75

Years Young
A Force for Good

2024-25 Sustainability Report

Essel Mining & Industries Limited

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ABOUT THE REPORT

Marking 75 years of mining excellence, Essel Mining and Industries Limited (EMIL) stands at a pivotal moment - reflecting on a legacy of transformative impact while steering confidently toward a sustainable, low-carbon future. As one of India's foremost resource mining companies, EMIL continues to evolve, embedding responsible practices across every facet of its operations.

The FY 2024-25 Sustainability Report, our fifth consecutive disclosure, reflects this ongoing transformation. It captures our performance, priorities, and aspirations as we align with national and global goals, including our long-term commitment to achieve net-zero emissions by 2050.

This year's report underscores our journey of responsible growth, offering insights into our governance systems, environmental stewardship, social investments, and stakeholder engagement.

PROJECT OVERVIEW

This report has been prepared in reference to the Global Reporting Initiative (GRI) standards including the GRI 2: General Disclosures 2021 and the GRI Sector Standard for Mining (GRI 14). The reporting also considers alignment with the United Nations Sustainable Development Goals (UN SDGs) and Business Responsibility and Sustainability Report (BRSR), upholding the core principles of accountability and transparency. This report covers operations directly managed by EMIL across commercial mining, mining renewable energy through wind power, iron ore beneficiation and noble ferro alloys production, for the period April, 2024 to March, 2025.

APPROACH TO REPORTING

At EMIL, we adopt a standalone sustainability reporting approach that presents a transparent and structured account of our non-financial performance. This report highlights our efforts across key environmental, social and governance (ESG) domains, structured to meet the expectations of our stakeholders. Our objective is to provide an authentic forward-looking view of how sustainability is embedded into our operations, culture, and long-term business strategy.

ACCESS TO ADDITIONAL INFORMATION

Stakeholders can find more information on the following sources:

- EMIL official website: https://www.esselmining.com/index.php
- Previous Sustainability Reports: https://www.esselmining.com/sustainability-report.php

For any queries or detailed ESG-related information, please write to emil.registered@adityabirla.com

ACCESS TO ADDITIONAL INFORMATION

The non-financial data and qualitative disclosures in this report have gone through independent assurance by a third-party (SGS India Private Limited), in accordance with internationally accepted assurance standards-ISAE 3000. The assurance certificate can be referred to in the Annexure section of the report.

75 YEARS YOUNG, A FORCE FOR GOOD

For over 75 years, EMIL has been at the forefront of India's mining and natural resources sector -- adapting with purpose, evolving with precision, and expanding with vision. The company's foundation was laid in the nascent stages of India's mining sector, with significant iron ore reserves fuelling the country's steel and infrastructure development. EMIL's pursuit of quality and responsibility established it as a cornerstone in both the regional economy and the Aditya Birla Group. From our inception in 1950 to becoming a critical contributor within the Aditya Birla Group, our journey has been defined by bold diversification, technological advancement, and an unyielding commitment to operational excellence and sustainability.

Aligned with India's growth trajectory and the global shift towards responsible resource management, EMIL has transformed from a regional mining entity into a national player with global relevance. The 1990s marked a period of modernisation, with EMIL pioneering mechanisation and digitisation in Indian mining, and achieving ISO certifications that reinforces its commitment to excellence. We expanded into value-added manufacturing, reflecting early circular economy practices. In recent years, EMIL has embraced Industry 4.0 technologies, enhancing operational efficiency through digital integration.
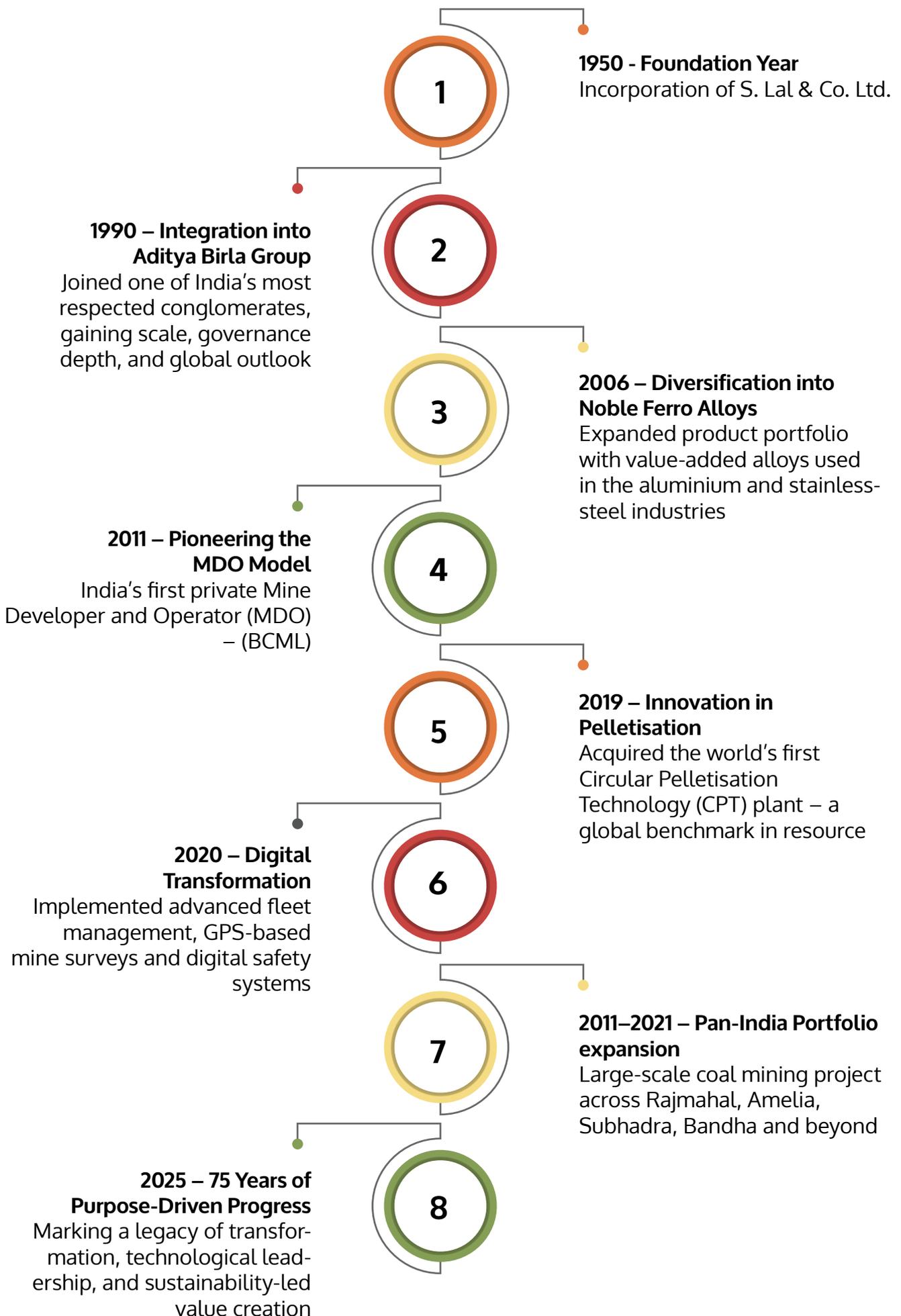
Echoes of the Past, Visions for Tomorrow:
75 Years of Sustainable Mining Legacy

1950 - 1980	1990 - 2000	2000 - 2025	2025 - 2050
Laying the Foundation	**Expansion & Diversification**	**Innovation & Responsible Growth**	**Vision 100: A Net-Zero future**
• Established in Odisha in 1950; began iron ore mining	• Pioneered mechanised operations in Indian mining	• Forayed into renewable energy	• Accelerating digital and climate-positive transitions
• Strengthened presence in India's resource sector during Industrialisation	• Integrated early Enterprise Resource Planning (ERP), achieving ISO 9001, ISO 14001, and OHSAS 18001 standards.	• Became a pioneer in the Mine Developer and Operator (MDO) model in India	• Targeting Net-Zero by 2050
• Built core capabilities to lay foundation for India's steel and infrastructure development	• Established a resilient, cash-positive business model	• Commissioned the world's first Circular Pelletisation Technology-based plant in Odisha	• Shaping EMIL@100 with innovation, resilience & responsible growth
		• Recognised for CSR excellence and sustainability performance	• Scaling automation and green mining
		• Pursued net-zero goals, zero-waste mining and closed-loop water systems.	

Our impact extends beyond business, deeply rooted in its people-centric culture and community-focused CSR initiatives, touching over 11 million lives. Its environmental stewardship, marked by ambitious net-zero goals and renewable energy investments, positions EMIL as a leader in sustainable resource development.

As we commemorate our 75th year, we do so not just in reflection - but in momentum. We stand on the shoulders of our legacy, with eyes firmly set on the future. Because at 75, we are just getting started.

1

1950 - Foundation Year
Incorporation of S. Lal & Co. Ltd.

2

1990 – Integration into Aditya Birla Group
Joined one of India's most respected conglomerates, gaining scale, governance depth, and global outlook

3

2006 – Diversification into Noble Ferro Alloys
Expanded product portfolio with value-added alloys used in the aluminium and stainless-steel industries

4

2011 – Pioneering the MDO Model
India's first private Mine Developer and Operator (MDO) – (BCML)

5

2019 – Innovation in Pelletisation
Acquired the world's first Circular Pelletisation Technology (CPT) plant – a global benchmark in resource

6

2020 – Digital Transformation
Implemented advanced fleet management, GPS-based mine surveys and digital safety systems

7

2011–2021 – Pan-India Portfolio expansion
Large-scale coal mining project across Rajmahal, Amelia, Subhadra, Bandha and beyond

8

2025 – 75 Years of Purpose-Driven Progress
Marking a legacy of transformation, technological leadership, and sustainability-led value creation

FROM THE DESK OF THE MANAGING DIRECTOR

FY 2024–25 was a year of disciplined execution and cleaner, safer operations. Our process changes cut our Scope 1 emissions by 35% and Scope 2 emissions by 47%. We tightened and monitored energy use across plants, and strengthened water stewardship at mines and colonies. Lost Time Injury Frequency Rate (LTIFR) was recorded as zero this year, we continue our belief of Zero Harm and are investing in leading indicators and digital safety to sustain it. We also confronted reality: Scope 3 rose, aligned with our product sale and its utilisation. Reaching net-zero by 2050 will require deeper work with customers and logistics partners and clearer interim milestones, now underway. At 75 years, our priority is credibility: clear targets, consistent data, and tangible progress in nearby communities.

Over the last financial year, we stayed focused on two priorities: executing three new projects and elevating operational excellence, anchored by a strong safety and well-being culture. We maintained smooth performance across the IoBP (Iron ore Benefication and Pelletisation) Plant, NFA (Noble Ferro Alloy) Vapi plant, RCML(Rajmahal Coal Mining Limited) , and renewables, while accelerating Bandha, ACML (Amelia Coal Mining Limited), and SCML (Subhadra Coal Mining Limited) to strengthen our portfolio and position EMIL for long-term growth.

ECONOMIC PROGRESS

As we commemorate our 75th anniversary under the theme "75 Years Young, a Force for Good," we focus on execution, operational excellence, our people, and agility. EMIL delivered robust growth in FY 24–25, with consolidated revenue from operations up 34.88% year-on-year, reflecting strong execution across projects. EBITDA increased by 5.97%, demonstrating resilient profitability and disciplined operations, positioning the company to invest in long-term, sustainable value creation.

ENVIRONMENT

While economic progress has been a key fundamental of our business, sustainability remains at the heart of our endeavours, and this year we have made remarkable progress in this crucial area. Our commitment to environmental, social and governance stewardship is exemplified by the inaugural Sustainability Audit at Vapi followed by RCML, which signifies the commencement of our journey toward more sustainable practices within our operations. We are actively working to reduce our environmental footprint by adopting green technologies, involving relevant stakeholders and fostering cross-functional collaboration to ensure good governance, and alignment with our sustainability objectives. With a shift towards electricity powered Heavy Earth Moving Machinery (HEMM), we observed a great reduction in fossil fuel consumption within our mines which have greatly contributed to reduction of emissions, bringing us a step closer to our net zero target. In the reporting year, energy efficiency improvements included automation of Pellet-carrying conveyor belt, Inclination adjustment in conveyors and catalysts in furnace oil which contributed to a 35% decrease in Scope 1 emissions and enhanced combustion efficiency. The coal quality improvement program at ACML has been a game-changer, effectively reducing carbon emissions and decreasing water

consumption.

Further, the enhancements in effluent treatment processes have minimised our reliance on freshwater resources, while our rainwater harvesting facilities are set to further bolster our water conservation efforts. By deploying an innovative approach to curing as compared to traditional water sprinkling, we achieved a 99% decrease in water use during construction at site. This initiative brings forth our drive to integrate sustainable practices into every aspect of our operations. Our commitment to biodiversity has been evident through the success of the Miyawaki Forest project, which boasts a very good survival rate. This initiative not only enhances our environmental stewardship but also demonstrates our dedication to preserving and nurturing natural ecosystems.

PEOPLE

At EMIL, we are committed to fostering a workforce that reflects the values of safety, inclusivity, and empowerment for all. Through a range of initiatives, we have taken concrete steps to create a workplace where women and differently abled individuals feel supported, respected, and included. We are passionately building a culture of understanding and acceptance, creating an environment where everyone feels comfortable and empowered to be open at every level of our Organisation. awareness programs, we are building the foundation for a truly inclusive environment. Our ongoing efforts also focus on promoting local talent and equipping women with the technical skills needed to thrive in the traditionally male-dominated mining sector. Looking ahead, we are determined to expand hiring practices to welcome individuals from underrepresented communities, ensuring that diversity is not just an aspiration, but a lived reality. Our vision for the future is clear: to remain dynamic, push boundaries, and continue enhancing lives while achieving excellence in all our endeavours. We are dedicated to cultivating an inclusive and supportive workplace culture. Our Prevention of Sexual Harassment (POSH) awareness sessions and mental health initiatives highlight our commitment to creating a safe and respectful environment for all employees.

SAFETY

Our steadfast commitment to safety and well-being is unwavering. We have instituted Zero Harm as an absolute standard, ensuring the safety and security of our teams across all units. The Safety Champions Award is a testament to our dedication to a safe work environment, honouring those who lead the charge in maintaining safety excellence.

GOVERNANCE

EMIL's progress is fostered by a robust governance framework, anchored by internally drafted policies that serve as guiding principles for our workforce and operational excellence. Our management and board exemplify a harmonious synergy of uniting good governance practices, deep technical expertise, strategic decision-making, and a forward-looking vision. Together, they help EMIL take a step toward its ambitious goal of becoming a leader in the mining industry.

COMMUNITY

Our dedication to enriching lives extends beyond our operational boundaries. In the reporting year, we have actively engaged with our communities through various CSR initiatives such as the Lifelines express, Human Papillomavirus Vaccination drive, skill development and women empowerment projects, health camps, integrated community development and digital education for rural schools. In conclusion, I wish to express my heartfelt gratitude to each of you for your hard work, dedication, and contributions. Together, we have achieved remarkable milestones, and I am confident that we will continue to lead with innovation, safety, and collaboration. Let us embrace the opportunities that lie ahead and work towards a brighter, more sustainable future.

Thank you for being a part of this incredible journey.

> While economic progress has been a key fundamental of our business, sustainability remains at the heart of our endeavours, and this year we have made remarkable progress in this crucial area.

