safety and product security

Antitrust Compliance
- Immediate notice if under antitrust investigation

Political Activities
- No engagement in political campaigns as BFL representatives

Communication and Enforcement
- Suppliers must comply with BFL's Supplier Code of Conduct
- BFL maintains a system to evaluate and ensure adherence
- Breaches require details and corrective measures within 30 days
- BFL retains the right to refer to a supplier's own code of conduct



POLICIES FOR SUPPLIERS

Our policies provide the foundation for responsible and effective organisational management. They establish clear principles and frameworks that guide decisions, support compliance, enable efficient resource management and align our practices with business objectives and evolving external requirements.

Supplier Code of Conduct

BFL upholds ethical and responsible business practices through compliance with applicable laws and regulations, respect for human rights and a safe, dignified and respectful workplace. Environmental stewardship is embedded in our operations through sustainable procurement and continuous improvement.

Our Ethics and Compliance Policy promote transparency and integrity, while the Supplier Code of Conduct (SCoC) sets clear expectations for all key suppliers. These include adherence to anti-bribery, anti-fraud and anti-corruption principles. Suppliers and their representatives may not act on behalf of BFL without prior written approval and remain accountable for their actions.

The SCoC is reviewed periodically to reflect evolving regulations, customer expectations, industry practices and audit outcomes.

Sustainable Procurement Policy

We integrate sustainability into our procurement practices and work closely with business partners to build a more responsible and resilient supply chain. Our policy guides sourcing decisions by embedding environmental, social and ethical considerations across the procurement process.

Conflict Mineral Policy

We promote responsible mineral sourcing that respects human rights and does not contribute to conflict. Our policy restricts the sourcing and use of tin, tungsten, tantalum and gold (3TG) from conflict-affected regions where extraction or trade may finance armed groups or be associated with human rights violations.

Supply Partners' Training

Building a responsible and sustainable supply chain extends the Company's commitment to responsible business practices beyond its own operations. The Company engages its supply partners through training and awareness initiatives focused on key areas such as the Supplier Code of Conduct, Prevention of Sexual Harassment (POSH), and Human Rights. These initiatives help strengthen ethical business practices, promote respect for human rights, and foster a safe, inclusive and responsible environment across the value chain.

75.11%

of supply partners were covered through training



RESPONSIBLE SOURCING

We are strengthening responsible sourcing by embedding ESG considerations across supplier selection, evaluation and engagement. Our approach combines supplier policies, due diligence, sustainability assessments, human rights screening and a robust Code of Conduct to promote ethical, transparent and environmentally responsible practices across our value chain.

We work with suppliers to advance decarbonisation, local procurement, responsible material uses and ESG capability building, while steadily increasing the share of recycled raw materials in our input mix. These efforts support a resilient, inclusive and future-ready supply chain.

36%

Secondary raw material used out of total raw material usage



SUSTAINABLE SUPPLY CHAIN

A resilient supply chain is essential to business continuity and operational reliability. We work closely with our suppliers and vendors to ensure reliable access to raw materials, semi-finished goods, lubricants and packaging materials, while integrating responsible procurement principles into our sourcing practices. This approach helps us strengthen supply chain resilience while advancing our wider sustainability priorities.

46%

Renewable energy used by top suppliers



Deployment of Supplier Sustainability Index

We use Supplier Sustainability Index (SSI) to bring greater rigour and consistency to the evaluation of supplier sustainability performance. The index incorporates ESG parameters into supplier assessments, enabling us to identify potential risks, evaluate performance and encourage continuous improvement across our supply base.

18
suppliers scored above **90%**

9
suppliers scored between **75–90%**

4
suppliers scored below **75%**

27/31
Critical suppliers are above 75% Sustainability Index

Catering ESG Requirements of Customers

We engage with customers to understand and respond to their evolving ESG expectations, integrating these requirements into our sustainability practices. Our approach covers supplier Codes of Conduct, ESG assessments and audits, greenhouse gas emissions and product carbon footprint disclosures, regulatory requirements, and environmental, health and safety (EHS) standards.

This ongoing engagement strengthens transparency, advances ESG performance and helps us build trusted, responsible relationships with our customers.

Local Procurement

We view local procurement as an important lever for building a resilient and responsible supply chain while contributing to regional economic development. By strengthening our supplier network across India, we source from businesses that meet our operational requirements and sustainability expectations.

Our approach also extends to community-based sourcing initiatives, such as procuring workforce uniforms through self-help groups. These partnerships create opportunities for inclusive economic participation at the grassroots level.

Stronger local partnerships improve supply responsiveness, reduce dependence on extended logistics networks and minimise transportation-related environmental impacts. They also advance responsible sourcing across our value chain.

80
Indian suppliers engaged for raw material procurement

9
Procurement from Micro, Small and Medium Enterprises (MSMEs)



ENVIRONMENT

Forging a Greener Future

We deeply root our commitment to environmental stewardship in our manufacturing operations, focusing on responsible growth. Across six decades, we have continued to strengthen how we use resources, manage environmental impacts and improve operational efficiency.

We address key priorities across energy, emissions, water, materials and waste through measurable performance, responsible practices and robust operational controls. We further strengthened our resource productivity, advanced cleaner energy and circularity initiatives, and enhanced monitoring and accountability across our manufacturing footprint—building a more resilient foundation for sustainable progress and lasting environmental impact.

Contribution to UN SDGs



GRI Linkages

GRI: 302, 303, 305, 306



ENVIRONMENTAL MANAGEMENT

At Bharat Forge, environmental management is an integral part of our manufacturing operations and our journey towards sustainable progress. Our structured framework spans energy and emissions, water, materials, waste and regulatory compliance, enabling us to manage environmental impacts with discipline and foresight. It establishes clear responsibilities, operating controls and performance monitoring mechanisms to manage associated risks, strengthen resource efficiency and drive continual improvement across our manufacturing footprint.



Environmental Management Framework

Our Environmental Management Framework brings policy, operational controls, compliance oversight and performance monitoring into a common structure. We assess environmental aspects at the site level through operational reviews, compliance monitoring and periodic environmental assessments. We gain insights that inform resource efficiency initiatives, environmental programmes, and corrective actions, while defined indicators, audits, and digital monitoring systems track performance. This integrated approach strengthens accountability and helps us translate our environmental commitments into measurable action and enduring impact.



Managing Environmental Impacts

We manage environmental impacts through measures that improve resource efficiency and reduce waste at source. Across our operations, we promote responsible material use through reuse, recycling and sustainable packaging practices. These include the use of recycled cardboard as packing filler, biodegradable packaging materials and reusable pallets for parts movement and product delivery. Paper and plastic generated across offices and break rooms are also channelled for recycling.

Water stewardship is integral to our environmental risk management approach. Our operations are located in a region identified as experiencing moderate water stress, with associated exposure primarily relating to water quality and regulatory compliance. We have put appropriate mitigation measures and monitoring mechanisms in place to manage these risks responsibly and strengthen our long-term resilience.

Environmental Governance and Compliance

Our environmental governance framework translates policies and requirements into disciplined site-level execution through defined responsibilities, compliance reviews, environmental assessments and periodic audits. These mechanisms enable us to monitor regulatory requirements, identify operational gaps and implement corrective measures where required, reinforcing accountability across our operations.

In FY 2026, we reported compliance with applicable environmental laws and regulations, including the Water (Prevention and Control of Pollution) Act, the Air (Prevention and Control of Pollution) Act, and the Environment (Protection) Act and Rules. Our operations are located within established industrial areas and estates, with no operations or offices in or around ecologically sensitive areas that require environmental approvals or clearances. Through this approach, we continue to strengthen the foundations for responsible growth and enduring environmental impact.



ENVIRONMENTAL TARGETS AND ACHIEVEMENTS

Goals by 2030

	Targets	Progress achieved against base year 2019-2020 (as of FY 2025-26)
ENERGY	**80%** Renewable energy consumption by 2030	**38.02%** Renewable Energy
EMISSIONS	**60%** Reduction in energy intensity (in terms of production) by 2030	**7.48%** Reduction in energy intensity
	54.6% Reduction in Scope 1 and 2 emissions by 2033	**15.42%** Reduction in Scope 1 and 2 emissions
	54.6% Reduction in Scope 3 emissions by 2033	**17.20%** Increase in Scope 3 emission
	Carbon Neutral by 2045	**Adoption of advanced technologies and strengthening operational discipline** to achieve carbon neutrality is in progress
WATER	**40%** Reduction in water intensity by 2030	**34.24%** Reduction in water intensity
	60% Recycled water by 2030	**49.34%** Recycled water usage in FY 2026
	Water Positive by 2030	Actions will be taken towards this goal from upcoming years
WASTE	**Zero Waste** to Landfill by 2030	**0.0012%** Waste to Landfill
	50% Waste intensity reduction by 2030	**4.65%** Waste intensity reduction

ENERGY

Powering Sustainable Progress

GRI – 301, 1,3,4,5

Energy efficiency is integral to our manufacturing operations and an important part of our approach to reducing resource consumption and environmental impact. Energy demand is closely linked to forging, heat treatment, machining and utility operations, making efficient energy use critical to operational performance.

Our approach therefore combines the transition to cleaner energy sources with the optimisation of consumption across processes. Renewable electricity, cleaner furnace fuels and equipment-level efficiency measures remain key areas of intervention, supported by systematic tracking of energy consumption and intensity. Together, these efforts strengthen resource productivity and advance our transition towards a lower-carbon manufacturing footprint.



ENERGY PERFORMANCE

We follow a structured approach to improving energy performance through systematic monitoring, analysis and targeted efficiency measures. We assess energy consumption trends and Significant Energy Use (SEU) areas to identify opportunities for optimisation, while regular energy audits translate these insights into focused actions across our operations. This approach enables continuous improvement in energy performance and resource efficiency, strengthening the foundations for sustainable progress.

ISO 50001:2018

Energy Management System certified

Renewable energy consumption
(GJ)



Non-renewable energy consumption
(GJ)



Total energy consumption
(GJ)



Energy intensity – physical output
(GJ/MT)



MANAGING THE ENERGY MIX

Our energy mix is designed to meet the diverse requirements of forging, machining, heat treatment and utility operations while progressively increasing the contribution of renewable sources. Solar and wind power are the primary renewable sources across our major manufacturing facilities and are integrated with grid electricity and process fuels to maintain operational reliability and production continuity. Our current installed renewable energy capacity stands at 85.11 MW, comprising 60.95 MW of solar power and 24.16 MW of wind power. We periodically review the energy mix alongside energy consumption, intensity and greenhouse gas emissions to assess resource efficiency and support our transition towards lower-carbon energy use. Through this continued evolution, we are building on our manufacturing strengths to forge a more resilient and sustainable energy future.