Warm regards,
Thomas M Cherian,
Managing Director

KEY HIGHLIGHTS

ENVIRONMENT

155 MW
Solar and Wind Power Capacity

35%
Reduction in Scope 1

47%
Reduction in Scope 2

34%
Reduction in Direct energy consumption

32%
Reduction in Indirect energy

13%
Improvement in Water efficiency

GOVERNANCE

Board Composition (Total: 6 Directors)

- 5 (83.3%) — Male Directors
- 1 (16.7%) — Female Director

Independence Status
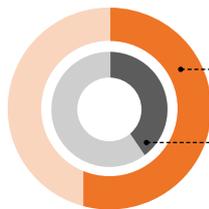
- 60% — Non-independent Directors
- 40% — Independent Directors

Executive Status
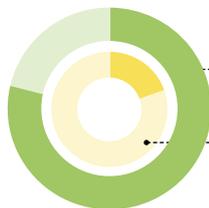
- 80% — Executive Directors
- 20% — Independent Directors

SOCIAL

871

Employee strength

71

New hires

4%

Diversity ratio including females

7.67%

Employee turnover

10000+

Hours of training

0

Fatality

0

LTIFR

₹11.27

Crore towards CSR initiatives

Supported focus areas such as Health, Education, Infrastructure, Disaster relief, Livelihood and Social Development

ORGANISATIONAL OVERVIEW

EMIL is a flagship company of the Aditya Birla Group, with a legacy that began in 1950 and spans over 75 transformative years in the mining business. With our humble beginnings rooted in Odisha's mineral-rich heartland, our journey is one of relentless evolution from pioneering iron ore mining to becoming an integrated resource development powerhouse with operations in mining, beneficiation and Pelletisation, and manufacturing noble ferro alloy. We have always believed that responsible mining goes far beyond extraction — it's about creating enduring value for all stakeholders. Today, as we stand on the cusp of a new industrial era, we are committed more than ever to sustainability, technology-driven efficiency, and inclusive growth.

EMIL AT A GLANCE:

Year of Establishment
1950

Workforce
873 Employees

Business Verticals
Mining, Mining Service,
Renewables, Manufacturing.

Certifications
ISO 9001:2015, ISO 14001:2015,
ISO 45001:2018, ISO 27001:2013

Primary Operations
Orissa, Madhya Pradesh,
Maharashtra, Gujarat,
Jharkhand

Parent Company
Aditya Birla Group
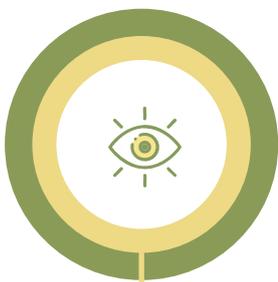
Our Vision
To be a value adding
Global Natural Resource
Company cherished by our
customers and the communities in which we work.
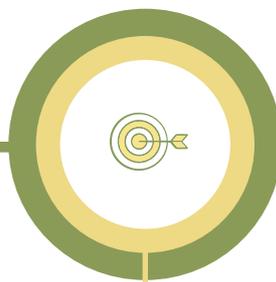
Our Mission
To consistently be the
best in creating value
for our shareholders,
customers, employees,
and community
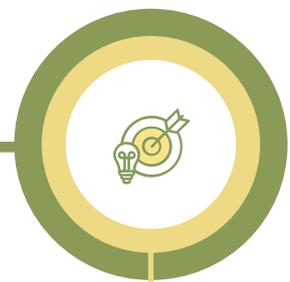
Our Purpose
To enrich lives, by building
dynamic and responsible
businesses and
institutions, that
inspire trust.

OUR VALUES – ADITYA BIRLA GROUP

Integrity
We uphold the highest standards of ethical conduct in every interaction – whether with partners, communities, regulators or nature. We do what is right, not just what is easy.

Commitment
We are driven by a deep sense of responsibility – to deliver value, ensure safety, and maintain discipline. Our word is our bond, and we strive to exceed expectations, and not just meet them.

Passion
Every mineral we extract and every life we touch is shaped by our passion for excellence.

Speed
We respond swiftly to challenges and opportunities alike. Our ability to act with agility, adopt technology, and make data-driven decision is a key differentiator in an evolving industrial landscape

Seamlessness
We work as one – across business units, geographies, and functions – to integrate systems, and co-create value for all stakeholders.

OUR CORE BUSINESSES

With a legacy of leadership and a future of innovation, EMIL operates across four high-impact verticals that contribute to India's industrial growth and self-reliance.

PRODUCTS AND PRODUCTION

Commercial Coal
- **Bandha Coal Mining Project** — Singrauli, Madhya Pradesh

Coal Mining (MDO)
- **Bhubaneswari Coal Mining Limited (BCML)** — Angul, Odisha
- **Rajmahal Coal Mining Limited (RCML)** — Godda, Jharkhand
- **Amelia Coal Mining Limited (ACML)** — Singrauli, MP
- **Subhadra Coal Mining Limited (SCML)** — Angul, Odisha

Manufacturing
- **Iron Or Benification & Pelletization (IoBP)** — Keonjhar, Odisha
- **Noble Ferro Alloys (NFA Vapi)** — Vapi, Gujarat

Renewable Energy
- **Solar Power Division** — Gujarat, Telengana, Rajasthan
- **Wind Power Division** — Maharashtra

1. Commercial Coal

EMIL is a key contributor to India's commercial mining landscape, applying deep expertise to responsibly harness critical resources for diverse industries. Our commitment extends beyond mining, leading with strong ESG principles and a clear dedication to environmental care. The Bandha commercial coal mining project has now transitioned to a Mine Developer and Operator (MDO) model.

• Location: Madhya Pradesh
• Sustainability Feature: zero discharge mines, energy efficient equipments

08 DECENT WORK AND ECONOMIC GROWTH	15 LIFE ON LAND

GRI 203-1, 302-4, 413-1 | SDG 8, 15

2. Coal Mining (MDO Services)

EMIL is India's leading private Mine Developer and Operator, recognised for its scale and best-in-class execution. Through long-term partnerships with subsidiaries of Coal India Limited, it delivers safe, efficient, and reliable mining operations. Alongside operational delivery, EMIL invests in surrounding communities, supporting livelihoods and inclusive development.

• Location: Madhya Pradesh, Odisha, Jharkhand
• Sustainability Feature: Safe operations, best Occupational Health and Safety Practices, Energy efficient practices socio-economic upliftment, zero discharge mines

01 NO POVERTY	08 DECENT WORK AND ECONOMIC GROWTH	15 LIFE ON LAND

GRI 203-1, 413-1 | SDG 1, 8, 15

3. Manufacturing

Noble Ferro Alloys and Iron Ore Beneficiation and Pelletisation

Our ferro alloy operations support critical industries like aerospace, automotive, and energy. We manufacture high-purity ferro vanadium and ferro molybdenum using energy-efficient Electronic Arc Furnaces. We process high-grade iron ore through beneficiation units to improve ore quality and reduce impurities at our fully mechanised facility in Odisha.

• Location: Gujarat, Odissa
• Sustainability Feature: Fume extraction, Dust suppression, Zero Discharge systems, Miyawaki conservation practices, and efficient waste management

09 INDUSTRY, INNOVATION AND INFRASTRUCTURE	13 CLIMATE ACTION

GRI 302-1, 305-4, 306-4 | SDG 9, 13

4. Renewable Energy

EMIL champions clean energy through its wind farms and solar power initiatives, driving sustainable growth across India. Our wind power project in Dhule, Maharashtra contributes 75 MW of clean energy to the grid, supporting India's decarbonisation journey and EMIL's own energy transition goals. We supply renewable energy to homes, businesses, and industries, helping partners meet their Renewable Purchase Obligations.

• Location: Gujarat, Rajasthan, Maharashtra, Telangana
• Sustainability Feature: 100% green energy generation

| 07 AFFORDABLE AND CLEAN ENERGY | 13 CLIMATE ACTION | GRI 302-4, 305-5 | SDG 7, 13 |

Each of these business units is not only a revenue diver but also a critical enabler of India's sustainable development journey. Our operational footprint, mapped across key geographies, reflects our commitment to local engagement, environmental stewardship and technological innovation.
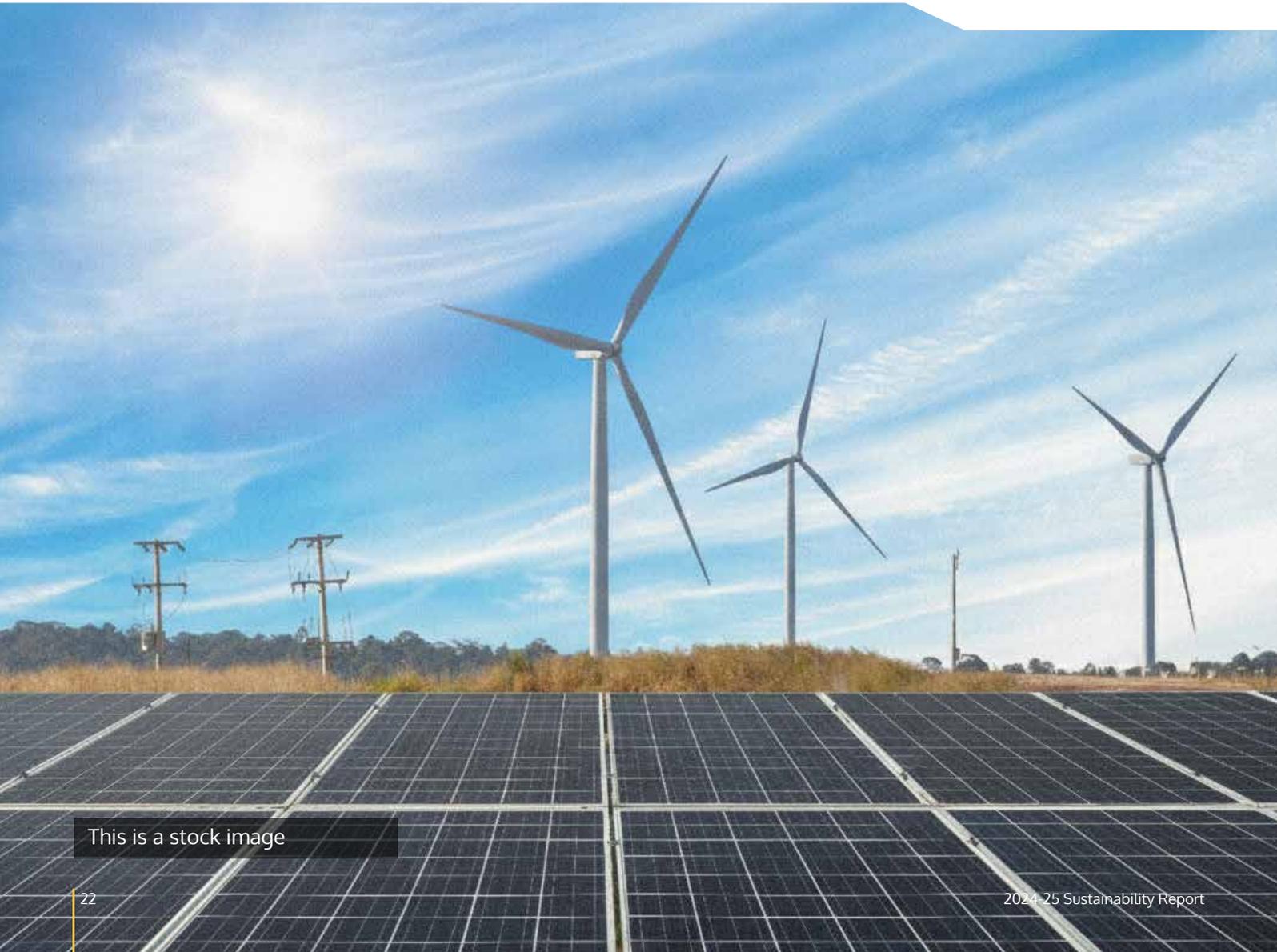
This is a stock image

OUR OPERATIONAL FOOTPRINT

Marketing Office, New Delhi

Amelia, Singrauli, Madhya Pradesh

Bhadla, Jodhpur, Rajasthan

Balotra, Barmer, Rajasthan

Rajmahal, Godda, Jharkhand

Bandha, Singrauli, Madhya Pradesh

ERPL, Gujarat

Subhadra, Angul, Odisha

Charanka, Gujarat

Registered Office, Kolkata

Vapi, Gujarat

Basantpur, Barbil. Odisha

Dhule, Maharashtra

Bhubaneswari, Talcher, Odisha

Corporate Office, Mumbai

Corporate Office, Bhubaneswar

Alladurg, Medak, Telangana

Salakpur. Warangal, Telangana

Kalwakurthy, Mahabubnagar. Telangana

Achampet, Telangana

Marketing Office, Bengaluru

Legend

Solar Projects	Wind Power	Coal Mine (Mining Services)
Offices	Noble Ferro Alloys	Commercial Coal Mine
		loBP Division

STAKEHOLDER ENGAGEMENT AND MATERIALITY ASSESSMENT

At EMIL, we believe that our responsibility towards sustainability begins with understanding the expectations of those who are most impacted by our operations, our stakeholders. Every year, our materiality and stakeholder engagement processes help us stay aligned with this commitment. These processes are not simply about compliance; they form the bedrock of our strategic decision-making and sustainability reporting. In this reporting cycle, while we have not carried out a full-scale reassessment, a comprehensive study of our existing material topics and stakeholder priorities has helped us align with our sustainability goals. This has enabled us to stay relevant, responsive, and responsible in a dynamic operating environment.

MATERIALITY ASSESSMENT

The materiality process at EMIL enables us to identify and prioritise the issues that matter most, not only to our business success, but also to our stakeholders and the environments in which we operate. Our approach is guided by the GRI Standards and aligned with the impact materiality principle, where we consider both the impact of our activities on society and the environment.

In FY 2024-25, EMIL treated materiality as a dynamic, ongoing process, building on the prior year's materiality matrix to guide action. We focused on strengthening performance across established material topics, informed by continuous internal monitoring, mining and metals sector insights, and relevant ESG disclosures. This approach ensures consistency, comparability, and alignment with evolving stakeholder expectations across reporting cycles.

MATERIAL TOPICS AND MATERIALITY MATRIX

We continue to focus on the following material topics, which remain relevant and important for our business and stakeholders. The materiality matrix below presents these topics based on their significance to stakeholders and to EMIL's business success.

IMPACT ON EMIL

IMPORTANCE ON EMIL
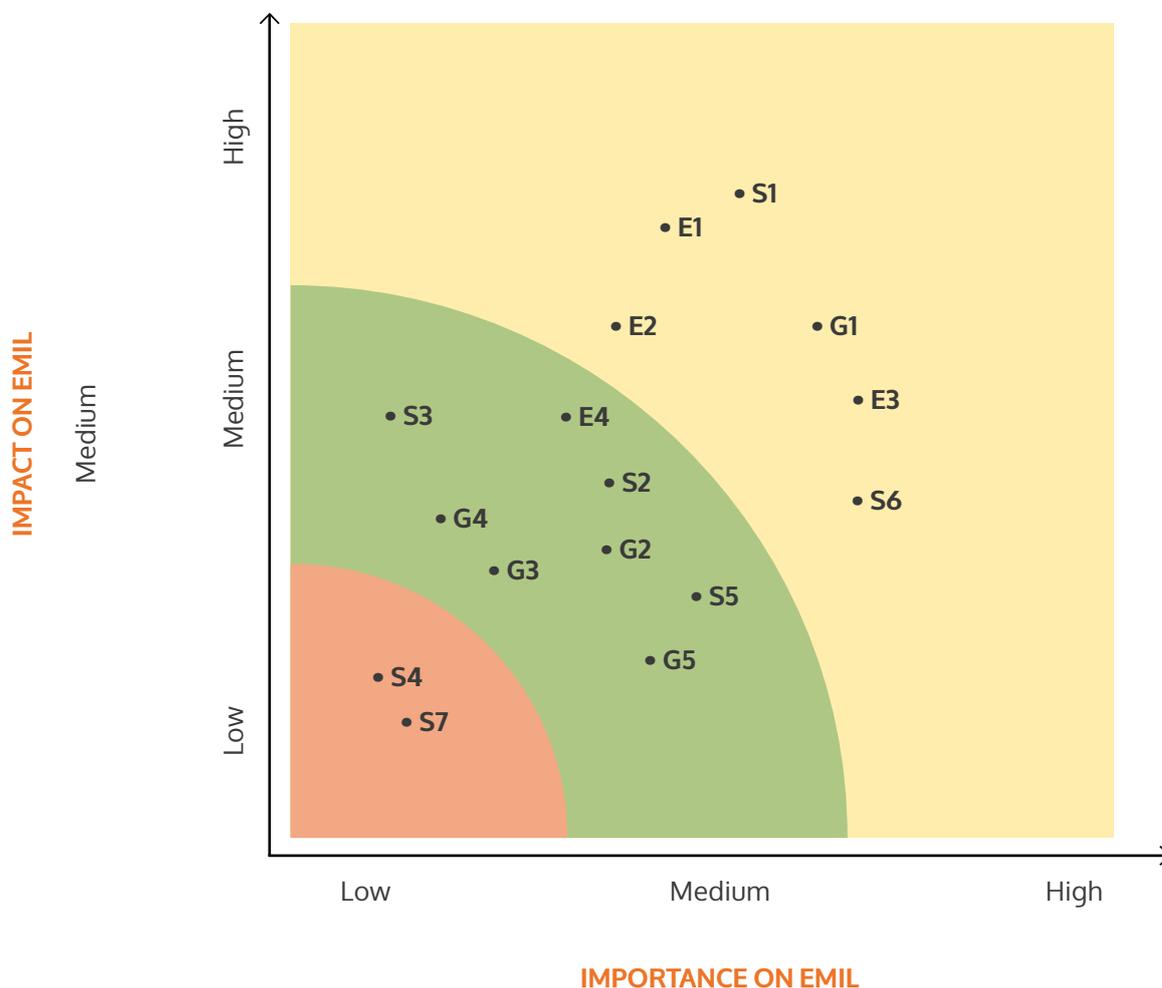
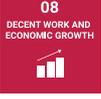| Environment	Social	Governance
E1 GHG Emissions	S1 Occupational Health and Safety	G1 Stakeholder Relationship Management
E2 Biodiversity	S2 Human Rights	G2 Digital Transformation Innovation and R&D
E3 Responsible Supply Chain & Mineral Resource Management	S3 Diversity and Inclusion	G3 Risk Management
E4 Water Consumption	S4 Talent Management	G4 Mineral Resource Governance
	S5 Community Engagement Activities	G5 Data Privacy and Cyber Security
	S6 Land Acquisition, Rehabilitation & Closure	
	S7 Transparency and reporting system	

MAPPING OF MATERIAL TOPICS

Each material topic has been mapped to corresponding GRI standards and the relevant chapters of this report. We have also identified their linkage with the UN SDGs, to ensure alignment with global priorities and Business Responsibility & Sustainability Report to ensure alignment with Indian standards of sustainable reporting.

ENVIRONMENT

Material Topic	GRI Standard	Linked SDGs	Report Section
GHG Emissions Management and Climate Change	GRI 302: Energy GRI 305: Emissions	07 AFFORDABLE AND CLEAN ENERGY; 12 RESPONSIBLE CONSUMPTION AND PRODUCTION; 13 CLIMATE ACTION	Energy Management Emission Management
Biodiversity Management	GRI 304: Biodiversity	14 LIFE BELOW WATER; 15 LIFE ON LAND	Biodiversity Management
Water Management	GRI 303: Water and Effluents	6 CLEAN WATER AND SANITATION; 12 RESPONSIBLE CONSUMPTION AND PRODUCTION; 13 CLIMATE ACTION	Water Management
Responsible Supply Chain and Mineral Resource Management	GRI 102: General Disclosures (for supply chain)	08 DECENT WORK AND ECONOMIC GROWTH; 09 INDUSTRY, INNOVATION AND INFRASTRUCTURE; 12 RESPONSIBLE CONSUMPTION AND PRODUCTION; 17 PARTNERSHIPS FOR THE GOALS	Supply chain at EMIL

SOCIAL

Material Topic	GRI Standard	Linked SDGs	Report Section
Occupational Health and Safety	GRI 403: Occupational Health and Safety	03 GOOD HEALTH AND WELL-BEING	Occupational, Health & Safety (OHS)
Human Rights	GRI 2: General Disclosure	05 GENDER EQUALITY; 08 DECENT WORK AND ECONOMIC GROWTH; 10 REDUCED INEQUALITIES	Our Workforce
Diversity, Equity and Inclusion	GRI 405: Diversity and Equal Opportunity	05 GENDER EQUALITY; 08 DECENT WORK AND ECONOMIC GROWTH; 10 REDUCED INEQUALITIES	Diversity & Inclusion

Material Topic	GRI Standard	Linked SDGs	Report Section
Talent Management	GRI 404: Training and Education	04 QUALITY EDUCATION; 08 DECENT WORK AND ECONOMIC GROWTH	Learning and development
Empowering Communities	GRI 413: Local Communities	1 NO POVERTY; 04 QUALITY EDUCATION; 10 REDUCED INEQUALITIES; 11 SUSTAINABLE CITIES AND COMMUNITIES	Empowering Communities
Land Acquisition Rehabilitation, and closure	GRI 102: General Disclosures	1 NO POVERTY; 11 SUSTAINABLE CITIES AND COMMUNITIES	Stakeholder Relations Environment Stewardship

GOVERNANCE

Material Topic	GRI Standard	Linked SDGs	Report Section
Transparency and Reporting	GRI 102: General Disclosures	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	Organisational Overview
Stakeholder Relationship Management	GRI 102: General Disclosures (for stakeholder engagement)	16 PEACE, JUSTICE AND STRONG INSTITUTIONS; 17 PARTNERSHIPS FOR THE GOALS	Stakeholder Relations
Digital Transformation innovation and R&D	GRI 103: Management Approach	09 INDUSTRY, INNOVATION AND INFRASTRUCTURE	Cyber Resilience
Risk Management	GRI 102: General Disclosures	09 INDUSTRY, INNOVATION AND INFRASTRUCTURE; 13 CLIMATE ACTION; 16 PEACE, JUSTICE AND STRONG INSTITUTIONS	Risk Management and Governance
Mineral Resource Governance	GRI 102: General Disclosures (for extractive industries)	12 RESPONSIBLE CONSUMPTION AND PRODUCTION; 16 PEACE, JUSTICE AND STRONG INSTITUTIONS	Mineral Resource Management
Data Privacy and Cyber Security	GRI 418: Customer Privacy	09 INDUSTRY, INNOVATION AND INFRASTRUCTURE	Cyber Resilience

STAKEHOLDER ENGAGEMENT

Our stakeholder engagement efforts are driven by the belief that transparency and dialogue lead to better outcomes. We see stakeholder engagement not as a one-off activity, but as a continuous process embedded in the way we operate.

At EMIL, we engage with a wide range of stakeholders - employees, local communities, investors, customers, regulators, suppliers, and civil society organisations. Each group brings a unique perspective, and we tailor our engagement methods to suit the nature of our relationship with them.

Our engagements are structured to be two-way and constructive. We listen closely to the feedback we receive, and where feasible, we act upon it. This iterative feedback loop helps us address concerns early, build trust, and incorporate community voice into our operational strategies. The insights gained from these engagements have directly informed to refresh of our material topics.

Stakeholder Group	Channel of Engagement	Frequency of Engagement	Key Focus Areas
Customers	• Surveys • Web portals • Performance review meetings • Customer meetings	Monthly/ Half Yearly/ Annually	• Product quality and safety • Data privacy & security • Value added services • Customer services • Supply chain management
Investors and Shareholder	• Board Meetings • Shareholder meetings • Investor calls and presentations • Conferences • One-on-one meetings • Annual Reports • Sustainability Report • Press releases • Company website	Monthly/ Quarterly/ Half-yearly/ Annually	• Financial Performance • Responsible Investments • Ethical Business Conduct • Long-term Business Growth • Risk Management • ESG Performance • Corporate Governance • Brand Management
Communities	• CSR projects • Grievance mechanisms	Continuous/need basis	• Development needs • Operate as a responsible Company • Meet community expectations and needs
Employees	• MD Connect • Online surveys • HR for You • Comex • Value Forum • "My Essel" (Newsletter) • "PITSTOP" (e-Platform) • Policies • Training and Development • One-to-one connect through periodic leadership visits	Weekly/Monthly/ Quarterly	• Health and safety • Training & learning • Career progression • Growth opportunities • Recognition • Job security • Fair remuneration • Diverse, inclusive, and enabling work culture • Grievance Redressal • Work-life balance • Business updates
Supplier and Vendors	• Supplier performance evaluation • Supplier engagement forum • Procurement meetings	Monthly/quarterly/ Annually/need basis	• Product quality and safety • Data privacy and security

Stakeholder Group	Channel of Engagement	Frequency of Engagement	Key Focus Areas
			• Value added services • Customer services • Supply chain management
Regulatory bodies	• Legal filings • Industry • Representation forums • One-on-one meetings	Quarterly/ Annually/ Half-yearly, need based	• Regulatory compliance • Participation in Public Policy • Corporate Governance disclosures
Industry Associations/ NGOs	• Management Committees • Seminars • Representations • CSR Implementations	Need based/ quarterly/ Annually	• Partnership for CSR project implementation • Policy advocacy discussion

Our stakeholder engagement and materiality assessment processes continue to serve as vital tools in shaping a transparent, responsive, and resilient sustainable strategy at EMIL. By regularly revisiting our priorities, and listening to those we impact, we are able to navigate change with purpose and clarity. As we evolve, we remain committed to strengthening these processes, ensuring they remain inclusive, insightful, and aligned with both global standards and the values that define who we are.

ORGANISATION VISION AND STRATEGY

In the reporting year, we advanced our ESG strategy, anchored in Aditya Birla Group principles, with measurable progress across the 18 sustainability priority topics. We met short-term targets, advanced medium-term initiatives, and reinforced foundations for long-term goals. Execution across Environment, Social, and Governance was powered by our twin pillars — technology and people — accelerating digitization, improving safety and environmental performance, and deepening stakeholder engagement. Delivery was led by management, with Board oversight ensuring accountability and transparent disclosure, positioning us to scale impact and sustain long-term value.

ESG Material Topic	Topic Rationale	GRI Mapping	Section Reference	Action Taken	Way forward
GHG Emissions Management & Climate Change	Mitigating environmental impacts through strategies to reduce GHG emissions, enhance energy efficiency, and adopt sustainable operational practices.	GRI 302: Energy GRI 305: Emissions	Energy Management Emission Management	1. Smart conveyor operations 2. Pellet Car Inclination Optimisation 3. Improved Thermal Efficiency and Strength through burner relocation 4. Fuel additives in Furnace Oil 5. Dynamic Compressor control 6. Extracting the required coal quality	Adopt a phased approach to achieve net-zero emissions across operations
Biodiversity Management	Maintaining the biodiversity in and around operation to maintain an ecological balance of the area	GRI 101: Biodiversity (2024)	Biodiversity Management	1. Miyawaki plantation drive 2. Involving local communities to help carry out plantation drive of local flora and fauna 3. Compensatory afforestation under the guidance of Forest Department	Biodiversity impact assessment focusing on No Net Loss

ESG Material Topic	Topic Rationale	GRI Mapping	Section Reference	Action Taken	Way forward
Climate Change Adaptation Strategy	Chalking out mitigation plans to strategically counter impact of our operations on environment and preapare an environment resilient EMIL	GRI 305: Emissions	Energy Management Emission Management	1. Net Zero strategy 2. Change in design and technology to achieve energy efficiency	Implementation of action plans as per the climate related risk assessment outcomes (as per international frameworks)
Water Resilience	Ensuring EMIL operation do not contribute to water crisis in an area	GRI 303: Water and Effluents (2018)	Water Management	1. Zero Liquid Discharge plants in multiple operations 2. Water reservoir, pond construction, and Rain Water Harvesting to reduce dependency on freshwater sources 3. Effluent treatment plant	Aim towards implementation of ZLD in all the operational sites and achieve a water-positive status over time
Occupational Health and Safety	Creating a safe working environment for our workforce	GRI 403: Occupational Health and Safety (2018)	Occupational Health and Safety	1. All manufacturing sites have been certified with ISO 45001 2. Leadership KRAs linked to safety 3. AI Powered safety program implemented	Achieve zero cases of injuries in the workforce Aim for zero fatalities
Diversity, Equity and Inclusion	Spearheading diversity and inclusivity in the workforce	GRI 405: Diversity and Equal Opportunity (2016)	Diversity and Inclusion	1. Inclusive workplace through infrastructure developments 2. Targeted to recruit more female employees in the operations	Aim to attain a higher percentage of overall diversity

ESG Material Topic	Topic Rationale	GRI Mapping	Section Reference	Action Taken	Way forward
Human Rights	Maintain the human rights of our employees and workers so they can live and work with dignity	GRI 412: Human Rights Assessment (2016) GRI 3: Material Topics (2021)	Human Rights	1. Developed & operationalized a comprehensive Human Rights Policy 2. Conducted targeted human rights training for employees to enhance awareness & understanding of ethical practices across operations.	Conduct Human Rights Due Diligence across 100% sites to ensure no human rights violation occurs on the premises
Talent Management	Equal opportunities in the talent acquisition process and upskilling opportunities to ensure an agile and skilled workforce	GRI 401: Employment (2016) GRI 404: Training and Education (2016)	Talent Management	1. Leadership development program for the employees 2. Robust talent management framework and systems	Achieve best place to work certification
Empowering Communities	Lifting up communities through a collaborative approach to give back to the community and do our part	GRI 413: Local Communities (2016)	CSR	1. Community programmed designed around Health, education, infrastructure and women empowerment 2. Community engagement programs and CSR activities	Review of need/impact assessment for the CSR programs
Transparency and Reporting	Building trust and credibility with stakeholders and enhance accountability in operations	GRI 1: Foundation (2021) GRI 2: General Disclosures (2021)	About the Report	1. Used recognised frameworks (e.g., ISAE 3000, GRI) for reporting and assurance. 2. Included assurance provider's statement for transparency.	Participate in BRSR and DJSI rating ratings

ESG Material Topic	Topic Rationale	GRI Mapping	Section Reference	Action Taken	Way forward
Strategic Stakeholder Engagement	Reporting around sustainability, governance, and financials, keeping the stakeholders informed and involved.	GRI 2: General Disclosures (2021)	Stakeholder engagement and management	1. Discussion with Stakeholders about material Sustainability topics 2. Impact Materiality Assessment carried out 3. Discussion with the local community on regular frequency	Stakeholder engagement surveys and scores
IT enabled MIS & Assurance System	Enhancing data accuracy and decision making through real time monitoring and compliance checks, proactively managing risks and operational transparency	GRI 2: General Disclosures (2021)	Cybersecurity	1. All digital functions and core sites are ISO 27001 Certified 2. Robust mobile infrstructure to unlock digital mining capabilities.	Regular and periodic IT audits
Risk Management	A robust risk management system to safeguard our workforce and Organisation against climate related risks	GRI 2: General Disclosures (2021) GRI 207-2	Risk Management	1. Follows a bottom-up ap-proach 2. Oversighted by Risk Management Committee	Develop an integrated governance and oversight process for risk management
Mine Closure & Mineral Resource Governance	Ensuring long-term environmental sustainabili-ty, regulatory compliance, and responsible resource use. They safeguard company repu-tation, minimise liabilities, and foster com-munity trust post-extraction.	GRI 2-9 GRI 2-14 GRI 2-15 GRI 2-27	Corporate Governance	1. Strategic Governance Framework 2. ESG/ Sustainability Governance 3. Grievance Mechanism 4. Compliance Framework	Adhering to the Indian regulatory requirements and disclosure as per the global standards

BUSINESS VALUE CREATION MODEL

This year, we have refined EMIL's business model to reflect a holistic approach to value creation that goes beyond financials to fully integrate environmental, social, and governance performance. The model demonstrates how we create value over time by connecting strategy, governance, risk, and operational performance with the external context and stakeholder needs. It maps

INPUT

ECONOMIC CLIMATE
Financial Resource
- Revenue
- EBITDA

TECHNOLOGY-DRIVEN CHANGE
Intellectual Resource
- 3 certifications obtained
- Collaboration with Aditya Birla Innovation Centre

UPLIFTING & STRENGTHENING COMMUNITIES
Social & Relationship Resource
- ₹ 11.27 CSR spent
- Areas of Impact – Health, Education, Infrastructure, Social development & disaster relief

PIONEERING MANUFACTURING
Manufacturing Resource
- 4 Business Verticals
- 2 Product manufacturing plants
- 5 Subsidiaries

TALENT DEVELOPMENT
Human Resource
- 873 employees
- 34 Female Employees
- Training on health and safety, upskilling and human rights

CLIMATE RESILIENCE AND ESG INTEGRATION
Natural Resource
- 155 MW of solar and wind power Capacity
- 254,505 Tons input material used for manufacturing units
- 488,717 KL of total water withdrawal

INPUT

OUTPUT

Total GHG emissions (Scope 1, Scope 2): 118429

Total energy intensity: 0.055 GJ/MT

Total hazardous waste: 4275 MT

our initiatives to clear inputs, outputs, and outcomes, showing their impact on financial results, environmental stewardship, social contributions, and innovation. By presenting these elements in a cohesive framework, we aim to make visible value creation, strengthen decision-making, and enhance transparency and accountability in our reporting.