Renewable Energy Share in FY 2026

38.02%
Share of total energy from renewable sources

532,723 GJ
Renewable energy consumed

115.797 million kWh
Solar electricity consumed across major plants

32.183 million kWh
Wind-based electricity consumed

KEY INITIATIVES OF FY 2026

During FY 2025-26, we implemented a range of energy conservation measures across manufacturing processes and utilities. The initiatives focused on fuel transition, equipment optimisation, digital monitoring, automation, heat-loss reduction and efficient energy management.

Fuel Transition in Thermal Processes

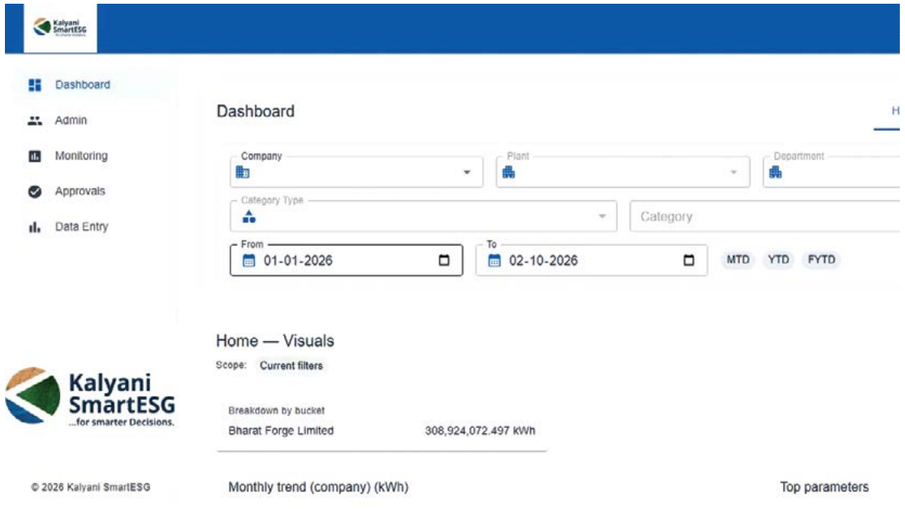
We replaced LPG and SKO with PNG in selected heat treatment and tempering furnaces, improving combustion efficiency, process control and workplace safety. The transition typically delivers a 5-10% improvement in energy efficiency while reducing associated emissions and fuel handling requirements.

Energy Efficiency at Plant Level

We implemented energy-efficiency measures across process equipment and utilities, supported by energy monitoring and process optimisation. These interventions helped identify consumption patterns, improve equipment performance and reduce specific energy demand.

Digital Infrastructure and SAP Modernisation

As part of our digital transformation journey, we developed Kalyani SmartESG, an in-house platform designed to strengthen the way we capture, manage and report environmental, social and governance data. The portal brings ESG information from across our companies, plants and departments onto a single, centralised system, replacing fragmented spreadsheets and manual processes with a structured, consistent approach. Users can record data directly through dedicated data entry modules, while built-in approval workflows ensure that every data point is reviewed and validated before it is reported. Interactive dashboards provide real-time visibility into key parameters such as energy consumption, with flexible filters by company, plant, department and category, and the ability to track performance on a month-to-date, year-to-date and financial-year-to-date basis. Monthly trend analysis and breakdowns of top parameters help teams identify patterns, spot deviations early and take timely corrective action. With role-based administration and monitoring features, SmartESG improves data accuracy, accountability and traceability across the organisation. By providing a reliable, single source of truth for ESG performance, the platform supports faster, data-driven decision-making and reinforces our commitment to transparent and credible sustainability reporting, in line with the portal's guiding idea of enabling smarter decisions.



Digital Energy Monitoring

Our in-house Industry 4.0 Smart ESG platform enables centralised monitoring of energy, water, waste and emissions data. It supports consumption tracking, identification of abnormal usage and timely corrective action.



Compressed Air Optimisation

We expanded leakage detection and corrective maintenance across forging and machining facilities. In addition, auto air cut-off systems at gauging stations reduced unnecessary pneumatic consumption, while dynamic compressor controls matched air generation with plant demand. These measures typically deliver 5-20% energy savings, depending on the application.



Cooling System Optimisation

We optimised cooling towers through improved fan controls, temperature-based operation and component replacement. We also introduced Plate Heat Exchanger (PHE)-based cooling in selected oil cooling applications, reducing the need for separate chillers. These measures typically provide 10-30% energy savings.

Variable Frequency Drives

We installed VFDs on cranes, pumps and auxiliary equipment to align motor speed with actual load requirements. The systems typically deliver 15-30% energy reduction while improving equipment control and reducing mechanical stress.



Machine Automation and Interlocking

We introduced auto-shutdown logic and interlocking for machining centres, hydraulic oil chillers and coolant chillers. Equipment such as motors, fans, pumps and conveyors now operate based on actual production requirements, typically reducing auxiliary energy consumption by 5-25%.

Energy-Efficient Lighting

We replaced conventional lighting with LED luminaires, high-bay fixtures and high-lumen lamps. Occupancy sensors and timers were also introduced in selected areas to minimise idle operation. These measures typically provide 40 -70% savings through LED conversion, with an additional 10-30% reduction from automated controls.

Energy-Efficient Motors

We progressively replaced older, rewound, and inefficient motors with premium-efficiency IE3 and IE4 motors. The replacement typically improves motor efficiency by 3-10%, alongside improved reliability and lower operating temperatures.

Compressor Efficiency

We upgraded compressor components, cooling systems and control mechanisms to improve performance and match compressed air generation with demand. These measures typically provide a 5–20% improvement in compressor efficiency.

Induction Heating Optimisation

We optimised Induction Billet Heating (IBH) systems through current control, progressive coil switching and improved process controls. The measures typically deliver a 5-15% improvement in energy efficiency, while supporting temperature uniformity and productivity.

Furnace Heat-Loss Reduction

We introduced insulated furnace trolleys and thermal barrier coatings to reduce heat losses during production. These measures typically reduce thermal energy consumption by 5-15% and improve temperature stability.

Heat Pump for Washing Operations

We introduced heat pump technology for water heating, replacing conventional heating methods. The solution typically reduces energy consumption by 50-70% compared with direct electrical heating.

Power Factor Improvement

We upgraded capacitor banks and optimised electrical systems to maintain near-unity power factor. These measures typically reduce electrical losses by 2-5% and improve power system efficiency.

Production and Process Optimisation

We implemented initiatives covering cycle-time reduction, billet utilisation, fixture redesign and machine utilisation. These measures typically reduce specific energy consumption by 5-20% per component while improving productivity and resource efficiency.

The FY 2026 initiatives delivered significant improvements in energy efficiency, operational excellence and digital capability across Bharat Forge's manufacturing facilities. Through fuel transition, equipment optimisation, automation and digital monitoring, the Company achieved lower energy consumption, enhanced asset performance and improved operational control. These projects collectively support Bharat Forge's long-term sustainability and ESG goals by reducing carbon footprint while improving operational efficiency and cost competitiveness. The consolidated energy savings achieved through these initiatives amount to approximately 3.7 million units per year, reinforcing the Company's commitment to resource conservation, emissions reduction and sustainable growth.

EMISSIONS

Advancing Decarbonisation

GRI – 305, 1,2, 3,4,5

Our approach to emissions management spans direct emissions from manufacturing operations, indirect emissions from purchased electricity and relevant value-chain emissions.

We focus on reducing emissions at source through cleaner fuels, renewable energy, energy efficiency and robust process controls, while systematically measuring our Scope 1, Scope 2 and Scope 3 footprint. We also monitor air emissions through defined controls and regular assessment of key pollutants, supporting regulatory compliance and advancing our decarbonisation objectives. Together, these efforts strengthen the foundation for a lower-carbon manufacturing footprint and enduring environmental progress.

AIR EMISSIONS

Air quality management is an integral part of our environmental controls, enabling responsible management of emissions from manufacturing activities and fuel combustion. We monitor key non GHG pollutants, including nitrogen oxides (NOx), sulphur oxides (SOx) and particulate matter, to assess performance and strengthen plant-level oversight. Environmental compliance is embedded in this approach, with applicable regulatory requirements monitored across our operations. Reported air-emissions data is also subject to independent evaluation, strengthening transparency and accountability.

We are focused on reducing air emissions through cleaner fuels, electrification and energy efficiency across our operations. Fuel-fired furnaces that previously used higher-emission fuels such as furnace oil, LDO and kerosene have been transitioned to cleaner alternatives such as PNG and LPG. We have also replaced diesel-powered forklifts with Battery-Operated Pallet Trucks (BOPTs), eliminating the daily consumption of approximately 50 litres of diesel. These initiatives reduce emissions from fuel combustion and material-handling activities while supporting a safer and more efficient operating environment.

NOx ($\mu g/Nm^3$)



SOx ($\mu g/Nm^3$)



Particulate matter (PM <2.5 micron) ($\mu g/Nm^3$)



Air Pollution Control

We manage air pollution through a combination of process controls, equipment management, preventive maintenance and regulatory compliance across our manufacturing operations. These measures are supported by regular monitoring of key pollutants, helping us maintain control over emissions and minimise their environmental impact.

Monitoring the Operating Footprint

Air quality monitoring covers key non-GHG pollutants associated with manufacturing processes and fuel combustion, including nitrogen oxides (NOx), sulphur oxides (SOx) and particulate matter. Monitoring results assess emission levels, identify deviations and initiate timely corrective action, while informing pollution-control measures and regulatory reviews.

Compliance and Independent Evaluation

We comply with applicable environmental requirements, including the **Air (Prevention and Control of Pollution) Act** and the **Environment (Protection) Act and Rules**. Air-emissions data reported for FY 2026 was also subject to **independent evaluation by an external agency,** providing an additional layer of assurance and strengthening the credibility of our environmental disclosures.

100%

Sites covered by air-quality monitoring systems

GHG EMISSIONS

Managing carbon emissions is integral to our efforts to reduce the environmental footprint of our manufacturing operations. Our approach addresses emissions arising from fuel use and purchased electricity, while extending our assessment to relevant value-chain sources. We are progressively reducing emissions through cleaner fuels, greater use of renewable energy, energy-efficiency measures and process optimisation, supported by systematic measurement of our carbon footprint and air emissions, strengthening our ability to track progress and identify opportunities for improvement. Together, they advance our transition towards more efficient, resilient and lower-carbon operations.

Extending the Carbon Lens Across the Value Chain

We extend our carbon accounting beyond our direct operations to include Scope 3 emissions across relevant upstream and downstream activities. Our FY 2026 reporting provides a broader view of our value-chain carbon footprint, with Scope 3 emissions measured separately from operational emissions and subject to independent external assurance. This strengthens the completeness and credibility of our emissions assessment, while helping us identify opportunities for further decarbonisation across the value chain. By broadening our carbon lens, we are building on the progress within our operations to drive more meaningful and enduring impact across our wider value chain.

Targeting Tomorrow

SBTi-Approved Climate Goals

Bharat Forge's near-term GHG emissions reduction targets have been validated by the Science Based Targets initiative (SBTi), reinforcing our commitment to climate action.

1.5°C Aligned Commitment

The approved targets align with the most ambitious goal of the Paris Agreement — limiting global warming to 1.5°C.

Target Details

54.6%
reduction in absolute Scope 1 and 2 GHG emissions by FY 2032-33, from a FY 2019-20 baseline.

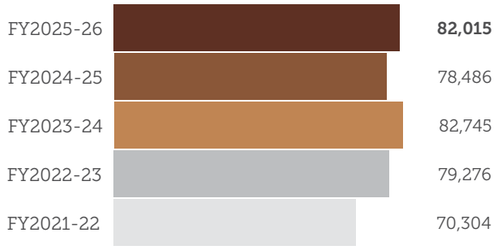
54.6%
reduction in absolute Scope 3 emissions by FY 2032-33, from the same baseline year.

We have also registered our Net Zero targets with SBTi and aim to complete their validation in the coming year.

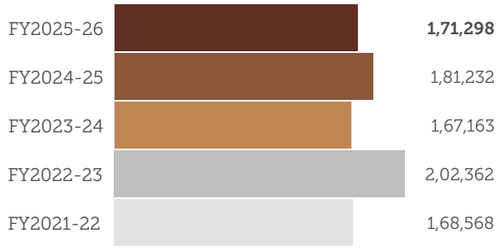


Emissions Performance

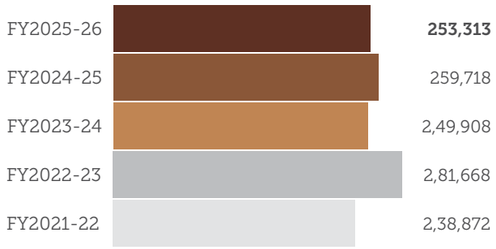
Scope 1 emissions (tCO_2e)



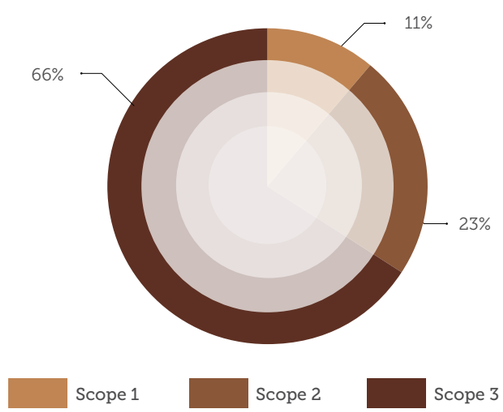
Scope 2 emissions (tCO_2e)



Scope 1 + Scope 2 (tCO_2e)



Scope-wise GHG Emission in FY 2026



Scope 1 + 2 intensity — physical output (tCO_2e/MT)



Scope 1 + 2 intensity — turnover (tCO_2e/₹ millions)



Scope 3 Emission Distribution Categories

Category	Scope 3 (in tCO2e)	Scope 3 (in %)
Purchase Goods and Raw Material	2,99,921	62.02
Capital Goods	4,331	0.90
Fuel and Energy Related Activities	87,031	18
Upstream Transportation	7,131	1.47
Waste	462	0.10
Business Travel	1,626	0.34
Employee Commute	1,290	0.27
Downstream Transportation	80,670	16.68
End of life treatment	1,159	0.24

Decarbonisation Roadmap

Our decarbonisation journey builds on the strength of our operations while extending our focus across the wider value chain. We are advancing this journey through greater adoption of renewable energy, cleaner fuels, energy-efficiency measures and systematic emissions measurement. Together, these levers support our transition towards lower-carbon manufacturing. We track progress across Scope 1, Scope 2 and Scope 3 emissions, with independent assurance adding rigour and credibility to our reported performance. This structured approach enables us to translate our climate ambitions into measurable action and forge lasting progress towards a lower-carbon future.

Our Decarbonisation Pathway

SBTi Climate Targets → Renewable Energy Expansion → Fuel Transition → Energy Efficiency Projects → Scope 1, 2 and 3 Measurement → Independent Assurance

Our Pathway to FY26 and Beyond

FY25–26

- Add renewable energy (RE) capacity through new PPAs, subject to regulatory approvals
- Partner with value chain partners to increase renewable energy share
- Implement Phase II of energy efficiency projects
- Replace inefficient, high-energy-consuming systems
- Carry out periodic energy audits

FY27–28

- Diversify renewable energy mix with wind and solar
- Explore use of Group land holdings for additional RE projects
- Explore options for onsite RE installations
- Implement Phase III of energy efficiency projects
- Carry out periodic energy audits

FY29–30

- Pursue all remaining options to achieve 80% RE in operations – captive projects, onsite installations, PPAs, etc.
- Explore opportunities for additional onsite solar installations
- Implement Phase IV of energy efficiency projects
- Carry out periodic energy audits

FY32–33

- Explore opportunities to expand renewable energy capacity beyond existing commitments
- Implement Phase V of energy efficiency projects
- Carry out periodic energy audits



WATER STEWARDSHIP

Advancing Water Security for Tomorrow

GRI – 303, 1,2, 3,4,5

Water is an essential resource across our manufacturing processes, making its responsible management integral to operational efficiency and long-term resilience. We focus on reducing freshwater dependence, improving water-use efficiency and increasing the recovery and reuse of treated water.

Closer monitoring of water intensity and water-related risks helps us optimise resource use and respond effectively to local water challenges. By strengthening these practices, we are building greater resilience into our operations and advancing sustainable progress for the long term.



Water Usage Performance

Surface water
(KL)



Groundwater
(KL)



Third-party water
(KL)



Total water withdrawal
(KL)



Total water consumption
(KL)



Water Conservation Focus Areas



Managing Freshwater Dependence

We continue to strengthen water efficiency by reducing dependence on freshwater sources and optimising water use across our manufacturing operations. In FY 2026, freshwater withdrawal declined across all reported sources, with surface water continuing to account for the largest share, followed by third-party water and groundwater. Production-based water intensity also improved, reflecting more efficient water use relative to output. These gains reinforce our focus on responsible resource management and strengthen the foundation for long-term water resilience.

34.2%

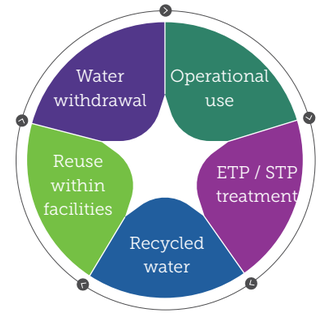
Reduction in water intensity against base year

Water intensity in terms of physical output
(KL/MT)



Water Recovery and Reuse

Water recovery and reuse are integral to our operating water cycle. Effluent Treatment Plants (ETPs) and Sewage Treatment Plants (STPs) enable wastewater generated from industrial and domestic activities to be treated and returned for reuse within our facilities.



Recycled water – ETP + STP
(KL)



49.34%

Recycled water usage in FY 2026

Zero Liquid Discharge

Our Zero Liquid Discharge (ZLD) mechanism enables treated wastewater to be reused within our facilities, eliminating routine liquid discharge from our operations. In FY 2026, no effluent or water was discharged from our facilities. The treatment process recovers water for reuse, while the contaminants separated during treatment are managed as solid waste.

100%
Wastewater treated and reused under ZLD operations

Zero
Liquid discharged from facilities

Water Risk and Monitoring

We assess water-related risks as part of our environmental management approach. Our operations are located in a region identified as experiencing moderate water stress, with the identified exposure relating to water quality and regulatory compliance rather than water availability. We implement mitigation measures to manage these risks, while plant-level water consumption is captured through our Industry 4.0 Smart ESG platform. This enables us to monitor consumption patterns, identify abnormal usage and initiate corrective action, strengthening our resilience to local water-related challenges.

Water Risk Mitigation Roadmap

- **Rainwater Harvesting:** We are expanding rainwater harvesting to enhance water availability and reduce dependence on freshwater sources.
- **Zero Liquid Discharge**: We are strengthening ZLD systems to minimise wastewater discharge and maximise water recovery.
- **Water Reuse**: We are increasing the reuse and recycling of treated water across our operations to improve water efficiency.
- **Reduced Groundwater Dependence**: We are reducing our reliance on groundwater through alternative water sources and improved water management practices.

Our Pathway to FY26 and Beyond

FY25–26

- Complete Phase II of converting cooling towers from open-loop to closed-loop systems.
- Increase the share of recycled water in operations to 35%.
- Maintain water consumption monitoring through IoT-enabled systems.
- Carry out regular water leak audits.

FY27–28

- Undertake Phase III of cooling tower conversion to closed-loop systems.
- Enhance the use of recycled water in operations to 45%.
- Augment the capacity of rainwater harvesting systems.

FY29–30

- Identify and implement advanced water efficiency projects.
- Raise the proportion of recycled water in operations to 60%.
- Continue periodic water leak audits to ensure sustained efficiency.

WATER STEWARDSHIP

Arresting Leakage at Source, Conserving Water for Good

A permanent fix for an underground pipeline leak in the Canteen and CMD Building area now conserves an estimated 26,640 m^3 of water every year.

An increase in RO water consumption prompted a joint investigation with the Civil team, which traced continuous leakage to old underground GI pipelines serving the Canteen and CMD Building.