IRON PELLETIZATION

- Crushing and Grinding
- Separation
- Concentration
- Dewatering and Pelletizing

COAL MINING BUSINESS

- Exploration
- Extraction
- Processing
- Transportation and Logistics

NOBLE FERRO ALLOYS

- Raw Material Preparation
- Smelting
- Refining
- Casting and Packaging

RENEWABLE ENERGY

- Site Assessment
- Installation
- Generation
- Maintenance

Total water reduction: 38% YoY

Total non-hazardous waste (excluding overburden): 2162 MT

OUTCOME

FINANCIAL CAPITAL

- 34.88% year-on-year revenue growth
- 5.97% year-on-year EBITDA growth

INTELLECTUAL CAPITAL

- Securing advantage by leveraging innovation and Organisation-wide efficiency

SOCIAL AND RELATIONSHIP CAPITAL

- Impact assessment carried out for 4 of Healthcare CSR interventions
- Skills-based volunteering initiative aligned to key CSR themes, partnering with vetted NGOs and defined policies, targets, and impact measures.

MANUFACTURING CAPITAL

- New sites under approval
- Bandha Project integrated as MDO

HUMAN CAPITAL

- 7.68% Employee turnover rate
- 4% Women Diversity Ratio
- 10,342 learning hours recorded
- 0 LTIR and 0 LTIFR

NATURAL CAPITAL

- 35% scope 1 and 47% scope 2 emission reduction
- 302,445 KL water conserved from last year
- 34% reduction in direct energy; 32% reduction in indirect energy

SDG Mapping

- 3 GOOD HEALTH AND WELL-BEING
- 4 QUALITY EDUCATION
- 5 GENDER EQUALITY
- 6 CLEAN WATER AND SANITATION
- 7 AFFORDABLE AND CLEAN ENERGY
- 8 DECENT WORK AND ECONOMIC GROWTH
- 12 RESPONSIBLE CONSUMPTION AND PRODUCTION
- 14 LIFE BELOW WATER
- 13 CLIMATE ACTION
- 15 LIFE ON LAND

OUR LEADERS SPEAK

❝ CFO's Message – Arun Garg

At EMIL, sustainability drives our strategy across People, Planet, and Prosperity. We uphold strict compliance with environmental regulations and prioritise workforce health and safety. Our initiatives, from renewable energy adoption to low-carbon coal transport, reflect our commitment to responsible mining. Effective waste recycling at our NFA Vapi unit has demonstrated the economic potential of sustainable practices as well as the importance of the principle of circularity. Our ongoing expansion of solar and wind energy infrastructure across sites reflects our commitment to reducing dependence on conventional grid power. Corporate Social Responsibility remains a cornerstone of our ethos as we strive to and uplift society thorough our unique, with transformative initiatives in education, healthcare, and livelihood generation. We continue to strengthen our ESG performance through meticulous internal audits as part of the Aditya Birla Assurance Program. Our journey forward is anchored in transparency, accountability, and a relentless drive for continuous improvement.

❝ Sustainability Head's Message – Prasoon Kumar Sinha

At EMIL, we are building a sustainable, purpose-driven future through responsible mining and continuous innovation. I am proud of our digital safety advances such as CCTV-based tracking, IoT sensors for fuel monitoring, and strengthened cyber infrastructure, and our environmental focus on energy efficiency, emissions reduction, rainwater harvesting, and responsible water management across sites and colonies. We are nurturing biodiversity with Miyawaki forests and advancing community rehabilitation through inclusive planning. Our efforts to give back to the community through our CSR projects pan healthcare, education, and infrastructure, including Lifeline Express initiatives and farmer-focused vermicomposting programs to uplift our grassroots communities. Together, these actions drive meaningful change and contribute to India's sustainability goals.

HR Head
– Navneet Jetly

At EMIL, our people drive every milestone. In FY 2025, we're building a workplace of inclusion, growth, and well-being where everyone contributes meaningfully. We have expanded diversity, boosting representation and opening doors for women in male-dominated roles. Inclusion fuels innovation and resilience. Safety is foundational. With upgraded protocols, digital monitoring, and 10,342 training hours, we've deepened our safety-first culture. Our apex committee leads proactive risk management and compliance. We have embedded mental health, wellness, and human rights into daily operations. Our talent strategy blends internal mobility with strategic hiring to align roles with individual strengths. Beyond work, our CSR efforts, from education to infrastructure drive real change and equity in communities. At EMIL, we invest in people. When our workforce thrives, so does our purpose.

IoBP Project Head
– Pawan Kumar Kakani

As Site Head at EMIL's IOBP, I'm proud of our sustained progress across key pillars of sustainability. We have advanced design and engineering with bag filters, settling pits, and Optimised conveyor inclination; refined placement and alignment through burner realignment, new yards, and a weighbridge; and deployed smarter controls like dynamic compressor management and on-load conveyor logic to cut emissions and energy use. Our water and waste stewardship includes rain harvesting, Zero Liquid Discharge, and recycling, while process and material upgrades such as fuel catalysts and organic binders further reduce impact.
Together with strong safety governance under ISO 45001 and AI enabled monitoring, has improved performance. Our CSR plantation drive, with more than 150 trees planted, are strengthening both our communities and local biodiversity.

Head Mining Services (Waidhan cluster) – Umesh Mahto

At ACML and Bandha, our mining operations are guided by a shared commitment to responsible growth, environmental stewardship, and inclusive community development. Sustainability is embedded across our practices, driving both operational excellence and long-term impact. At ACML, we are reducing fossil fuel use, emissions, noise, and dust through the adoption of electric-powered equipment. By mid-2026, silo-based coal loading and upgraded processing systems will enhance energy efficiency and reduce environmental impact. Water conservation is a priority, with desilting reservoirs supporting Zero Liquid Discharge targets and additional pond systems in place. A larger reservoir in the planning stage to further reduce freshwater dependency. Safety and health remain central, with 100% PPE compliance achieved through camera monitoring, regular safety talks, and digital risk management systems. A centralised mine monitoring system is planned to strengthen oversight. Community engagement is thriving, with locals leading plantation planning, nursery development, and afforestation. ACML Centres offer training to farmers, students, and women, fostering inclusive growth. At Bandha, innovative CSR initiatives are transforming local sustainability. The "From Sunlight to Sprinklers" program is revolutionizing water access through solar power, while vermi-composting promotes organic farming and soil health. Together, ACML and Bandha are building resilient infrastructure and empowering communities for a sustainable future.

Head Mining Services (Orissa and Jharkhand Cluster) – Pawan Somani

At both RCML and SCML, we are deeply committed to embedding sustainability across all facets of our activities. We are advancing environmental performance, resource efficiency, and work-force safety through targeted initiatives that reflect our values and long-term vision.

Monthly evaluations are being institutionalized to monitor air quality, soil health, carbon footprint, and emissions. These assessments are systematically documented to ensure transparency and drive continuous improvement. Energy conservation is a key focus—phased sequencing of equipment run-time at our coal handling plant is reducing unnecessary energy use, while pit water is redirected through pipelines to minimise fuel consumption from transport vehicles. Pollution control and resource reuse are being strengthened with SPILL gates and transformer oil filtration systems, enabling refined oil to be reused. Data collection on energy-efficient installations, such as LED lighting, is underway to quantify savings and guide future upgrades.

As new projects are initiated, sustainability practices are being integrated from the outset to ensure responsible growth. Rehabilitation remains a material priority, with best practices being consolidated to support ecological restoration. Through these efforts, RCML and SCML are building resilient infrastructure and responsible mining operations that align with our ESG commitments and contribute to long-term impact.

NFA Vapi Project Head
– Parvesh Garg

At NFA Vapi, our commitment to circularity and environmental stewardship continues to drive meaningful impact across operations. We've strengthened vanadium recovery from hazardous waste of other industry, supporting the steel industry while ensuring safe and compliant disposal. Chemical gypsum reuse in cement plants reflects our focus on resource efficiency.

Water conservation advanced with the operational STP and ETP, enabling wastewater recycling and reducing freshwater intake, moving us closer to Zero Liquid Discharge. Waste management improvements have boosted recycling and Minimised hazardous disposal through in-house processing.

Our Miyawaki Forest now thrives with exceptional growth and survival rate, and increased biodiversity, transforming our site into a natural sanctuary. Safety infrastructure upgrades and comprehensive training programs have reinforced our culture of care and capability. Aligned with Aditya Birla Group's sustainability goals, we remain focused on responsible growth, community engagement, and environmental excellence.

ESG INTERPLAY

	INITIATIVE	ENVIRONMENT	SOCIAL	GOVERNANCE
ENVIRONMENT	**Plantation Drives**	Native species are being planted to restore biodiversity and improve ecosystem resilience.	Local communities are actively employed in nursery maintenance, promoting livelihoods, and generating jobs.	The program follows ethical sourcing practices and ensures transparent engagement with local community.
	Water Management	As part of an integrated water management initiative, existing water ponds are being utilized to support water needs, while a new reservoir is under construction to further enhance rainwater harvesting, groundwater recharge, and reduce dependency on external freshwater sources.	Water management initiatives are also delivering significant benefits to nearby communities by improving water availability and enhancing agricultural opportunities, thereby strengthening local resilience.	Effective water management is being guided by structured policies and strong governance, ensuring sustainable usage, regulatory compliance, and long-term resilience of water resources.
SOCIAL	**Well-being and safety of employees and workers**	Rising mine temperatures triggered urgent employee health interventions.	Workers are being protected through the provision of ORS, regular safety trainings, and access to shaded shelters. In addition, heat-emitting equipment is being strategically prepositioned to ensure safer work conditions and minimise exposure to extreme temperatures.	ISO 45001 certified systems are in place, embedding safety and accountability across operational processes and safety has been included in leadership/ site heads/Site Managers' KRAs.

	INITIATIVE	ENVIRONMENT	SOCIAL	GOVERNANCE
SOCIAL	**Diversity and Inclusion**	Inclusive infrastructure is being designed to be accessible and safe for women and differently abled individuals across operational sites.	Women are being actively included in both corporate and field roles, while sensitisation programs are fostering inclusion and diversity.	Inclusion related processes and monitoring mechanisms are in place to uphold equal opportunity, ensuring accessibility, and promoting workplace diversity.
	Corporate Social Responsibility (CSR)	CSR programs are actively supporting education, livelihood & women empowerment, health & sanitation and environment & rural infrastructure.	Local communities benefit from skill development, healthcare camps, and education support driving inclusive growth. Settlements developed by the company around operational sites offer key facilities and employment opportunities, uplifting living standards.	CSR initiatives follow defined policies aligned with statutory mandates and the latest framework, backed by transparent reporting and Social Impact Assessments to ensure accountable, measurable community development.
GOVERNANCE	**Information Technology**	Advanced IT infrastructure supports operational efficiency, data integrity, and secure digital transformation across the Organisation.	AI and IT systems in mining enable real-time tracking, predictive risk analysis, and smart safety monitoring, ensuring early hazard detection, faster response, and adaptive protection for the workforce.	ISO 27001 ensures data privacy and strong security across digital operations, including customer data, supporting secure access, confidentiality, and global cybersecurity standards..

ENVIRONMENT PILLAR

Sustainability and environmental awareness are increasingly gaining prominence in the present-day landscape, and EMIL acknowledges the importance of sustainable practices within the value chain. The global focus on the ecological impact of business activities, particularly their role in climate-related disruptions, has become a major concern for investors, customers, employees, communities, and other stakeholders. Upholding responsible mining practices is crucial in reducing the carbon footprint of our operations. This commitment entails enforcing rigorous measures to optimize water and energy consumption, minimise land disturbances, and curb waste production.

| 06 CLEAN WATER AND SANITATION | 07 AFFORDABLE AND CLEAN ENERGY | 12 RESPONSIBLE CONSUMPTION AND PRODUCTION | 13 CLIMATE ACTION | 15 LIFE ON LAND |

ENERGY MANAGEMENT

Overview and Approach

Energy is an important resource that powers the operation of our processes, heavily required in extraction, processing, and transportation for mining industries. Recognising the importance of the same in our operations, we emphasize our commitment to energy management through well-defined policies and technical standards. We have implemented multiple strategies and initiatives that include redesigning our mining processes, enhancing the iron-ore quality, increasing the use of renewable energy sources in our operations and minimising waste transportation to landfills and incinerators to ensure judicious use of the resources. We are focused on utilizing state-of-the-art machinery to reduce the energy intensity of our products with the goal of lowering greenhouse gas emissions.

At present, EMIL relies on using energy from GRID and Diesel Generator sets for electricity that is used in all processes. Fuels include the usage of natural gas, diesel, furnace oil, coal and Liquified Petroleum Gas (LPG). We have substituted the use of High-Speed Diesel (HSD) to GRID electricity in conveyor belts which is under construction. This will reduce diesel consumption, contributing to lesser emissions. We have implemented a systematic approach wherein we focus on mitigating climate change by adopting low-carbon transition and building resilience.

Target and Progress

EMIL aspires to be a diversified global mineral resource company by integrating sustainable business practices and aligning with its core purpose. Its ESG strategy is built on responsible mining and stewardship, stakeholder engagement, and future-proofing, ensuring energy efficiency.

	Short Term (1-2 years)	Medium Term (3-4 years)	Long Term (4+ years)
Target	• Develop an action plan for energy efficiency • Transition to renewables	• Obtain ISO 50001 certification, ISO 14001 certification, ISO 9001 quality assurance • Identify alternate sources of energy • Replace existing equipment with energy efficient equipment	Adopt a phased approach to achieve net-zero emissions across operations
Progress	• Energy efficiency action plan was formulated at IoBP and implementation is in progress, The similar plan is also being prepared at other units as well. • EMIL is actively assessing the most viable pathways for transitioning to renewable energy sources	• IOBP and NFA Vapi are ISO 14001, 45001 and 9001 certified units.	Net zero road map prepared and is currently being implemented

Strategies

EMIL accurately monitors primary fuel sources used across its operations. BCML, RCML, and ACML mining sites predominantly depend on HSD, while the NFA Vapi unit primarily relies on natural gas for its processes. IoBP site relies on furnace oil and coal burning in the manufacturing process of iron pellets.

The indirect energy consumption at EMIL primarily comes from grid-sourced electricity, which powers office operations and supports various business functions. This includes energy used for lighting, heating, cooling, and running electronic devices in office spaces, as well as other essential processes integral to the Organisation's core activities.

Table: Energy Consumption

Source of Energy	Unit of Measurement	FY 2022-23	FY 2023-24	FY 2024-25
Direct energy (Fuel)**	GJ	1,985,871	1,793,571	1,192,633
Indirect energy (Non-Renewable Energy)	GJ	188,190	206,834	139,711
Total energy	GJ	2,174,061	2,000,405	1,332,344

** Direct energy Includes HSD for Process; HSD for DG Sets; Furnace Oil, LPG for Cooking; LPG for Process; PNG for Process; Coal for process and HSD for Mobile Vehicle.