The old underground line was replaced with a new overhead UPVC water line. This permanently arrested the leak and eliminated avoidable load on the RO plant.

WATER CONSERVATION PROJECT

From Problem to Permanent Fix

Stage	Key Details
PROBLEM IDENTIFIED	Increased RO water consumption prompted a joint investigation with the Civil team.
	Continuous leakage was traced to old underground GI pipelines serving the Canteen and CMD Building.
CORRECTIVE ACTION	Old underground GI pipeline replaced with a new overhead UPVC water line.
	The overhead line is visible and easy to inspect, so future leaks can be spotted early.
OUTCOME	Leakage permanently arrested.
	Avoidable RO plant load eliminated.

Measurable Impact

32 m^3/day
Drinking water reduction

42 m^3/day
Raw water reduction

2,220 m^3/month
Total water reduction

₹ 2.4 lakh/year
RO operating cost saving

ANNUALISED WATER CONSERVATION
74 m^3/day x 30 days = 2,220 m^3/month x 12 months
26,640 m^3/year



WATER REDUCTION PROJECT

Daily water flow to the Effluent Treatment Plant (ETP) has been reduced through a combination of process, maintenance and engineering controls, lowering freshwater use and the hydraulic load on the ETP.

ETP Water Load

Parameter	Value
Baseline collection to ETP	**4,500–5,000 L/day**
Current collection to ETP	**2,500 L/day**
Daily reduction achieved	**2,000–2,500 L/day**
Approximate reduction	**44–50%**



Key Interventions by Control Approach

Control Approach	Intervention	Details
REDUCE AT SOURCE	**Coolant-free process modification**	Selected turning-module operations modified to run without coolant.
EXTEND MAINTENANCE CYCLES	**Extended tank-cleaning cycles**	225 machines: cleaning cycle extended from 2 to 6 months after switching from Levisa to Cutsoil (Emensichem).
		Matec machines: cleaning cycle extended from 3 months to 1 year.
PREVENT OVERFLOW	**Pipeline replacement**	40-year-old water pipeline replaced to eliminate leakage points.
	Leak-prevention controls	Water tap valves included in a defined checking and replacement routine.
ELIMINATE LEAKS	**Automatic overflow prevention**	Auto shut-off valves installed on overhead tanks to stop water once full level is reached.

Result: Lower freshwater use and reduced hydraulic load on the ETP, supported by sustainable operating controls.

WASTE MANAGEMENT

From Waste to Resource

GRI – 306 - 1,2, 3,4,5

Waste management is embedded in our manufacturing operations, with a focus on reducing waste generation, recovering material value and minimising disposal. Guided by the principles of Reduce, Reuse and Recycle, we manage waste streams according to their material characteristics and associated risks.

Metal scrap constitutes the predominant waste stream, alongside hazardous waste from process operations and other streams, including packaging, electronic, battery, biomedical and food waste. Through recycling, recovery and responsible handling practices, we continue to strengthen waste diversion and improve resource efficiency across our operations.

Our Pathway to FY26 and Beyond

FY25–26

- Prioritise reduction of non-hazardous waste generation.
- Explore the use of alternative materials for packaging, with a focus on wood.
- Assess options for recycling or reusing selected hazardous waste streams, particularly oil.

FY27–28

- Continue efforts to reduce non-hazardous waste generation.
- Expand exploration of alternative packaging materials, including plastics.
- Further develop solutions for recycling and reusing hazardous waste, with emphasis on oil.

FY29–30

- Sustain focus on reducing non-hazardous waste generation.
- Advance adoption of alternative packaging materials across operations.
- Broaden initiatives to recycle and reuse hazardous waste streams.



Waste Management Performance

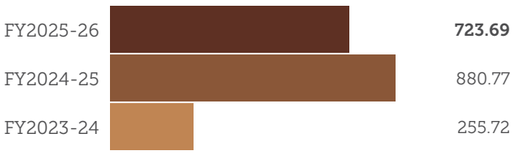
Total waste generated (MT)



Waste recycled (MT)



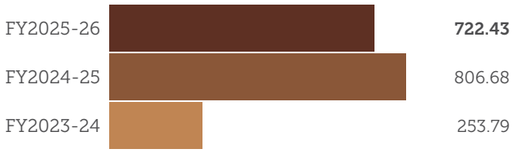
Waste disposed (MT)



Waste sent to landfill (MT)



Waste incinerated (MT)



Waste intensity – turnover (MT/₹ millions)



Waste intensity – physical output (MT/ MT)



From Prevention to Recovery

Our approach to waste management is guided by the principle of minimising waste at its source and maximising the value of materials throughout their lifecycle. We prioritise prevention and reduction, followed by reuse, recycling and composting, and recovery, with disposal considered only as a last resort. This hierarchy helps us reduce environmental impacts, conserve resources and promote more circular and responsible waste management practices.



Waste Management Practices

Our approach to waste management is rooted in segregation, controlled handling, recovery and responsible disposal across our manufacturing operations. Given the nature of forging, machining, surface treatment and allied processes, we manage hazardous and non-hazardous waste through defined procedures and authorised channels. We focus on regulatory compliance, material recovery and reducing final disposal, strengthening resource efficiency and advancing a more circular approach to manufacturing.

Total Waste Generated in Metric Tonnes

Parameter	FY 2025-26	FY 2024-25
Total Waste Generated in Metric Tonnes		
Plastic waste (A)	147.44	177.84
E-waste (B)	3.07	5.54
Bio-medical waste (C)	0.0057	0.0056
Construction and demolition waste (D)	0	0
Battery waste (E)	11.62	4.91
Radioactive waste (F)	0	0

Waste Disposed of, by Disposal Method (Metric Tonnes)

Category of waste	FY 2025-26	FY 2024-25
(i) Incineration	722.43	806.68
(ii) Landfilling *	1.26	74.09
(iii) Other disposal operations	-	-
Total	723.69	880.770

*There is landfill waste due to the replacement of the old asbestos roof on the shop floor.

Responsible Management of Hazardous Waste

Our responsible management of hazardous waste begins with segregation, controlled handling and traceable disposal. Hazardous waste arises primarily from chemical treatment, painting, machining and other manufacturing activities. Key streams include chemical sludge, paint residues, spent bath sludge, used or spent oil, discarded containers and barrels, oil-bearing residues and asbestos waste. We manage each stream through controlled storage, authorised transportation, recycling, treatment or disposal, as applicable. Tracking individual waste streams helps us identify changes in generation patterns and focus site-level improvement efforts where they can create the greatest impact.

Hazardous Waste Generation

Parameter	FY 2025-26 (MT)	FY 2024-25 (MT)
(Cotton Waste (Qty.) kg Chemical Sludge from ETP, Paint Sludge Residues, Spent Bath Sludge)	264.42	383.78
Used/Spent Oil (Liquid)-HW	367.07	370.97
Discarded Containers/ Barrels (Solid)-HW	155.01	183.90
Waste and Residues Containing Oil (Liquid)-HW	458.01	422.90
Asbestos Sheet	1.26	74.09

Non-Hazardous Waste and Material Efficiency

Non-hazardous waste is predominantly generated as metallic manufacturing scrap, supplemented by smaller streams such as wood, paper and packaging, rubber and food waste. We monitor these streams to improve segregation and maximise opportunities for reuse and recycling.

Wood waste declined from 1,123.50 MT to **847.76 MT**, while paper and corrugated-box waste decreased from **241.18 MT** to **218.72 MT**. Aluminium scrap increased from 638.95 MT to 935.97 MT, reflecting changes in manufacturing activity and material flows.

Non-Hazardous Waste Generation

Parameter	FY 2025-26 (MT)	FY 2024-25 (MT)
MS Scrap/Scale/Bur/ Flash (Solid)	95,057.50	1,03,099.41
Aluminium Scrap	935.97	638.95
Titanium Scrap	29.95	36.37
Paper and Corrugated boxes	218.72	241.18
Rubber	52.14	54.29
Wood	847.76	1,123.50
Food Waste	234.59	232.16

Reducing Final Disposal

We prioritise diverting waste from landfills by maximising recycling, recovery and other appropriate treatment routes. Hazardous waste is handled only through government-authorised and licensed facilities, selected through a stringent evaluation process to verify their compliance with applicable handling, treatment and disposal requirements. This approach enables us to meet regulatory obligations while maintaining robust environmental controls across our operations.

We remain focused on reducing the quantity of waste requiring final disposal and increasing the share routed through controlled recovery and treatment channels. In FY 2026, the total quantity of waste disposed of reduced significantly compared with the previous year, with landfill accounting for only a marginal share.

99.26%
Waste recycled

0.73%
Waste sent to incineration

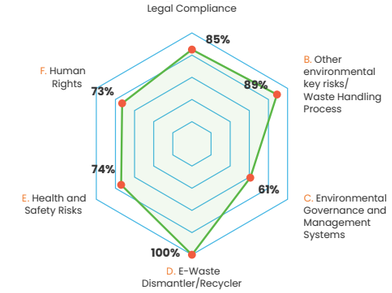
0.0012%
Waste sent to landfill

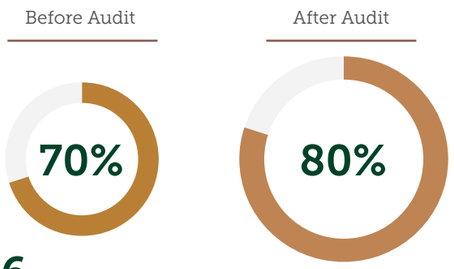
Waste Audit Programme

The Company conducts audits of waste handlers to oversee segregation, storage, handling, documentation, and disposal practices. The waste generated is handed over to authorised waste handlers, who manage collection, segregation and recycling at their premises in line with regulatory requirements.

Focus Areas of Waste Audit Programme







6
Waste handler audit conducted in FY 2026

Circularity in Practice

Our circularity approach prioritises recovery and recycling wherever technically and operationally feasible. Recoverable ferrous and non-ferrous metal scrap is segregated at source and channelled through authorised recycling routes, helping retain material value reduce the quantity requiring final disposal.

Source segregation, controlled handling and authorised recycling and disposal channels form the foundation of this approach. Regular monitoring of waste generation, recovery and disposal enables us to assess performance and identify opportunities to increase recovery while reducing reliance on landfill and incineration.