ENERGY CONSUMPTION (in GJ)
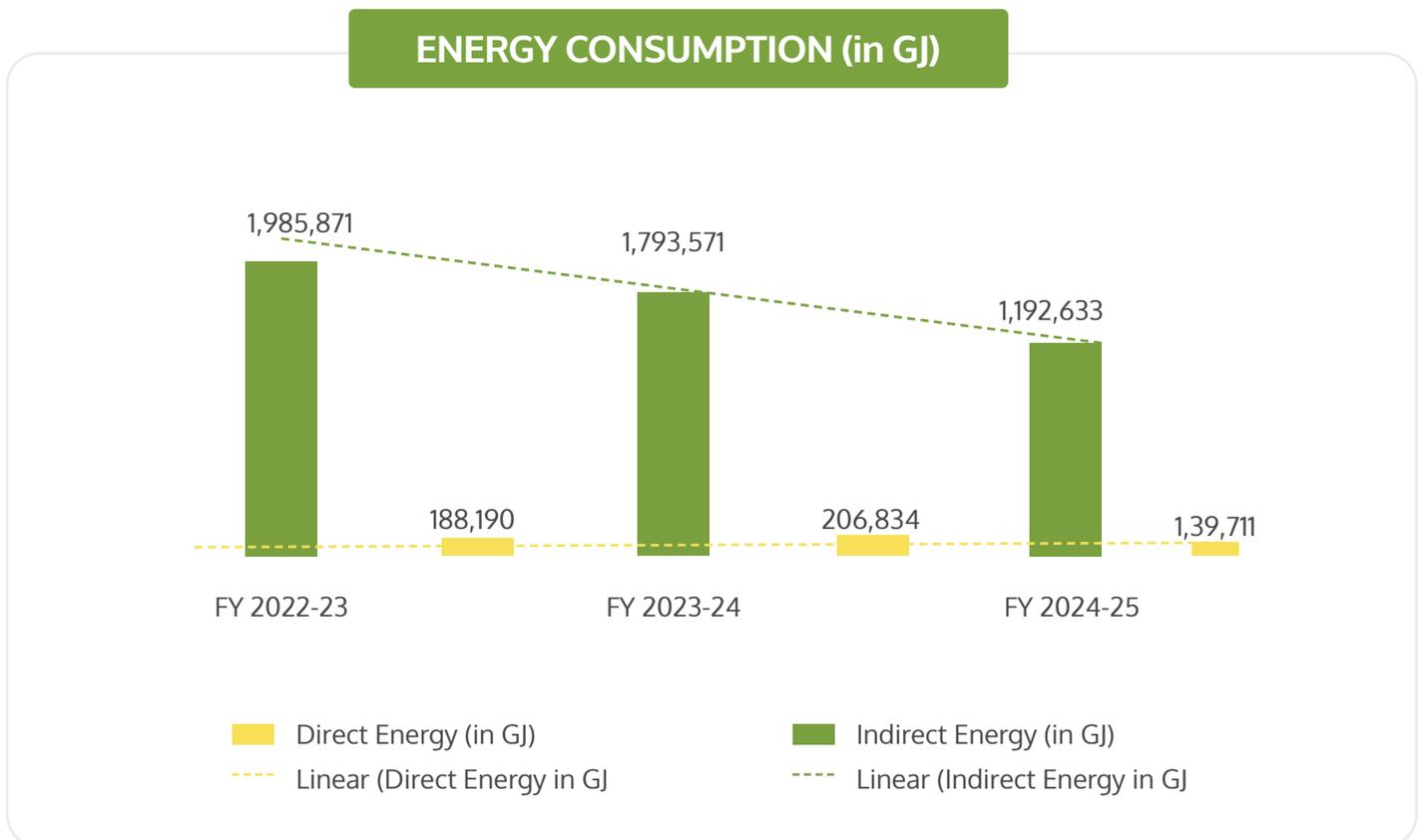
We recorded a steady decline in energy consumption, driven by ongoing efficiency measures across all operations, from process improvements to equipment and machinery upgrades. Direct energy consumption reduced by 34% and indirect energy dropped by 32% as compared to last year's consumptions.

Energy consumption was reduced due to the shutdown of BCML after December 2024, compounded by operational slow down at the IOBP plant in addition to implementation of multiple energy efficiency initiatives.

Table: Energy Intensity

Energy Intensity	Unit of Measurement	FY 2022-23	FY 2023-24	FY 2024-25
Energy Intensity	GJ	0.063	0.054	0.055
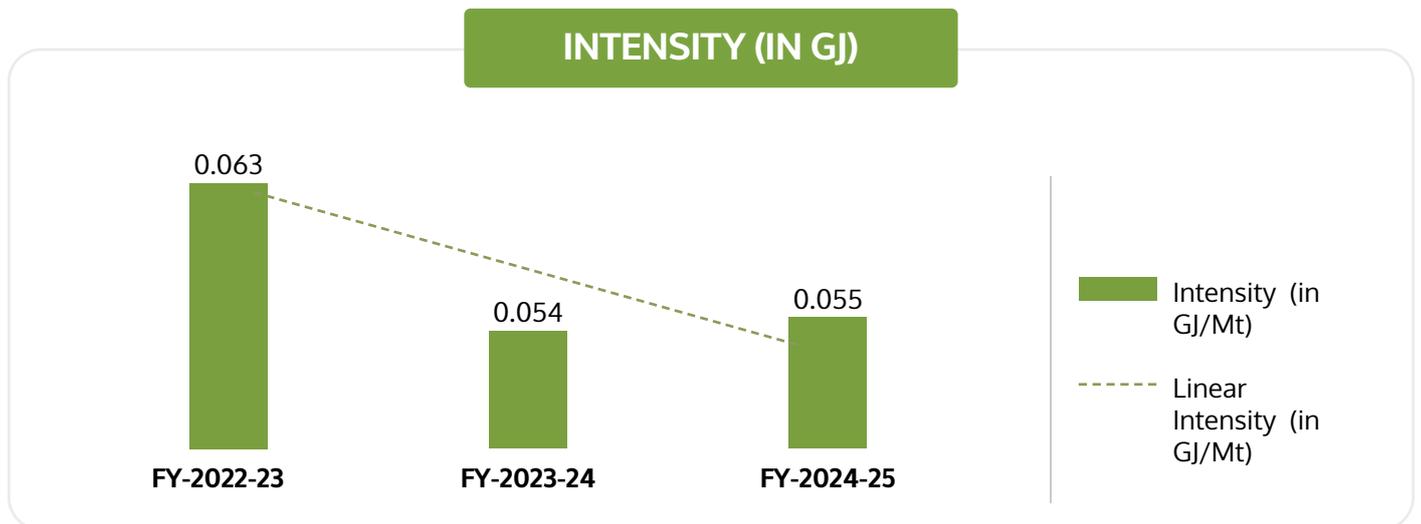
INTENSITY (IN GJ)

Energy intensity showed a marginal increase this reporting year, primarily due to the inclusion of additional facilities such as guest houses, hostels, and site offices within the energy consumption monitoring framework.

In our ongoing commitment to sustainability, we have implemented several key initiatives across our sites to enhance energy efficiency in our operations. These include:

Process automation, such as logic-based control systems that optimise equipment usage and reduce unnecessary energy consumption.

Design modifications, including adjustments to equipment configurations, have led to significant reductions in drive energy use, material spillage, and reprocessing requirements.

Thermal process improvements, achieved through targeted upgrades like burner relocation and airflow optimisation, have enhanced product quality while minimising fines generation and logistics-related energy demand.

Commissioning energy-efficient conveyor transport systems to replace a significant share of truck haulage, thereby reducing fossil-fuel consumption and associated emissions.

Additionally, **electrical system enhancement**s such as power factor correction and **fuel efficiency initiatives** like the use of additives have improved overall energy utilisation and reduced emissions. Together, these efforts reflect EMIL's commitment to operational excellence and responsible energy management.

Together, these efforts reflect EMIL's commitment to operational excellence and responsible energy management.

HIGHLIGHT

Following in the footsteps of NFA Vapi site being an ISO certified site, IOBP has obtained the IMS (Integrated Management System) certification, encompassing ISO 9001, ISO 14001, and ISO 45001 standards, signifies our comprehensive commitment to quality, environmental stewardship, and occupational health and safety.

- **ISO 9001** certifies dedication to consistently delivering quality products and services while meeting regulatory standards. It drives operational excellence through continuous improvement and ensures customer satisfaction.

- **ISO 14001** affirms commitment to reducing environmental impact through efficient resource use, waste reduction, and proactive risk management. It enables strong sustainability practices via structured environmental systems.

- **ISO 45001** highlights commitment to a safe, healthy workplace by guiding risk reduction, injury prevention, and compliance with safety regulations while fostering a strong culture of well-being.

CASE STUDY

IoBP Site - Filter Press Discharge Conveyor Optimisation Project

Project Overview

The IoBP site implemented a Filter Press Discharge Conveyor Optimisation Project to eliminate inefficiencies caused by the conveyor's continuous operation. Earlier, the conveyor ran even during idle periods, resulting in excessive energy usage, higher mechanical wear, and reduced operational efficiency.

To overcome this challenge, a smart PLC-based control system was designed and deployed. The system ensures the conveyor runs only during filter press discharge, eliminating idle running. Additionally, real-time adaptive logic continuously monitors process conditions and adjusts conveyor operation to match actual production requirements. This initiative highlights how automation-driven solutions can enhance productivity, sustainability, and cost-effectiveness in industrial processes.

Key Enhancements

- **synchronised Operation:** Conveyor functions only during active filter press discharge.
- **optimised Stoppage:** Delay timers guarantee full discharge before halting the conveyor.
- **Real-time Adaptive Logic:** Dynamic adjustments ensure conveyor operation matches production needs.

Timeline

1 month starting from **February 2025**

Tangible Benefits

- **Energy Savings:** Conveyor runtime reduced from 16 hrs/day $\rightarrow$ 6 hrs/day.

  Daily energy usage cut from 352 kWh $\rightarrow$ 132 kWh, saving 220 kWh daily (79,200 kWh annually).

- **Cost Reduction:** At Rs. 7.00/kWh

  Annual savings of Rs. 5,54,400.

- **Environmental Impact**: 58.37 metric tons of CO_2 emissions eliminated annually.

Daily Energy consumption (kWh)
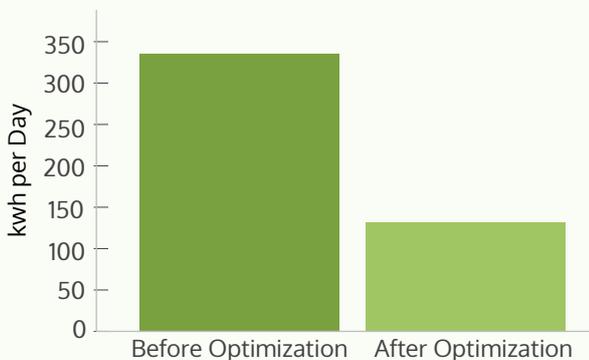
Annual CO2 Emission (tons)
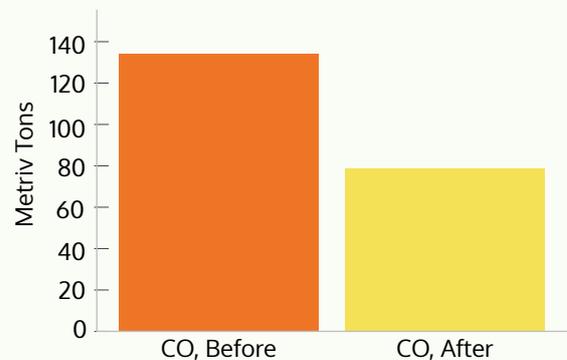
Key Outcomes

- 50% reduction in conveyor operating hours
- Substantial energy and cost efficiency gains
- Meaningful contribution to environmental sustainability

Way Forward

As we look to the future, our Organisation remains steadfast in its dedication to sustainable development and operational excellence. We are committed to adopting innovative strategies and technologies that align with our values of environmental stewardship, quality management, and occupational health and safety. Our future approach includes several key initiatives:

LNG/Coal Gas Adoption for Cleaner Fuel: We are actively exploring the transition from traditional energy sources to cleaner alternatives such as Liquefied Natural Gas (LNG) and coal gas. By adopting these cleaner fuels, we aim to significantly reduce our carbon emissions and environmental footprint, contributing to a more sustainable energy landscape. This initiative not only reflects our commitment to environmental responsibility but also positions us as a leader in embracing cleaner energy solutions.

Implementation of Biodiesel: As part of our strategy to reduce reliance on fossil fuels, we are exploring the implementation of biodiesel in our operations. Biodiesel offers a renewable and environmentally friendly alternative that can significantly reduce greenhouse gas emissions. By incorporating biodiesel into our energy mix, we aim to decrease our environmental impact and support the transition to cleaner energy sources, reinforcing our commitment to sustainability.

Improve Furnace Oil Combustion Efficiency: We are dedicated to enhancing the combustion efficiency of Furnace Oil through advanced technologies. By improving combustion efficiency, we can reduce specific fuel consumption and lower emissions, contributing to more efficient and environmentally responsible operations. This initiative highlights our focus on optimising energy use and minimising environmental impact, aligning with our goals for sustainable energy management.

SDG Mapping

EMISSION MANAGEMENT

Overview and Approach

Effective emission management in the mining industry plays a key role in reducing environmental impact and ensuring adherence to regulatory standards. At EMIL, we have adopted strategic measures, such as use of latest technological advancements, to monitor and minimise emissions from mining operations, such as dust suppression systems, fuel-efficient machinery, and energy efficiency improvements. With initiatives such as reduced fuel consumption and transition to clean alternatives such as GRID electricity and natural gas, we have embarked on our emission reduction journey and successfully reduced our Scope 1 emission.

Target and Progress

	Short Term (1-2 years)	Medium Term (3-4 years)	Long Term (4+ years)
Target	• Develop an action plan for HG Inventorisation. of Scope 1,2 and 3 • Alignment with SBTi	• Commit to SBTi once the Oil and Gas sector standards are released Create an automated energy management system and a dashboard to track the performances • Disclose on other emissions (Nox, Sox, PM)	Adopt a phased approach to achieve net-zero emissions across operations
Progress	• GHG Inventorisation carried out for Scope 1, 2 and 3 emissions of EMIL	• EMIL is aligned with SBTi criteria and will align to the Oil and Gas sector standards once they are published • EMIL has improved their data management systems for emission monitoring • RCML is developing an online monitoring system to track the environmental performance of its mining operations.	EMIL has formulated a comprehensive Net Zero Roadmap strategy aimed at proressing toward its Net Zero goals.

Strategies

EMIL classifies Scope 1 and Scope 2 greenhouse gas emissions in accordance with the GHG Protocol to ensure transparent, consistent reporting.

• Scope 1 (direct) covers direct emissions from sources owned or controlled by EMIL, such as fuel combustion in plant, equipment, and vehicles.

• Scope 2 (purchased energy) captures indirect emissions from purchased GRID electricity, heating, and cooling consumed across EMIL's operations such as processing and beneficiation, conveyor belts, wastewater treatment plants, equipment, machines, etc.

• Scope 3 encapsulates all other indirect greenhouse gas emissions across a company's value chain, both upstream and downstream, which are not included in Scope 1 (direct) or Scope 2 (purchased energy).

Source	Unit of Measurement	FY 2022-23	FY 2023-24	FY 2024-25
Scope 1	TCO2e	154,339	138,196	90,106
Scope 2	TCO2e	47,814	52,942	28,320
Scope 3	TCO2e	122,824	115,787	177,300

GHG EMISSON TREND (TCO2e)

Y

154,339
122,824
138,196
177,300
115,787
90,106
47,814
52,942
28,320

X

FY 2022-23   **FY 2023-24**   **FY 2024-25**

—— Scope 1   —— Scope 2   —— Scope 3

Y: 0-200,00   X: Years
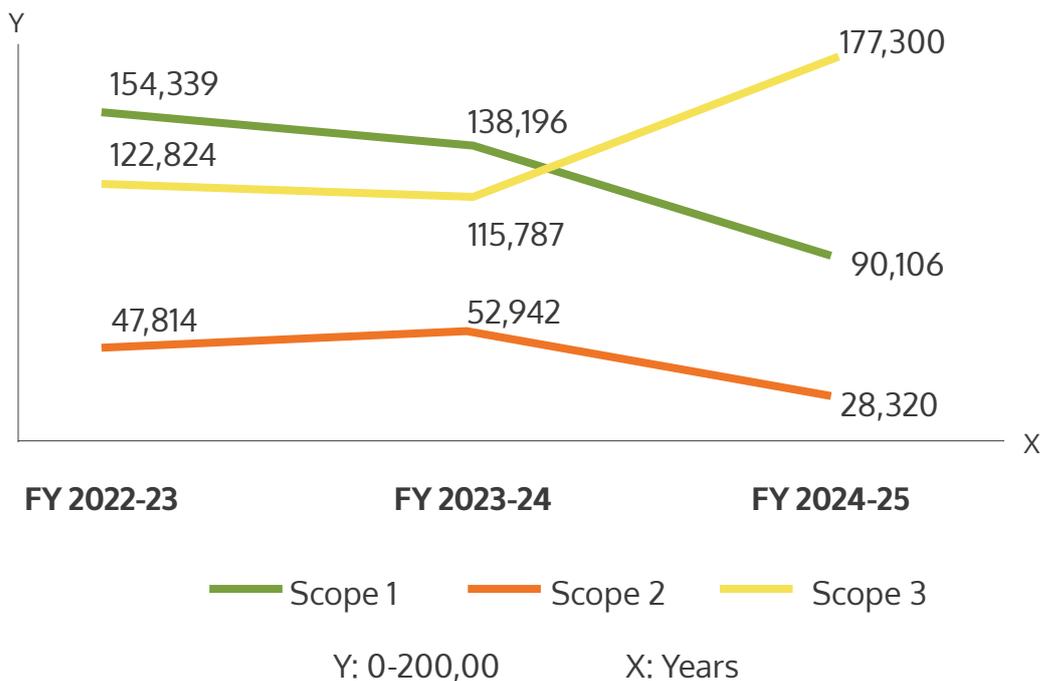
During the year, EMIL recorded sustained reductions in greenhouse gas emissions, with Scope 1 by 35% and Scope 2 by 47% year-on-year. This impressive reduction was possible due to continuous efficiency gains across operations, including process improvements and equipment upgrades; the reduction was amplified by extended idle time at IoBP and closure of BCML's operations post December 2024. Scope 3 emissions observed a rise by 53% since last year reflected following advancements in data management systems deployed. We identified and classified scope 3 emissions into upstream and downstream categories as listed below in accordance with the GHG Protocol, ensuring accurate reporting across relevant sections.

Categories	Description
Category 1	Purchase Goods and Services
Category 2	Capital Goods
Category 3	Fuel and Energy related emissions (Not includes in scope 1 or 2)
Category 4	Upstream transportation
Category 5	Waste Generated
Category 6	Business Travel
Category 7	Employee commute
Category 8	Downstream transportation
Category 9	Processing of sold products

The upstream emissions include Purchased Goods and Services, Capital Goods, Fuel and Energy-related Activities outside of Scope 1 and Scope 2, Upstream Transportation and Distribution, Waste Generated in Operations, Business Travel, and Employee Commuting. The downstream emissions encompass Downstream Transportation and Distribution, along with Processing of Sold Products.

Activity data determines the methodologies used for these classifications. We have calculated emissions using the spend-based method with US EPA's EEIO emission factors. Additionally, the average data method, waste-type specific method, and distance-based method derived from DEFRA factors have been applied to assess the company's overall Scope 3 emissions.

EMIL sites have implemented a robust emissions control strategy to enhance environmental sustainability. Some of the initiatives taken are:

- Use of high-grade ore to reduce CO2 emissions and enable cleaner production
- Installed state-of-the-art burners and bag filters to control air emissions
- Laid concrete roads to suppress fugitive dust and maintain air quality
- Added an additional bag house (fabric filter) in the product circuit to boost Particulate matter

HIGHLIGHT

Revolutionising Water Solutions with Solar Power at Bandha Coal Mine Site

The Bandha coal mine site has develope dan innovative solar-powered irrigation system designed to overcome unreliable power supply, high costs, and environmental challenges. Using a 3HP DC submersible pump with PVC piping and sprinklers, the system eliminates greenhouse gas emissions and lowers operating expenses, proving more cost-effective than traditional methods. To enhance reliability amid weather variations and maintenance needs, the project incorporates battery backups, hybrid systems, and staff training. As a model of sustainable development, it highlights solar energy's transformative potential for water management and sets a precedent for eco-friendly, economically viable irrigation solutions.

CASE STUDY

Impact of Coal Quality Improvement in ACML Coal Mine

The 1,320 MW Kurja Power Plant sources coal from Amelia Coal Mine. Geological changes temporarily shifted supply from G9 to lower-grade G12 coal. G9 has higher calorific value (about 4,400 kcal/kg) and lower ash (28–35%), while G12 averages 3,300 kcal/kg and 35–42% ash. For the same power output, G9 required 2.57 million tonnes while G12 needed 3.42 million tonnes - an extra 0.85 million tonnes per year.

Environmental and Operational Challenges

The switch raised environmental and operational burdens.

- Transport-related carbon emission rose to 312 tonnes per year due to higher coal volumes.
- Water use climbed 980,000 cubic metres annually, mainly for wet ash handling.
- Higher ash accelerated equipment wear, reduced reliability, and increased maintenance.
- Auxiliary power demand grew to run extra handling systems, while larger ash volumes required bigger ponds and more frequent dredging and compliance effort.

ACML implemented a coal quality improvement program focusing on selective mining, removal of non-carbonaceous material, and strict face-level grade control to restore consistent G9 supply. Results were 312 tonnes less CO2 from transport, 490,000 tonnes less ash, and 980,000 cubic metres of water saved annually.

Better combustion, reduced wear, and lower auxiliary power improved efficiency, showing that high coal quality is essential for sustainable, cost-effective power generation. Upgrading coal quality at Kurja Power Plant proved vital for boosting efficiency, cutting emissions, and conserving water. The switch to G9-grade coal delivered significant sustainability and cost benefits across operations and the environment.

Impact of Coal Quality on Operations

Description	G9 Coal	G12 Coal	Difference
Annual Coal Requirement (Tonnes)	2.57 million	3.42 million	+85,00,000
CO_2 Emissions from Transport (Tonnes)	2,964	3,276	+312
Water Savings (m³)	980,000	-	980,000

These improvements were beneficial to ACML as:

Improved Quality Assurance: On-site quality control helps prevent regulatory penalties and ensures consistent product standards.

Efficient Logistics: Reduced vehicle load leads to lower transportation costs, less environmental impact, and better fleet management.

Enhanced Customer Experience: Reliable delivery of high-quality materials boosts client satisfaction and strengthens business relationships.

CASE STUDY

Integrated Sustainability Initiative at RCML

RCML strengthened site sustainability by replacing unreliable tanker supply with a dedicated pipeline that draws accumulated rainwater from the mine pit to the conveyor-based Coal Handling Plant (CHP), ensuring dependable water for automated fire fighting and dust suppression. This shift minimised on-site traffic and safety risks, reduced tanker water uses from 15,485 KL (FY 2023-24) to 6,960 KL (FY 2024-25), a 55% cut, and implied similar reductions in tanker-related GHG emissions. To further improve air quality and workplace health, RCML installed fixed pipeline sprinklers along the haul road near the workshop, effectively suppressing fugitive dust from HEMM movement and protecting both personnel and sensitive equipment. Together, these measures enhance reliability, safety, and environmental performance.

RCML is advancing operational sustainability and safety at its Coal Handling Plant by rethinking water management for critical functions like automated fire suppression and dust control. These systems previously relied on rented water tankers, an interim solution that posed reliability issues, increased traffic around heavy machinery, and contributed to fuel consumption and emissions. To address these challenges, RCML implemented a rainwater-harvesting pipeline from the mine pit, equipped with pumps, sensors, and integrated spray systems. This upgrade ensures a consistent, Pressurised water supply while enabling a phased reduction in tanker dependency.

Impact (FY 2024-25 vs FY 2023-24):

- Tanker water usage cut by 55% (from 15,485 KL to 6,960 KL)
- Significant drop in tanker-related GHG emissions, traffic congestion, and operator exposure
- Enhanced reliability and uptime of fire suppression and dust control systems
- Additional benefits: reduced operating costs, safer haul routes, improved air quality, and circular reuse of pit water

As next steps, they plan on expanding pipeline coverage, integrating telemetry and leak detection, and progressing toward near-total elimination of tanker use—reinforcing RCML's commitment to sustainable mining practices.

Way Forward

We are committed to achieving net-zero emissions by FY 2050, integrating innovation with environmental stewardship. Our approach includes detailed emission mapping and growth-aligned projections to identify key emission hotspots and prioritise impactful reduction strategies. EMIL's renewable energy generation which consists of solar panels and wind farms, are playing a pivotal role in driving the country's net zero targets while accelerating its own transition to a low-carbon future. To drive progress, we will strengthen R&D, implement low-carbon technologies, enhance core processes, and collaborate across our value chain to scale effective solutions. With defined interim goals, strong governance, and transparent reporting, we aim to reduce energy and material intensity, reshape our carbon footprint, and build a resilient, sustainable business aligned with global climate objectives.
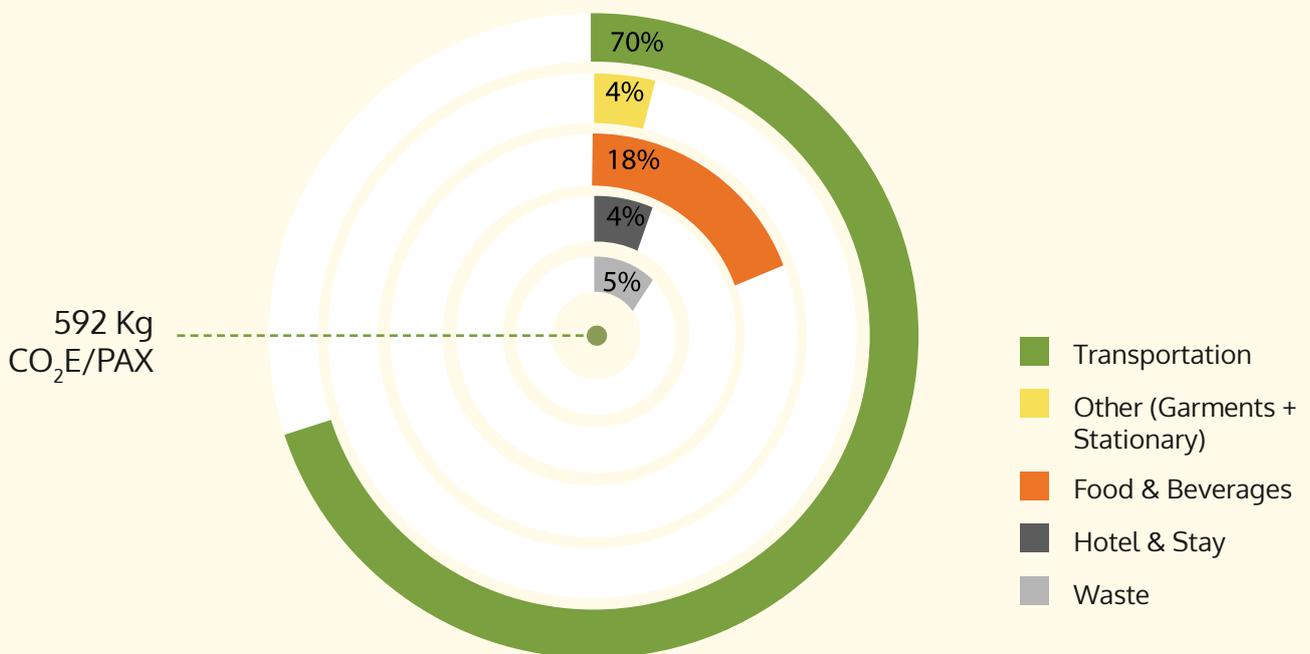
SDG Mapping

07 AFFORDABLE AND CLEAN ENERGY

13 CLIMATE ACTION

FROM EARTH TO ENERGY

EMIL'S CARBON NEUTRAL CELEBRATION OF MINING DAY

At EMIL, Mining Day marks a valued annual tradition that honours the commitment, hard work, and contributions of our employees who have been instrumental in driving the company's success and growth. This year's two-day event, held at a tranquil resort, observed an attendance of 90 employees and combined recognition, professional development and well-being. It embodies our dedication to excellence, collaboration, and teamwork, helping EMIL grow in the mining circle. By bringing together employees from various units, senior leadership, and industry experts, the event fosters a dynamic environment for sharing knowledge and best practices in sustainability and operational excellence. Employees have the opportunity to engage with cutting-edge advancements in AR/VR, robotics, and other digital technologies, gaining first hand exposure to innovations driving the future of mining.

70%
4%
18%
4%
5%

592 Kg
CO_2E/PAX

Transportation

Other (Garments + Stationary)

Food & Beverages

Hotel & Stay

Waste

Emissions recorded for Mining Day FY 2024-25

The event was a dynamic celebration of inspiration, achievement, and connection. Attendees were energised by thought-provoking sessions from acclaimed motivational speakers and industry leaders, who shared valuable perspectives on leadership, innovation, and the evolving landscape of mining. A highlight of the gathering was the award ceremony, which honoured the exceptional efforts of individuals and teams who made significant contributions to EMIL. The evenings came alive with music, cultural performances, and gala dinners, creating a lively atmosphere for celebration and bonding. Employees also had the chance to network across units and engage with senior leadership, sparking new ideas and collaborations. Adding a futuristic touch, the digital booth offered immersive experiences in AR/VR, robotics, and other cutting-edge technologies. Following the event, all participants received a commemorative memento, serving as a lasting reminder of this significant and cherished milestone.

MINERAL RESOURCE MANAGEMENT

Overview and Approach

Responsible mineral resource management is fundamental to sustainable development in the mining industry. It requires strategic planning to optimize resource recovery for minimisation of environmental impact and ensuring long-term economic sustainability. Effective waste management and the recycling of by-products are essential in reducing our ecological footprint.

Our mining operations extract raw materials that are distributed nationwide for diverse applications. Meanwhile, our Vapi and IOBP units, which produce ferro vanadium and iron pellets, respectively, rely on the efficient utilisation of these raw materials. By integrating sustainable practices into our operations, we contribute to a more responsible and environmentally conscious supply chain.

The Noble Ferro Alloys Unit in Vapi specialises in producing noble ferro materials, which play a vital role in enhancing the strength and durability of steel. Meanwhile, the IOBP unit is dedicated towards manufacturing iron ore pellets, a key input in steel production processes.

Strategies

Raw Material	Unit of Measurement	FY 2022-23	FY 2023-24	FY 2024-25
Oxides of Vanadium, Molybdenum, Titanium and others (NFA Vapi unit)	Ton	1,494	1,835	1,747
Iron ore, lime, bentonite and others (IOBP	Ton	711,978	627,460	252,758

At EMIL, we recognise that the efficient utilisation of materials in ferro alloy products and iron ore manufacturing is essential for maximising resource efficiency and minimising environmental impact. The raw material for production of ferro alloys at NFA Vapi site is acquired from Aluminium industry's disposed waste material, effectively reducing our dependency on fresh natural resources. Similarly, the tailings produced by IOBP are supplied to steel manufacturers, ensuring zero waste disposal at the site. At IOBP unit, raw material optimisation begins with the careful selection and preparation of iron ore, ensuring that only high-grade ore is used to enhance pellet quality.

By utilizing advanced pelletizing techniques - such as optimising the mixing, balling, and induration processes - we minimise binder and energy usage, resulting in a more efficient and sustainable production method. EMIL's dedication to material efficiency ensures the production of high-quality iron pellets while simultaneously reducing resource consumption, lowering emissions, and supporting sustainable development.