Circularity Approach

01 Metal Scrap
Manufacturing scrap is identified and segregated as a recoverable material stream.

02 Segregation
Scrap is separated at source based on material type to enable efficient recovery.

03 Recovery
Recoverable materials are collected and channelled for further processing.

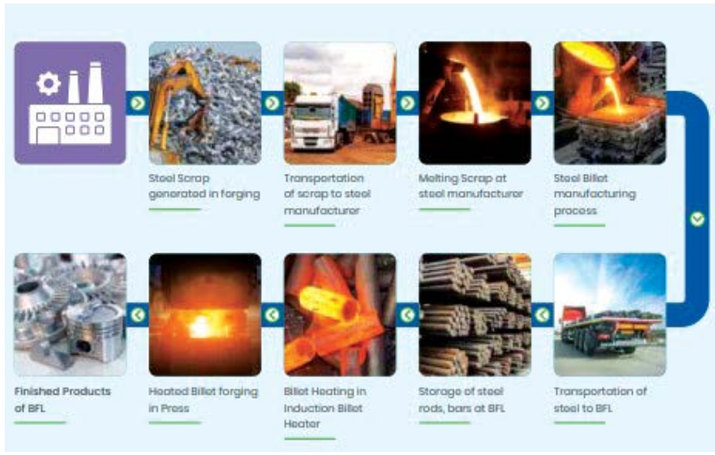
04 Recycling
Materials are routed through authorised recycling channels for productive reuse.

05 Reduced Disposal
Recycling and recovery reduce the quantity of material requiring final disposal and retain resource value within the manufacturing cycle.

Resource Recovery and Circular Material Flows

Manufacturing scrap constitutes the largest component of our material recovery profile. MS scrap, scale, burr and flash account form the major share of waste generated in FY 2026, alongside recoverable aluminium and titanium scrap. The high proportion of recyclable manufacturing waste keeps a substantial volume of material within recovery channels and limits the need for final disposal.

By strengthening segregation at source and directing recoverable materials to authorised recycling partners, we convert manufacturing residues into secondary material streams wherever possible. This supports resource efficiency, reduces material loss and advances a more circular approach to manufacturing.



BIODIVERSITY

Growing a Greener Legacy

GRI – 101

Natural ecosystems play an important role in strengthening climate resilience, maintaining soil health and supporting water security. We extend our environmental stewardship beyond our manufacturing locations through long-term afforestation and landscape restoration programmes.

Designed around local ecological conditions, these initiatives focus on selecting suitable native and fruit-bearing species, enhancing green cover and supporting the long-term survival of plantations. In doing so, we contribute to ecological restoration while creating value for surrounding communities.



Biodiversity Management

Our afforestation programmes are implemented in partnership with Agriculture Development Trust (ADT), Baramati. Plantation planning is guided by local soil conditions, climatic suitability and the potential of selected species to support carbon sequestration. Geo-tagging and periodic monitoring help us track plantation locations, survival rates and long-term growth.

Where appropriate, we also plant fruit-bearing species to create additional value for local communities while supporting the restoration of local landscapes. This integrated approach enables us to strengthen green cover while considering the ecological and livelihood needs of the surrounding areas.

Biodiversity Management Approach

01 Site Selection
Assessment of local ecological and site conditions to identify suitable plantation areas.

02 Species Selection
Selection of suitable native and fruit-bearing species based on soil, climate and ecological considerations.

03 Plantation
Implementation of plantation activities with a focus on establishing healthy and resilient green cover.

04 Geo-tagging
Geo-tagging of plantations to establish location-level records and support systematic monitoring.

05 Survival Monitoring
Periodic tracking of plantation survival and growth to support long-term effectiveness.

06 Carbon Assessment
Assessment of carbon sequestration potential to quantify the climate benefits of plantation activities.

Parameter	
Trees planted over the last 10 years	4,79,939
Survival rate	92%
Implementation partner	Agriculture Development Trust (ADT), Baramati
Geo-tagging	100% plantations
Carbon credit assessment	In progress

Carbon Sequestration

Our tree plantations contribute to carbon sequestration while restoring and strengthening local green cover. As part of our carbon credit evaluation programme, we are assessing the carbon absorption potential of our plantations through a professional agency. The assessment is intended to establish the verified carbon sequestration generated through plantation activities and support our participation in the Indian Carbon Market.

Our premises are supported by a diverse green ecosystem of approximately 61,500 trees spanning 92 species, including Babhul, Bel, Fanas, Neem, Bamboo, Apta, Palas, Mango, Coconut, Tamarind, Arjun, Teak, Pomegranate, Guava and Raktchandan, among others.

Based on assumption-driven calculations, this green cover is estimated to sequester 1,537.5 tonnes of CO_2 annually and purify more than 3.80 million tonnes of air. The vegetation also provides a conducive habitat for a variety of bird species, including parrots, pigeons, sparrows, mynas, cuckoos, crows and bulbuls, contributing to local biodiversity.

None of our operational sites are located in biodiversity-sensitive areas. We remain focused on preventing deforestation across our operations and undertaking reforestation initiatives wherever required.

This approach strengthens the link between afforestation, measurable climate outcomes and long-term ecosystem restoration, while creating a framework to quantify the environmental value generated through these initiatives.

GRI CONTENT INDEX

Statement of use:	Bharat Forge Limited has reported the information cited in this GRI content index for the period 1 April 2025 to 31 March 2026 with reference to the GRI Standards.
GRI 1 used:	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s):	none issued for metal forming / auto components

GRI Standard	Disclosure	Disclosure Location	Page Reference	Alignment with BRSR
GRI 2: General Disclosures 2021	2-1 Organizational details	About Us — Strengthening Our Bedrock, Charting Our Path Ahead; Our Guiding Principles; Geographical Footprint; back cover	10-13, 125, AR 140	Section A (A-1 to A-13)
	2-2 Entities included in the organization's sustainability reporting	About the Report — Scope and Reporting Period; Assurance and Accuracy	8, AR 140	Section A (A-1 to A-13)
	2-3 Reporting period, frequency and contact point	About the Report — Scope and Reporting Period; Forward-Looking and Feedback Statement; 6th Annual Sustainability Report	8	
	2-5 External assurance	About the Report — Assurance and Accuracy; Assurance Statement	8, 124, AR 140	Section A (A-14 name of the assessment or assurance provider — KPMG Assurance and Consulting Services LLP; A-15 type of assurance — Reasonable Assurance)
	2-6 Activities, value chain and other business relationships	About Us — Strengthening Our Bedrock, Charting Our Path Ahead; Core Objectives; Geographical Footprint; Supply Chain Management	10-13, 89-94, AR 140-141	Section A (A-16 to A-19 business activities, products and services, locations and markets)
	2-7 Employees	Our Workforce — Workforce Composition; Employee Mix by Age and Gender; Workers Mix by Age and Gender; Employee Mix by Category and Gender	57, AR 142	Section A (A-20 employees and workers, including differently-abled)
	2-8 Workers who are not employees	Our Workforce — Workforce Composition; Our Remuneration Framework	57, 59, AR 142	Section A (A-20 employees and workers, including differently abled)
	2-9 Governance structure and composition	Leadership Accountability — Board Composition; Board Expertise; Board Committees; ESG Governance Architecture	52-54, AR 150-151	Section B (B-7 to B-10); AR — Corporate Governance Report
	2-10 Nomination and selection of the highest governance body	Board Committees — Nomination and Remuneration Committee; Ethics and Integrity — Our Policies	45, 53	AR — Corporate Governance Report
	2-11 Chair of the highest governance body	Leadership Accountability — Board Committees	53	AR — Corporate Governance Report
	2-12 Role of the highest governance body in overseeing the management of impacts	Board ESG Committee Structure and Oversight; Climate Oversight and Management Accountability; Our Governance Approach; Risk Management	43-44, 54, AR 150-151	Section B (B-8 highest authority responsible; B-9 specified Committee of the Board; B-10 review of NGRBCs by the Company)
	2-13 Delegation of responsibility for managing impacts	ESG Governance Architecture	54, AR 150-151	Section B (B-8 highest authority responsible; B-9 specified Committee of the Board; B-10 review of NGRBCs by the Company)
	2-14 Role of the highest governance body in sustainability reporting	Board ESG Committee Structure and Oversight	54, AR 150-151	Section B (B-8 highest authority responsible; B-9 specified Committee of the Board; B-10 review of NGRBCs by the Company)
	2-15 Conflicts of interest	Ethics and Integrity — Our Policies; Compliance Practices — Related Party Transactions; Prohibition of Insider Trading	45, 47, AR 153-154	Principle 1 (EI-6 conflict-of-interest complaints; LI-2 Board conflict-of-interest processes)
	2-16 Communication of critical concerns	Ethics and Integrity — Whistleblower Mechanism; Grievance Redressal Mechanism	46, 48-49, AR 143, AR 158, AR 167	Section A (A-25 complaints and grievances on Principles 1 to 9); Principle 3 (EI-6 grievance mechanisms); Principle 5 (EI-5 internal human rights grievance mechanisms)