Way Forward

At EMIL, we aim to improve mineral resource management by investing upon on technology which helps in improving the recovery rate and minimise wastage. EMIL is dedicated towards expanding its collaboration for recycling and reuse of industrial by- products, promoting circular economy for sustainable mining.

SDG Mapping

12
RESPONSIBLE CONSUMPTION AND PRODUCTION

WATER STEWARDSHIP

Overview and Approach

Water is an essential resource for our activities, utilized for dust control, washing vehicles, and domestic purposes in the mining industry. In manufacturing, it plays a role in ore processing (IOBP) and raw material processing in NFA. This makes effective water management vital for enhancing operational efficiency and minimising environmental impact, while complying with legal requirements. At EMIL, we recognise that managing water resources optimally also helps in preventing contamination of local water supplies and protects the health and livelihoods of nearby communities. Our operations include processes for recycling and treating water in both mining and manufacturing, which help reduce our reliance on fresh water.

Target and Progress

EMIL has been actively promoting sustainable water use across all its units. Our primary water sources include groundwater, harvested rainwater, and supplies from municipal corporations.

	Short Term (1-2 years)	Medium Term (3-4 years)	Long Term (4+ years)
Target	Carry out water audits internally/externally to evaluate opportunities for water reduction/ recycling	Use WRI and WRF risk filters to evaluate water related risks	Aim towards implementation of Zero Liquid Discarge (ZLD) in all the operational sites and achieve a water-positive status over time
Progress	IoBP has conducted a water audit for their site	Water risk assessment is currently underway with active support from the group.	Efforts are underway to achieve Zero Liquid Discharge (ZLD) status. We are targeting to move towards achieving water positivity.

Strategies

Over the past three years, we have implemented rainwater harvesting initiatives at our mine sites contributing meaningfully to water conservation. This practice captures and stores rainwater for reuse, helping ease water scarcity, recharge groundwater, improve soil moisture, and limit erosion.

Table: Water Withdrawal

Total Water Withdrawal	Unit of Measurement	FY 2022-23	FY 2023-24	FY 2024-25
Surface water	KL	-	-	-
Groundwater	KL	180,911	229,558	109,715
Seawater	KL	-	-	-
Produced Water	KL	-	-	-
Third-party water	KL	36,230	51,538	39,562
Usage of Rainwater Harvesting	KL	512,570	510,067	339,440
Total	KL	**729,711**	**791,162**	**488,717**

EMIL relies heavily on water for operations but prioritises sustainable usage. We recycle water and recharge groundwater. Collected mine water is reused for dust suppression, firefighting, and facility needs. Coal mines at RCML, BCML, and ACML store rainwater for cleaning and dust control IoBP and NFA Vapi, being manufacturing plant sites, both require ample quantity of water for production processes. This year, total water consumption declined by 38%, largely reflecting the overall lower production levels. Within this, groundwater consumption fell by 52%, third-party water purchases decreased by 23%, and use of harvested rainwater reduced by 33%.

WATER INTENSITY (KL/MT)

FY 2022-23: 0.021
FY 2023-24: 0.023
FY 2024-25: 0.020
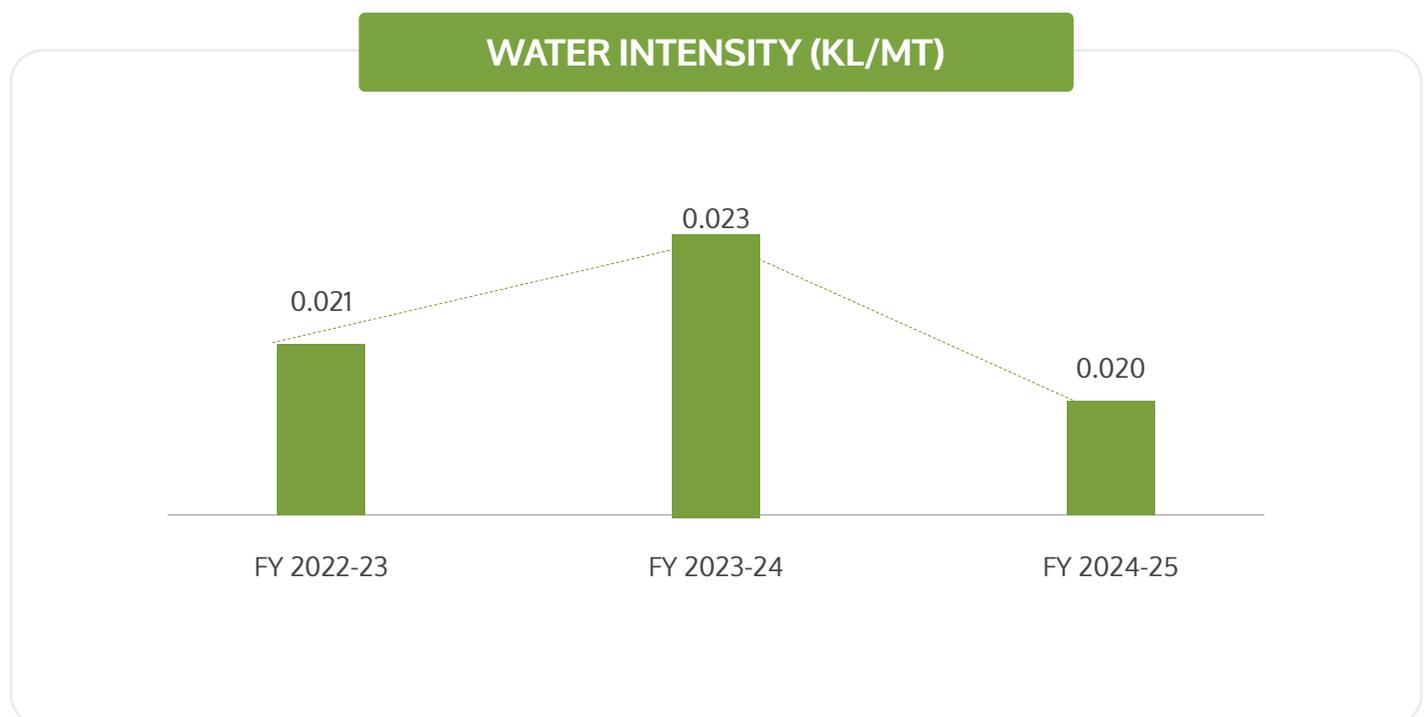
At EMIL, the reduction in water intensity from 0.023 to 0.020 reflects roughly a 13% gain in water efficiency, meaning use of less water per unit of output on our defined intensity basis. This improvement stems from higher recycling and reuse (supported by more efficient ETP operations), process optimisation in beneficiation and dust suppression, and tighter control of losses across sites. This highlights the progress in decoupling production from freshwater withdrawal, lowering operating costs and water-related risk. In an effort to enhance sustainability, the manufacturing plant at IoBP implemented a comprehensive water management strategy. By achieving Zero Liquid Discharge (ZLD), the plant eliminated liquid waste by recycling and reusing all wastewater. Additionally, a rainwater harvesting system was established, featuring a 2-lakh m³ reservoir that captures and stores rainwater for reuse.

WATER CONSUMPTION BY SOURCE (KL)

Legend:
- Ground Water
- Used of Rainwater Harvesting
- Third-party Water
- Linear (Third-party Water)
- Linear (Rainwater Harvesting)
- Linear (Third-party Water)

FY 2022-23: Ground Water 180,911; Third-party Water 36,230; Rainwater Harvesting 512,570
FY 2023-24: Ground Water 229,558; Third-party Water 51,538; Rainwater Harvesting 510,067
FY 2024-25: Ground Water 109,715; Third-party Water 39,562; Rainwater Harvesting 339,440

The integration of borewells into the plant's internal water system further optimised water resources, reducing reliance on external sources. This reduction was also due to reduced activity at BCML following its December 2024 closure, coupled with extended idle operations at IOBP. However, the decline in FY 2024-25 reflects measurable progress in optimising water use across operation.

Source	Unit of Measurement	FY 2022-23	FY 2023-24	FY 2024-25
Water Recycled	KL	362	960	36,805

Effluent recycling increased by 35,845 KL year-on-year, reflecting improved performance and efficiency of the effluent treatment plants (ETPs) across our manufacturing sites. This approach not only minimised environmental impact but also improved water efficiency, demonstrating a successful model of sustainable water management in industrial operations.

CASE STUDY

Innovative Practices at ACML

The Amelia Coal Mine (ACML) project, located in Singrauli, Madhya Pradesh, has implemented innovative practices to enhance sustainability in its construction processes at the site. A key focus has been the use of curing compounds to address environmental challenges associated with traditional concrete curing methods.

Environmental Benefits of the initiative:

- **Water Reduction:** By switching from traditional water curing to curing compounds, ACML cut water **usage by 99%, saving nearly 2.98 million liters.** This conserves groundwater and supports sustainability in water-scarce areas.

- **Emission Reduction:** Using low-VOC curing compounds reduced air pollution and the project's carbon footprint, aligning with environmental standards and sustainability practices.

- **Waste Reduction:** Curing compounds improved concrete setting efficiency, minimising rework and waste, thus streamlining construction and conserving resources.

The use of curing compounds at Amelia Coal Mine (ACML) greatly enhanced the project's sustainability by cutting down on water use, emissions, and waste. This approach not only met environmental standards but also extended the life of concrete structures, leading to lower costs and less maintenance over time. ACML's initiative serves as a model for eco-conscious construction, showing how smart, targeted solutions can drive lasting environmental and operational benefits

Effective wastewater management conserves natural water resources, reduces freshwater dependence, and minimises pollution risks. By treating and reusing water responsibly, we support sustainable development, lower environmental impact, and contribute to healthier communities—central to EMIL's mission.

Way Forward

EMIL is consistently working towards reducing freshwater consumption by enhancing recycling and closed-loop systems, supported by regular water audits. Our sites will develop a water-positive strategy, including rainwater harvesting, groundwater recharge, and catchment restoration, to ensure net water replenishment. Progress will be driven by defined targets, strong governance, and transparent reporting.

SDG Mapping

06
CLEAN WATER AND SANITATION

WASTE MANAGEMENT

Overview and Approach

Waste generation is an inherent part of mining and manufacturing operations, with materials such as hazardous substances like spent oil and non-hazardous substances like plastic, paper, metal, food waste etc. being produced across our sites. Effective management of this waste is essential to minimise environmental impact, prevent soil and water contamination, and meet environmental compliance requirements.

Target and Progress

At EMIL, waste management begins with source segregation and prioritises reuse and recycling of scrap, packaging, and process residues to conserve resources. We partner with certified contractors for collection and compliant disposal, minimising landfill and environmental impact.

	Short Term (1-2 years)	Medium Term (3-4 years)	Long Term (4+ years)
Target	Identify amounts of waste directed to the landfill and evaluate opportunities for diverting the waste from landfill (recycling/reuse etc.)	Adherence to global standards such as Global Industry Standards for Tailing Management Set targets to minimise waste	Focus towards waste minimisation and zero waste to landfill
Progress	Tailings are reused, and landfill-bound waste is being assessed for recycling opportunities	Waste minimisation targets are currently being developed	Working towards zero waste to landfill

Strategies

Hazardous materials, such as spent oil, are carefully handled and disposed of through authorised recyclers to ensure safe and sustainable processing in line with regulations. The non-hazardous waste is recycled to the possible extent and the remaining is disposed as per the regulations. By adopting responsible waste management practices, we not only reduce environmental risks but also promote resource efficiency and contribute to public health and community well-being. These efforts reflect our broader commitment to sustainable and ethical mining practices.

Table: Waste Generated

Waste Category	Unit of Measurement	FY 2022-23	FY 2023-24	FY 2024-25
Hazardous Waste	MT	2,519	2,662	4,275
Non- Hazardous	MT	33,951,970	44,260,407	*2,162
Total	MT	**33,954,489**	**44,263,068**	**6,437**

* Overburden has not been classified as waste in this year's data as the excavated material is reused to refill mined areas.

The bulk of our hazardous waste originates from the Noble Ferro Alloys (NFA) unit which is manage by prioritising recycling, repurposing, and co-processing. We follow a practical approach to managing non-hazardous waste from our operations. Materials like overburden or industrial by-products such as slag are put to good use instead of being discarded. For example, overburden from mining is used to refill mined-out areas, helping restore the land and support local ecosystems.

At our plant, we also find ways to reuse slag from thermic processes in construction projects like roads and building foundations, where it adds strength and stability. Additionally, we team up with trusted vendors to handle and repurpose these materials responsibly, making sure they're used in ways that benefit both the environment and the economy.

HAZARDOUS WASTE (Metric Ton)

FY 2022-23	FY 2023-24	FY 2024-25
2,519	2,662	4,275
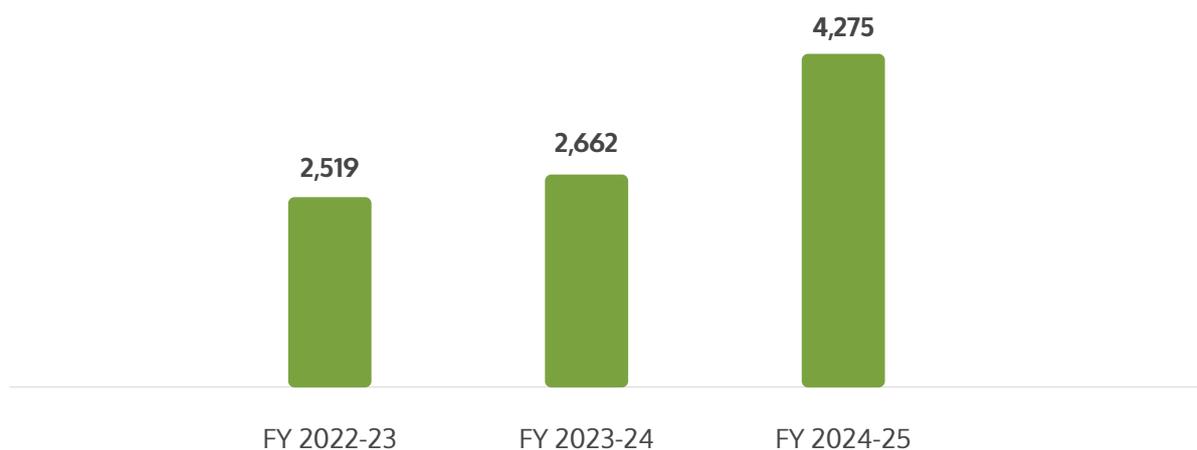
The increase in waste generation is attributed to enhancements in data management systems. EMIL continually seeks to reduce waste and embed circularity across its operations.

CASE STUDY

Our Coal Handling Plant (CHP) at RCML runs long conveyor lines powered by nine transformers. Transformer oil must keep a high BDV (Breakdown Voltage) to protect the equipment. Earlier, when BDV fell below the limit, we drained and replaced the oil. Each change meant about 20,000 litres across all nine transformers, meaning high cost, waste oil to dispose of, extra truck movement, and downtime.

To promote circularity, we switched to "online filtration." The oil is cleaned while the transformer stays in service. We test BDV regularly and filter only when needed, instead of routinely replacing the oil.

Before (conventional): Oil replaced when BDV was low; ~20,000 litres changed per event (all nine transformers).

After (online filtration): Need-based filtration; oil change quantity: nil

The following benefits were noted through this intervention:

- Fresh oil use and waste oil generation reduced to nearly zero.
- Fewer deliveries and disposals, lowering emissions and traffic within the plant.
- Less downtime and safer operations around transformers and conveyors.
- Cost savings on oil purchase, transport, storage, and disposal.
- Maintains manufacturer-recommended oil quality and equipment safety.