GRI Standard	Disclosure	Disclosure Location	Page Reference	Alignment with BRSR
	2-17 Collective knowledge of the highest governance body	Strengthening Board Effectiveness; Familiarisation and Capacity Building of Directors	54, AR 152	Principle 1 (EI-1 training and awareness coverage — BoD and KMP)
	2-18 Evaluation of the performance of the highest governance body	Board Performance Evaluation Mechanism	54	AR — Corporate Governance Report
	2-19 Remuneration policies	Ethics and Integrity — Our Policies	45, AR 166	Principle 5 (EI-3 remuneration/wages); AR — Corporate Governance Report
	2-20 Process to determine remuneration	Board Committees — Nomination and Remuneration Committee; Ethics and Integrity — Our Policies	45, 53, AR 166	Principle 5 (EI-3 remuneration/wages); AR — Corporate Governance Report
	2-21 Annual total compensation ratio	Not in the Sustainability Report. BRSR Section C, Principle 5, Essential Indicator 3 — median remuneration of the Board of Directors , Key Managerial Personnel and employees other than BoD and KMP	AR 166	Principle 5 (EI-3(a) median remuneration); AR — Corporate Governance Report (Section 197(12) disclosure)
	2-22 Statement on sustainable development strategy	Chairman & MD's Message — Deep Roots. Enduring Impact; Vice Chairman & Joint MD's Message — Sustainability in Action	2-5, AR 150	Section B (B-7 statement by the director responsible for the business responsibility report)
	2-23 Policy commitments	Ethics and Integrity — Governance Policies; Our Policies; Human Rights — Human Rights Policy; Policies for Suppliers — Supplier Code of Conduct; Sustainable Procurement Policy; Conflict Mineral Policy	45, 47, 92, AR 148-149	Section B (B-1 to B-6 policy and management processes, commitments, goals and targets)
	2-24 Embedding policy commitments	Our Policies in Practice; Training and Awareness on Policies and Human Rights; Human Right Due Diligence; Policies for Suppliers — Supply Partners' Training	46, 48, 92, AR 148, AR 152	Section B (B-1 to B-4 policies and their coverage); Principle 1 (EI-1 training and awareness coverage)
	2-25 Processes to remediate negative impacts	Ethics and Integrity — Whistleblower Mechanism; Grievance Redressal Mechanism; People Governance — Reporting and Redressal	46, 48-49, 81, AR 167-169	Principle 5 (EI-5 internal grievance mechanisms; EI-9 human rights requirements in business agreements and contracts; LI-1 processes modified following grievances)
	2-26 Mechanisms for seeking advice and raising concerns	Ethics and Integrity — Whistleblower Mechanism; Grievance Redressal Mechanism; People Governance — Encourage Reporting	46, 48-49, 81, AR 158, AR 167	Principle 3 (EI-6 grievance mechanisms); Principle 5 (EI-5)
	2-27 Compliance with laws and regulations	Sustainability Strategy — Governance; Compliance Practices; Environmental Governance and Compliance; Compliance and Independent Evaluation	31, 47, 97, 106, AR 153, AR 175	Principle 1 (EI-2 fines, penalties and punishments; EI-3 appeals; EI-7 corrective action); Principle 6 (EI-13 environmental compliance)
	2-28 Membership associations	Risk Management — Strategic Partnerships	44, AR 177	Principle 7 (EI-1 affiliations with trade and industry chambers)
	2-29 Approach to stakeholder engagement	Stakeholder Engagement — Stakeholder Engagement Process; stakeholder-wise tables for Employees, Investors, Customers, Suppliers and Service Providers, Business Partners, Government and Regulatory Bodies and Communities	18-21, AR 163	Principle 4 (EI-1 stakeholder identification; EI-2 stakeholder groups and channels of engagement)
	2-30 Collective bargaining agreements	Our Workforce — Labour Relations; Human Rights — Freedom of Association	48, 58, AR 158	Principle 3 (EI-7 membership of employees and workers in associations or unions)
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Materiality Assessment — Our Double Materiality Approach; Materiality Assessment Process , benchmarked to GRI 3, CSRD and SASB	22, AR 144	Section A (A-26 material responsible business conduct issues)
	3-2 List of material topics	Materiality Assessment — Material Topics; Materiality Matrix	23-24, AR 144	Section A (A-26)

GRI Standard	Disclosure	Disclosure Location	Page Reference	Alignment with BRSR
	3-3 Management of material topics	Materiality Assessment — Material Topics; Materiality Matrix; Sustainability Strategy — Strategic Pillars; Environment, Social and Governance action areas, targets and Where We Stand Today	22-24, 28-31, AR 144	Section A (A-26); Section C — Principles 1 to 9
GRI 101: Biodiversity 2024	101-1 Policies to halt and reverse biodiversity loss	Biodiversity — Growing a Greener Legacy; Carbon Sequestration; Ethics and Integrity — Our Policies	45, 120-121, AR 175-176	Principle 6 (LI-3 biodiversity — prevention and remediation activities in the areas reported at EI-11)
	101-2 Management of biodiversity impacts	Biodiversity Management; Biodiversity Management Approach; Carbon Sequestration; Environmental Governance and Compliance	97, 120-121, AR 175-176	Principle 6 (LI-3 biodiversity — prevention and remediation activities in the areas reported at EI-11)
	101-4 Identification of biodiversity impacts	Environmental Management — Environmental Management Framework; Environmental Governance and Compliance; Biodiversity — Carbon Sequestration	96-97, 121, AR 175	Principle 6 (EI-11 operations and offices in or around ecologically sensitive areas; EI-12 environmental impact assessments)
	101-5 Locations with biodiversity impacts	Environmental Governance and Compliance; Biodiversity — Carbon Sequestration	97, 121, AR 175	Principle 6 (EI-11 operations and offices in or around ecologically sensitive areas)
	101-6 Direct drivers of biodiversity loss	Biodiversity — Carbon Sequestration; Emissions — Air Emissions; Air Pollution Control; Water Stewardship — Water Risk and Monitoring; Zero Liquid Discharge; Waste Management	97, 105-106, 109-112, 115-119, 121, AR 171, AR 173, AR 176	Principle 6 (EI-4 water discharge; EI-6 air emissions other than GHG; EI-9 waste; LI-3 biodiversity)
	101-7 Changes to the state of biodiversity	Biodiversity Management; Carbon Sequestration; Village Development — Environmental Sustainability	84, 120-121, AR 176	Principle 6 (LI-3 biodiversity)
	101-8 Ecosystem services	Biodiversity — Carbon Sequestration; Biodiversity Management; Village Development — Water Security	84, 120-121, AR 176, AR 179	Principle 6 (LI-3 biodiversity); Principle 8 (LI-6 details of beneficiaries of CSR projects)
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Economic Value Generated and Distributed — Economic Value Generated	40-41	AR — Financial Statements
	201-2 Financial implications and other risks and opportunities due to climate change	Climate Risk Assessment — Physical Risk Assessment; Key Findings; Transitional Risk Assessment — Transitional Risk Landscape: Risks and Opportunities	34-38, AR 144	Section A (A-26 material responsible business conduct issues — risk, rationale, mitigation and financial implications)
	201-3 Defined benefit plan obligations and other retirement plans	Rewards and Employee Benefits — Employee Benefits Framework; 100% employees covered under provident fund; employee benefit expenditure ₹6,760 million	73, AR 157	Principle 3 (EI-2 retirement benefits — PF, Gratuity, ESI)
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Our Remuneration Framework	59, AR 166	Principle 5 (EI-2 details of minimum wages paid)
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Community Engagement — Village Development; Skill Development; Education	82-86, AR 178-179	Principle 8 (EI-1 social impact assessments; LI-2 CSR projects in designated aspirational districts; LI-6 details of beneficiaries of CSR projects)
	203-2 Significant indirect economic impacts	ESG Snapshot; CSR Strategy and Planning — Impact of our CSR Projects; Village Development — Livelihood Opportunities	17, 83-87, AR 179	Principle 8 (LI-6 details of beneficiaries of CSR projects)

GRI Standard	Disclosure	Disclosure Location	Page Reference	Alignment with BRSR
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	ESG Snapshot; Sustainable Supply Chain — Local Procurement	17, 93-94, AR 178-179	Principle 8 (EI-4 input material sourced from MSMEs, small producers and from within India — BRSR Core; EI-5 job creation in smaller towns — BRSR Core; LI-3 preferential procurement)
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Human Rights — Human Right Due Diligence; Ethics and Integrity — Anti-corruption and Bribery Measures	46, 47, AR 153	Principle 1 (EI-4 anti-corruption or anti-bribery policy; EI-5 disciplinary action)
	205-2 Communication and training about anti-corruption policies and procedures	Training and Awareness on Policies and Human Rights; Sustainability Strategy — Governance; Policies for Suppliers — Supply Partners' Training	31, 48, 92, AR 152	Principle 1 (EI-1 percentage coverage by training and awareness programmes)
	205-3 Confirmed incidents of corruption and actions taken	Ethics and Integrity — Anti-corruption and Bribery Measures	46, AR 153	Principle 1 (EI-5 disciplinary action for bribery or corruption)
GRI 206: Anti-competitive Behaviour 2016	206-1 Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	Proactive Engagement with Shareholders — Competition Law Awareness; The Assessment Framework	55, 91, AR 177	Principle 7 (EI-2 corrective action on anti-competitive conduct)
GRI 207: Tax 2019	207-1 Approach to tax	Ethics and Integrity — Our Policies; Economic Value Generated and Distributed; Stakeholder Engagement — Government and Regulatory Bodies	20, 41, 45	AR — Financial Statements
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Responsible Sourcing; Sustainability Strategy — Environment	29, 93, AR 155	Principle 2 (EI-2 sustainable sourcing)
	301-2 Recycled input materials used	Responsible Sourcing; Environmental Targets and Achievements; Sustainability Strategy — Environment	29, 93, 98, AR 156	Principle 2 (LI-3 recycled or reused input material as a percentage of total material)
	301-3 Reclaimed products and their packaging materials	Managing Environmental Impacts	97, AR 156	Principle 2 (LI-4 products and packaging reclaimed at end of life; LI-5 reclaimed products as a percentage of products sold)

GRI Standard	Disclosure	Disclosure Location	Page Reference	Alignment with BRSR
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	Energy — Energy Performance; Managing the Energy Mix; ISO 50001:2018 Energy Management System certified	100, AR 170	Principle 6 (EI-1 total energy consumption, renewable and non-renewable break-up, and energy intensity — BRSR Core)
	302-3 Energy intensity	Energy — Energy Performance; Environmental Targets and Achievements	98, 100, AR 170	Principle 6 (EI-1 energy intensity per rupee of turnover, PPP-adjusted turnover and physical output — BRSR Core)
	302-4 Reduction of energy consumption	Energy — Key Initiatives of FY 2026	101-104, AR 172, AR 176	Principle 6 (EI-8 projects related to reducing GHG emissions; LI-4 resource efficiency initiatives)
	302-5 Reductions in energy requirements of products and services	Energy — Key Initiatives of FY 2026	104, AR 176	Principle 6 (LI-4 resource efficiency initiatives)
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Water Stewardship; Water Conservation Focus Areas; Managing Freshwater Dependence; Water Risk and Monitoring; Water Risk Mitigation Roadmap; Our Pathway to FY26 and Beyond	109, 111-112, AR 170, AR 175	Principle 6 (EI-3 water withdrawal and consumption — BRSR Core; LI-1 water withdrawal, consumption and discharge in areas of water stress)
	303-2 Management of water discharge-related impacts	Zero Liquid Discharge; Water Recovery and Reuse; Water Conservation Focus Areas	111-112, AR 171	Principle 6 (EI-4 water discharge by destination and level of treatment — BRSR Core; EI-5 Zero Liquid Discharge)
	303-3 Water withdrawal	Water Usage Performance	110, AR 170	Principle 6 (EI-3 water withdrawal by source — BRSR Core)
	303-4 Water discharge	Zero Liquid Discharge	112, AR 171	Principle 6 (EI-4 water discharge by destination and level of treatment — BRSR Core; EI-5 Zero Liquid Discharge)
	303-5 Water consumption	Water Usage Performance; Managing Freshwater Dependence — water intensity in terms of physical output; Water Recovery and Reuse; 34.2% reduction in water intensity against the base year	110-111, AR 170	Principle 6 (EI-3 water consumption and water intensity — BRSR Core)

GRI Standard	Disclosure	Disclosure Location	Page Reference	Alignment with BRSR
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Emissions — Emissions Performance	107, AR 172	Principle 6 (EI-7 Scope 1 GHG emissions and intensity — BRSR Core)
	305-2 Energy indirect (Scope 2) GHG emissions	Emissions — Emissions Performance	107, AR 172	Principle 6 (EI-7 Scope 2 GHG emissions and intensity — BRSR Core)
	305-3 Other indirect (Scope 3) GHG emissions	GHG Emissions — Extending the Carbon Lens Across the Value Chain; Scope 3 Emission Distribution Categories	106-107, AR 176	Principle 6 (LI-2 total Scope 3 emissions and intensity)
	305-4 GHG emissions intensity	Emissions — Emissions Performance; ESG Snapshot	16, 107, AR 172	Principle 6 (EI-7 GHG emissions intensity per rupee of turnover, PPP-adjusted turnover and physical output — BRSR Core)
	305-5 Reduction of GHG emissions	Environmental Targets and Achievements; Targeting Tomorrow — SBTi-Approved Climate Goals; Decarbonisation Roadmap; Our Pathway to FY26 and Beyond; ESG Snapshot	16, 98, 106, 108, AR 172	Principle 6 (EI-8 projects related to reducing GHG emissions)
	305-7 Nitrogen oxides (NOx), sulphur oxides (SOx), and other significant air emissions	Emissions — Air Emissions; Air Pollution Control; Monitoring the Operating Footprint; Compliance and Independent Evaluation	105-106, AR 171	Principle 6 (EI-6 air emissions other than GHG — NOx, SOx, particulate matter, POP, VOC, HAP)
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Waste Management — From Waste to Resource; Waste Management Practices; From Prevention to Recovery	115, 117, AR 175	Principle 6 (EI-10 waste management practices)
	306-2 Management of significant waste-related impacts	Waste Management Practices; Responsible Management of Hazardous Waste; Waste Audit Programme; Circularity in Practice; Our Pathway to FY26 and Beyond	117-119, AR 175	Principle 6 (EI-10 waste management practices and strategy to reduce hazardous and toxic chemicals)
	306-3 Waste generated	Waste Management Performance; Total Waste Generated in Metric Tonnes; Hazardous Waste Generation; Non-Hazardous Waste Generation	116-118, AR 173	Principle 6 (EI-9 waste generated by category and waste intensity — BRSR Core)
	306-4 Waste diverted from disposal	Waste Management Performance; Reducing Final Disposal; Circularity in Practice — Resource Recovery and Circular Material Flows	116, 118-119, AR 173	Principle 6 (EI-9 waste recovered through recycling, re-using or other recovery operations — BRSR Core)
	306-5 Waste directed to disposal	Waste Management Performance; Waste Disposed of, by Disposal Method; Reducing Final Disposal	116-117, AR 173	Principle 6 (EI-9 waste disposed by incineration, landfilling and other operations — BRSR Core)
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Responsible Supplier Assessment and Selection	90, AR 155, AR 177	Principle 6 (LI-7 percentage of value chain partners assessed for environmental impacts); Principle 2 (EI-2 sustainable sourcing)
	308-2 Negative environmental impacts in the supply chain and actions taken	Deployment of Supplier Sustainability Index; Responsible Sourcing; Sustainable Supply Chain; Catering ESG Requirements of Customers	93-94, AR 177	Principle 6 (LI-6 significant adverse environmental impact arising from the value chain; LI-7 percentage of value chain partners assessed)
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Talent Acquisition	60, AR 143	Section A (A-22 turnover rate for permanent employees and workers)
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Rewards and Employee Benefits — Employee Benefits Framework; 100% of employees eligible for medical insurance, covered under provident fund and enrolled under accident insurance; employee benefit expenditure ₹6,760 million	73, AR 156	Principle 3 (EI-1 measures for the well-being of employees and workers, incl. EI-1(c) spending as a percentage of revenue — BRSR Core; LI-1 life insurance or compensatory package)
	401-3 Parental leave	Rewards and Employee Benefits — Employee Benefits Framework	73, AR 158	Principle 3 (EI-5 return to work and retention rates after parental leave)
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Health and Safety; Safety Management Framework; Management System Assurance — Certifications	74-75, 77, AR 160	Principle 3 (EI-10 health and safety management system)

GRI Standard	Disclosure	Disclosure Location	Page Reference	Alignment with BRSR
	403-2 Hazard identification, risk assessment, and incident investigation	Hazard Identification and Risk Assessment — the five-step HIRA framework; Safety Management Framework	75, 77, AR 160, AR 162	Principle 3 (EI-10 health and safety management system; EI-15 corrective action on safety incidents)
	403-3 Occupational health services	Occupational Health — Occupational Health Management System; Key Initiatives	78-79, AR 156, AR 161	Principle 3 (EI-1 well-being measures; EI-12 measures to ensure a safe and healthy workplace)
	403-4 Worker participation, consultation, and communication on occupational health and safety	Safety Initiatives — Behaviour-based Safety; Safety Management Framework; Employee Engagement and Well-being — Safety Trainings Chalata-Bolta; Daily HSE Message	65-67, 75, AR 158, AR 161	Principle 3 (EI-6 grievance mechanisms; EI-13 complaints on working conditions and health and safety)
	403-5 Worker training on occupational health and safety	Emergency Preparedness; Safety Initiatives — Safety Capability Building; Learning Programmes — Health, Safety and Emergency Preparedness; Learning Snapshot	61-62, 75-76, AR 159	Principle 3 (EI-8 training on health and safety measures)
	403-6 Promotion of worker health	Occupational Health — Key Initiatives; Employee Engagement and Well-being — Preventive Health and Care; Yoga Day; Blood Donation Camp	65-67, 78-79, AR 156	Principle 3 (EI-1 measures for well-being of employees and workers)
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Safety Management Framework; Safety Initiatives — Safety Capability Building; Responsible Supplier Assessment and Selection; The Assessment Framework	75, 90-91, AR 163	Principle 3 (LI-5 assessments of value chain partners on health and safety and working conditions; LI-6 corrective actions)
	403-8 Workers covered by an occupational health and safety management system	Management System Assurance — Certifications; Safety Incident Occurrence	76-77, AR 160	Principle 3 (EI-10 health and safety management system)
	403-9 Work-related injuries	Emergency Preparedness; Safety Incident Occurrence	76, AR 161	Principle 3 (EI-11 safety related incidents — LTIFR, recordable injuries, fatalities, high-consequence injuries — BRSR Core)
	403-10 Work-related ill health	Occupational Health — Key Initiatives; Occupational Health Management System	78-79, AR 161	Principle 3 (EI-11 safety related incidents — LTIFR, recordable injuries, fatalities, high-consequence injuries — BRSR Core)
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Learning Snapshot of FY 2025-26; Goals and Progress	58, 62, AR 159	Principle 3 (EI-8 details of training given to employees and workers)
	404-2 Programs for upgrading employee skills and transition assistance programs	Learning and Capability Development — Our Learning Framework; Learning Programmes; Capability Development — Leadership and Professional Development; Leadership Development Programme; DOJO Centre	61, 63, 72, AR 159, AR 162	Principle 3 (EI-8 training on skill upgradation; LI-4 transition assistance programmes)
	404-3 Percentage of employees receiving regular performance and career development reviews	Performance and Career Development — Career Development Framework; Career Priorities for FY 2025-26	64, AR 159	Principle 3 (EI-9 performance and career development reviews)
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Leadership Accountability — Board Composition; Our Workforce — Employee Mix by Age and Gender; Workers Mix by Age and Gender; Employee Mix by Category and Gender; Gender Diversity	52, 57, 59, AR 142, AR 166	Section A (A-20 employees and workers, including differently abled; A-21 participation and representation of women); Principle 5 (EI-3 remuneration)
	405-2 Ratio of basic salary and remuneration of women to men	Not in the Sustainability Report. BRSR Section C, Principle 5, Essential Indicator 3 — median remuneration by gender and category, and gross wages paid to females as a percentage of total wages	AR 166	Principle 5 (EI-3(a) median remuneration; EI-3(b) gross wages paid to females as a percentage of total wages — BRSR Core)
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Human Rights; People Governance — Workplace Conduct at a Glance; Our FY 2025-26 Awareness Initiative	80-81, AR 167-168	Principle 5 (EI-6 complaints on sexual harassment and discrimination at workplace; EI-7 complaints under the POSH Act 2013 — BRSR Core; EI-8 mechanisms to prevent adverse consequences to the complainant)

GRI Standard	Disclosure	Disclosure Location	Page Reference	Alignment with BRSR
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Human Rights — Freedom of Association; Our Workforce — Labour Relations; Responsible Supplier Assessment and Selection; Policies for Suppliers — Supplier Code of Conduct	48, 58, 90, 92, AR 158, AR 169	Principle 3 (EI-7 membership in associations or unions); Principle 5 (EI-10 assessments of plants and offices on human rights)
GRI 408: Child Labour 2016	408-1 Operations and suppliers at significant risk for incidents of child labour	Human Rights — Human Rights Policy; Human Right Due Diligence; Human Rights Framework — Prevention of Child and Forced Labour; Policies for Suppliers — Supplier Code of Conduct	47, 80, 92, AR 167, AR 169	Principle 5 (EI-6 complaints on child labour; EI-10 assessments of plants and offices; LI-2 human rights due diligence; LI-4 value chain assessments)
GRI 409: Forced or Compulsory Labour 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	Human Rights — Human Rights Policy; Human Right Due Diligence; Human Rights Framework — Prevention of Child and Forced Labour; Policies for Suppliers — Supplier Code of Conduct	47, 80, 92, AR 167, AR 169	Principle 5 (EI-6 complaints on forced or involuntary labour; EI-10 assessments of plants and offices; LI-2 human rights due diligence; LI-4 value chain assessments)
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	Learning Programmes — Security Capability; Training and Awareness on Policies and Human Rights	48, 61, AR 165	Principle 5 (EI-1 employees and workers trained on human rights issues and policy)
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programmes	Community Engagement; CSR Strategy and Planning; Village Development; Skill Development; Education; Community Development; Sports; CSR Awards & Recognitions; Stakeholder Engagement — Communities	21, 82-88, AR 178-179	Principle 8 (EI-1 social impact assessments; EI-3 mechanisms to receive and redress community grievances; LI-2 CSR projects in aspirational districts; LI-6 details of beneficiaries of CSR projects)
	413-2 Operations with significant actual and potential negative impacts on local communities	Not in the Sustainability Report. BRSR Section C, Principle 8, Essential Indicator 1 — Social Impact Assessments recorded as 'Not applicable' for FY 2025-26	AR 178	Principle 8 (EI-1 social impact assessments; LI-1 actions to mitigate negative social impacts identified in the SIAs)
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Responsible Supplier Assessment and Selection; The Assessment Framework	90-91, AR 155, AR 169	Principle 5 (LI-4 assessments of value chain partners); Principle 2 (EI-2 sustainable sourcing)
	414-2 Negative social impacts in the supply chain and actions taken	Deployment of Supplier Sustainability Index; Policies for Suppliers — Supply Partners' Training; Conflict Mineral Policy	92, 94, AR 169	Principle 5 (LI-4 value chain assessments; LI-5 corrective actions)
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	ESG Snapshot; Cybersecurity and Data Governance; Data Privacy and Business Continuity; Cybersecurity Mitigation Strategy	16, 49-51, AR 180-181	Principle 9 (EI-5 cyber security and data privacy framework; EI-7 instances of data breaches — BRSR Core)

ASSURANCE STATEMENT

BR. No. 20000338

Independent Assurance Statement

To the Management and Stakeholders of Bharat Forge Limited

Deutsch Quality Systems (India) Private Limited (DQS) have been engaged by Bharat Forge Limited (BFL) to provide limited assurance over the Bharat Forge Limited's Sustainability Report FY 2025-26. The engagement took place in October 2026 and was concluded on October 31, 2026.

Objectives

The objective of this assurance engagement was to independently assess and express conclusions on underlying reporting processes and validate qualitative and quantitative claims, so as to limit misstatement and increase the overall credibility of the reported information and data.

Scope of Assurance

The assurance encompassed the entire BFL Sustainability Report FY 2025-26 and focused on all figures, statements and claims related to sustainability during the reporting period 1 April 2025 to 31 March 2026. More specifically, this included:

- Non-financial statements, information and performance data contained within the Sustainability Report;
- BFL's management approach of material issues; and
- BFL's reported data and information as per the requirements of the Global Reporting Initiative Standards.

Information and performance data subject to assurance is limited to the content of the sustainability report only.

The assurance did not cover financial data, technical descriptions of buildings, equipment and production processes, non-material topics or other information not related to sustainability.

Assurance Criteria and Level of Assurance

The Sustainability report of BFL has been self-declared to be 'with reference to' the requirements of the GRI Standards 2021.

The Assurance activities were provided following the requirements of **Limited level assurance** in accordance with **ISAE 3000 (Revised):** International Standard on Assurance Engagements (Assurance on Non-Financial Information).

The assurance engagement is not a compliance audit and does not assess or evaluate compliance with applicable laws and regulations.

Responsibility

The management of Bharat Forge Limited, the responsible party for this assignment, is responsible for the preparation and presentation of the Sustainability Report FY 2025-26. They are responsible for establishing and maintaining the internal controls and processes to ensure the collection, calculation, and reporting of accurate and reliable data for this sustainability report.

We, DQS India Private Limited, being the assessor of the report is responsible for expressing a limited level assurance conclusion based on the work performed regarding the accuracy and completeness of the data and information presented in the Bharat Forge Limited Sustainability Report FY 2025-26.

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Assurance Quality control and Practices

We have applied International Standard on Quality Control 1 and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

We have complied with the independence and other ethical requirements of the 'DQS India -Conflict of Interest and Code of Ethics Policy', which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior

Assurance Methodology

The assurance procedures and principles used for this engagement were drawn from the ISAE 3000 standard and methodology developed by DQS, which consists of the following steps:

1. Identifying statements and data sets, which are classified according to the relevant data owners and the type of evidence required for the verification process.
2. Reviewing the materiality assessment and verifying if the material topics identified by the organisation have been adequately disclosed in the report.
3. Carrying out interviews with key functional managers and data owners to understand the process for collecting, collating and reporting the subject matter as per the requirements of Global Reporting Initiative (GRI) Standard General disclosures as well as the following disclosures of the material topics:
   a. Environmental Indicators:
      i. Biodiversity (101-1, 101-2, 101-4, 101-5, 101-6, 101-7, 101-8),
      ii. Material (301-1, 301-2, 301-3),
      iii. Energy (302-1, 302-3, 302-4, 302-5),
      iv. Water (303-1, 303-2, 303-3, 303-4, 303-5),
      v. Emissions (305-1, 305-2, 305-3, 305-4, 305-5, 305-7),
      vi. Waste (306-1, 306-2, 306-3, 306-4, 306-5),
      vii. Supplier Environmental Assessment (308-1, 308-2):
   b. Social Indicators:
      i. Employment (401-1, 401-2, 401-3),
      ii. Occupational Health and Safety (403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9, 403-10),
      iii. Training & Education (404-1, 404-2, 404-3),
      iv. Diversity & Equal Opportunity (405-1, 405-2),
      v. Non-discrimination (406-1),
      vi. Freedom of association and collective bargaining (407-1),
      vii. Child labor (408-1),
      viii. Forced or compulsory labor (409-1),
      ix. Security Practices (410-1),
      x. Local Communities (413-1, 413-2),
      xi. Supplier Social Assessment (414-1, 414-2),
      xii. Customer Privacy (418-1)
   c. Economic Indicators:
      i. Economic Performance (201-1, 201-2, 201-3)
      ii. Market Presence (202-1),
      iii. Indirect economic impacts (203-1, 203-2),
      iv. Procurement practices (204-1),
      v. Anti-corruption (205-1, 205-2, 205-3),

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vi. Anti-competitive behavior (206-1)
vii. Tax (207-1)

4. Undertook analytical review procedures to support the reasonableness of the data, through remote audits, on a selective test basis, for the following sites:
   i. Mundhwa, Pune - 411036, Maharashtra, India
   ii. Baramati Division, E-1/1, MIDC, Baramati – 413133, Dist. Pune, Maharashtra, India
   iii. Chakan, Nashik Highway, Chakan, Pune - 410 501, Maharashtra, India
   iv. General Engineering Division, Jarandeshwar Railway Station, 415011, Dist. Satara, Maharashtra, India
   v. Block 5, Mambattu Industrial Park, PHASE 2, Mambattu Village, Tada Mandal, Andhra Pradesh 524401
5. Assessing the collected information and providing recommendations for immediate correction where required or for future improvement of the report content.
6. Concluding after checking the revised report on its reliability and quality after implementation of the immediate corrections to meet requirements of the GRI standard.

Observations and Findings
In addition to providing limited assurance, we noted the following observations during our engagement:

- **Stakeholder Inclusivity:**
  We found no evidence of any key stakeholder groups being excluded from BFL's stakeholder engagement process. BFL has demonstrated a proactive and inclusive approach, ensuring that diverse stakeholder perspectives are considered throughout their sustainability strategy and reporting efforts.
- **Materiality:**
  We are not aware of any significant material issues concerning BFL's sustainability performance that have been omitted from the report. BFL has thoroughly identified and addressed relevant material sustainability topics, ensuring transparency and alignment with both stakeholder expectations and industry standards.
- **Responsiveness:**
  BFL has established robust processes to effectively respond to stakeholder concerns and manage its material sustainability issues. However, the assessment was focused on the verification of the sustainability report and did not extend beyond the agreed scope of assurance.
- **Impact:**
  BFL has implemented effective processes to measure, evaluate, and manage the environmental and social impacts associated with its operations. These processes are aligned with key performance indicators (KPIs) relevant to the nature of its business and identified material sustainability issues.
- **Reliability:**
  Data management systems are established and centralized for the collection and calculation of data associated with material sustainability topics. These systems provide an adequate foundation for the reliability of the reported data, though certain operational data depend on measurement arrangements at the site level.

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Limitations and Exclusions
Excluded from the scope of our work is assurance of information relating to:

- Activities outside the defined assurance period.
- Positional statements of a descriptive or interpretative nature, or of opinion, belief, aspiration, or commitment to undertake future actions.

The following limitations should be noted:

- This limited assurance engagement relies on a risk-based selected sample of sustainability data and the associated limitations that this entails.
- The reliability of the reported data and information are dependent on the accuracy of metering and other production measurement arrangements employed at site level, which were not addressed as part of this assurance.
- This independent statement should not be relied upon to detect all errors, omissions, or misstatements that may exist.

Conclusion
Based on the procedures performed and evidence obtained, nothing has come to our attention that causes us to believe that the sustainability information within the defined scope of the Bharat Forge Limited Sustainability Report FY 2025-26 has not been prepared, in all material respects, with reference to the applicable GRI Standards and in accordance with the assurance criteria described in this Independent Assurance Statement.

Statement of Independence, Integrity, and Competence
DQS ensures that appropriately qualified individuals are selected for assurance engagements based on their qualifications, training, and experience. The outcome of all verification and assurance assessments is internally reviewed by senior management to ensure a rigorous and transparent approach is consistently applied. DQS provided assurance services to review BFL's sustainability data and processes, ensuring alignment with relevant ISO standards and risk management principles. The assurance assessments are the only work undertaken by DQS for BFL, thus safeguarding our independence and impartiality throughout the engagement.

On behalf of the assurance team

31 October 2026

Bengaluru, India

Dr. Murugan Kandasamy

CEO & Managing Director

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NOTES

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