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CASE STUDY

Closing the Loop: Turning Waste into Opportunity

At NFA Vapi, EMIL launched a waste reduction initiative focused on converting lime waste into an essential input for cement industry, with a target to recycle 800 tons of the waste. The goal here was to tackle the ongoing challenge of disposing hazardous solid waste, specifically vanadium sludge and by products from effluent treatment, totaling around 2,400 tons annually. Previously, this material was routed to secured landfills, costing the site over 1 crore each year for disposal. This project aligned with ABG group's ambition to achieve zero landfill waste by 2030, prompting us to explore sustainable disposal options, particularly for ETP waste containing calcium sulfate or gypsum. A cross-functional team assessed the waste's potential as a substitute for chemical gypsum in cement grinding. After securing environmental consent, successful trials with Ambuja Cement in Surat led to over 848 tons of ETP waste being recycled, covering 37% of the plant's hazardous waste. This led to a reduction in landfill waste from 2,349.76 tons in FY 2022-23 to 1,573.29 tons in FY 2023-24, with recycling increasing significantly, resulting in environmental and cost benefits.

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HIGHLIGHT

Go green – Streamlining Document Payment

The Go Green Initiative aims to reduce the environmental impact of payment document handling by enabling electronic attachments to payment vouchers, eliminating printed copies. COE (Centre of Excellence for SAP) Business IT team of EMIL and Price Waterhouse Cooper (PWC) teams developed a solution for digital document management, minimising laser paper and printing usage. This transition reduces reliance on grid electricity, lowers printing and energy costs, and enhances audit readiness with instant access to electronic documents. Improved administrative efficiency, streamlined processes, and faster document retrieval highlight the initiative's success in boosting productivity, championing sustainability, and serving as a benchmark for operational performance and cost-effectiveness.

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Way Forward

EMIL will strengthen waste management by improving waste tracking and increasing recycling and reuse opportunities, especially for landfill-bound materials. In the medium to long term, we will align with global tailings management standards, set clear waste minimisation targets, and expand successful recycling initiatives like the lime waste project at NFA Vapi. Our ultimate goal is to achieve zero waste to landfill, enhancing resource efficiency, environmental compliance, and community well-being through ongoing innovation and collaboration.

SDG Mapping

BIODIVERSITY

Overview and Approach

EMIL stands at the forefront of India's coal mining and manufacturing industry with operations spanning Odisha, Madhya Pradesh, Jharkhand and Gujarat We proactively implement measures to preserve and enhance local biodiversity. Our commitment is to foster a safe, healthy environment that nurtures flora and fauna, benefiting the communities around our operations.

We conduct land use planning and biodiversity studies across our mines, underscoring our

dedication to environmental stewardship. EMIL complies fully with Environmental Clearance (EC) and Forest Clearance (FC) regulations and works in close partnership with local forest authorities. We also encourage active participation from community members in our biodiversity programs, reinforcing our collaborative approach to ecological conservation.

Throughout the reporting year, regular plantation drives were carried out in all our projects to enhance the green cover. In 2024 alone, the team planted and maintained over 150 saplings in IOBP, including a diverse range of fruit-bearing and other tree species native to the region. A fruit bearing plantation was carried out at the RCML premises in the year 2024. Native species plantation was carried out in ACML and Vapi as well.

With World Environment Day approaching, further tree plantation activities are planned to reinforce our commitment to environmental stewardship.

CASE STUDY

Roots of Renewal: Miyawaki Forest Takes Shape at EMIL

At EMIL's NFA Vapi Unit, we launched a Miyawaki afforestation initiative to boost biodiversity and ecological resilience. By densely planting native species, we created self-sustaining mini forests that enhance air quality, sequester carbon, and reduce temperatures, mitigating urban heat effects. The project restores local habitats and improves community well-being, reflecting our commitment to sustainability. The plantation carried out 2-3 years ago has now flourished into a dense green cover, which has begun attracting native fauna, contributing to local biodiversity revival, increased fauna sightings, and dense vegetation growth, highlighting the initiative's success in protecting and supporting diverse ecosystems.

Way Forward

At EMIL, we remain dedicated to enhancing biodiversity in and around our operational areas, striving to preserve the natural habitats of indigenous flora and fauna. This commitment reflects our broader vision of sustainable development and our responsibility to protect the environment and support surrounding communities.
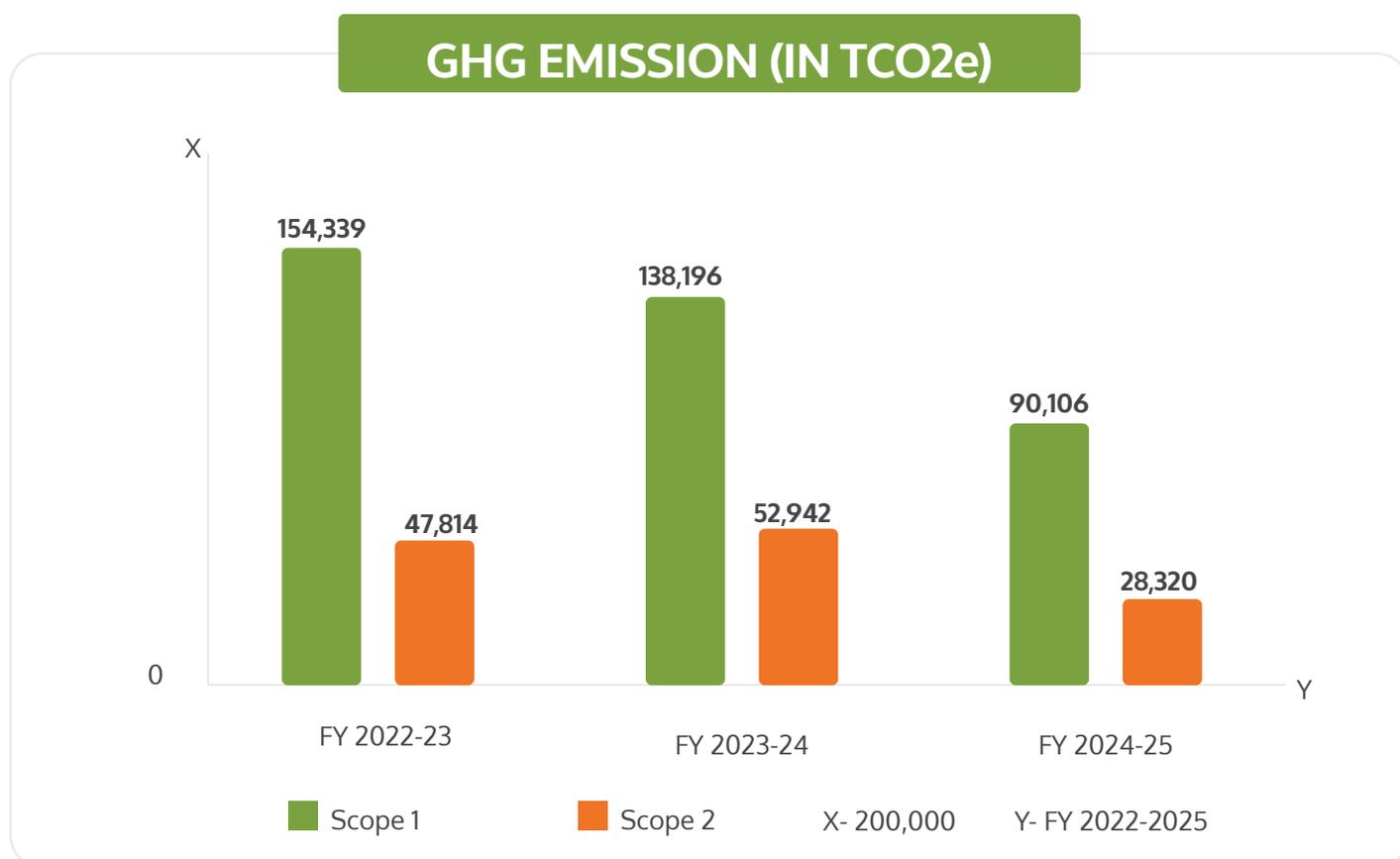
SDG Mapping

15
LIFE ON LAND

THE ROADMAP TO NET-ZERO

"EMIL's Journey to a Sustainable Future"

At EMIL, we envision a future where climate action is no longer an option; it is the foundation of resilient, forward-thinking economies. As part of our unwavering commitment to environmental stewardship and sustainable growth, we are advancing decisively on the path to net-zero. In alignment with India's Nationally Determined Contributions (NDCs) and the national goal of achieving net-zero by FY 2070, we have committed on achieving net-zero emissions by **FY 2050**. This ambitious target exemplifies our determination to lead by example, transform our operations, and contribute meaningfully to a low carbon economy. Through innovation, strategic investments, and responsible practices, EMIL is paving the way for a greener tomorrow.

Understanding Our Carbon Footprint

In FY 2024-25, we took a decisive leap forward on our sustainability journey by developing a roadmap to achieve net-zero emissions by **FY 2050**. This forward-looking blueprint reflects a rigorous, data-driven analysis across all our operations. To anchor our strategy in transparency and accountability, we selected FY 2023-24 as the base year for Scope 1 and 2 emissions.

GHG EMISSION (IN TCO2e)

X

154,339	138,196	90,106
47,814	52,942	28,320
FY 2022-23	FY 2023-24	FY 2024-25

■ Scope 1   ■ Scope 2   X- 200,000   Y- FY 2022-2025

At EMIL, we have undertaken a comprehensive GHG Inventory Analysis, aligned with the Science Based Targets initiative (SBTi) tool to assess and forecast our emissions trajectory under a Business As Usual (BAU) scenario. This approach enables us to identify key emission hotspots and evaluate future risks and opportunities, while establishing a robust baseline year of FY 2023-24. These targets reflect our steadfast commitment to sustainability and responsible growth, rooted in science-based decision making.

Envisioning Net-Zero

Our net-zero vision is built on the principle that environmental responsibility and innovation must move forward together. We are committed to significantly reducing our carbon emissions and transforming our operations in line with global climate goals. We aim to achieve net zero emissions by FY 2050, to realize this vision, we are actively working towards research and development, drawing on our technical strengths, technological upgradation and collaborating closely with stakeholders. Through bold innovation and strategic partnerships, we are working to accelerate the shift toward a more sustainable and climate resilient future.

Strategic Blueprint for Net-Zero

Our net-zero strategy is grounded in foresight and precision. We have mapped our current emissions and projected future emissions in a business-as-usual scenario that accounts for anticipated growth. This analysis serves as the foundation for decisive climate action, enabling us to pinpoint where emissions are likely to escalate and where intervention is most urgent. By targeting the most critical emission sources and deploying focused abatement measures, we are reshaping our carbon trajectory to align with our long-term climate commitments.

Accelerating Decarbonisation Across Our Operations

EMIL is accelerating the decarbonisation of its operations through innovation, process optimisation, and technology-led transformation. To reduce our GHG emissions, we have established a pathway that includes key decarbonisation levers:

Mining → Production → Wind Business
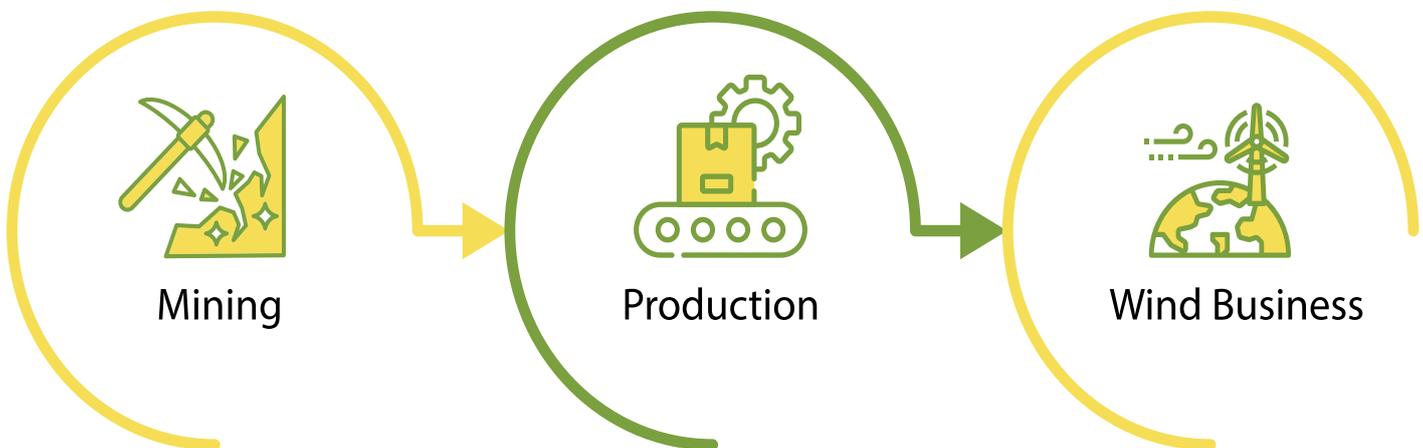
Our integrated strategy extends across all business divisions, prioritising actions that reduce our carbon emissions while enhancing operational efficiency and long-term resilience. Below is an overview of the key decarbonisation strategies we are implementing:

SCOPE-1

MINING			
Fuel Switching	Switching to Electric Vehicles (EVs)	Regenerative Belt Conveyer System	Optimisation of operational efficiency

PRODUCTION	
Coal or FO to be replaced with Natural gas for pre-heating	Energy efficiency steps to reduce the fuel consumption like improving the insulation

SCOPE-2

MINING			
Procuring Renewable Energy	Investing on Renewable Energy (RE) Projects and Generate Renewable Energy Certificates (RECs)	Energy efficiency	Installation of solar/wind plants on the mining sites and associated infrastructure

PRODUCTION	
Energy efficiency steps like introducing VFD (Variable Frequency Drive) for the induction motors	Renewable energy purchase

WIND BUSINESS
Procurement of REC's/Retainment of REC's

Way Forward

EMIL is forging a transformative path toward a net-zero future, driven by innovation, accountability, and a deep sense of environmental stewardship. As the mining sector evolves to meet global climate imperatives, EMIL is pro-actively reshaping its operations, integrating renewable energy, electrifying equipment, and embedding sustainability into its value chain. The Decarbonisation Roadmap is not just a strategic document, it's a blueprint for action that reflects EMIL's resolve to lead responsibly, collaborate widely, and adapt boldly. By aligning its goals with national and international climate frameworks, we are building a resilient ecosystem that balances growth with ecological integrity.

SOCIAL PILLAR

"75 Years of Impact: Empowering People, Enriching Communities"

OUR WORKFORCE

From the very beginning, we at EMIL set out to be more than just a business, we chose to be a force for good. In an industry as labour-intensive as mining, We have always understood that our greatest strength lies not in machinery or minerals, but in our people.

Born from a vision to uplift lives and build lasting impact, we quickly grew into a symbol of purpose-driven progress. Every milestone wasn't just about expansion but about deepening our connection with the communities we touch and the individuals who power our mission.

At our core, We have placed people first empowering our workforce with opportunity, driving growth through empathy, and cultivating a culture where every voice matters. In the challenging and dynamic world of mining, it's their grit, determination, and dedication that drive us forward.

Through every trial we've overcome and every success we have celebrated, We have remained committed to one guiding purpose: to create meaningful change. As we look ahead, we remain grounded in our values and energised by the people who make our vision real—today, tomorrow, and for generations to come.

Overview and Approach

In a sector as labour-intensive and dynamic as mining, our workforce stands as the cornerstone of operational excellence and long-term sustainability. We recognise that our employees and workers are not just contributors, they are our most valuable assets. Their dedication, resilience, and expertise have been instrumental in driving continuous advancement across our operations.

We are committed to fostering a workplace where every individual feels valued, supported, and empowered. Our approach centres on creating a safe, inclusive, and growth-oriented environment that nurtures both professional and personal development. Through targeted initiatives in education, innovation, and skill enhancement, we enable our people to build fulfilling careers and enriched lives.

To ensure holistic well-being and engagement, we have implemented a range of programs focused on upskilling, mental health, leadership development, and digital literacy. These efforts are complemented by regular feedback mechanisms and recognition platforms that celebrate achievements and encourage continuous improvement. Recognise the importance of diversity and local representation, we are actively working to make our workforce more inclusive, prioritising the recruitment of women and individuals from nearby communities. This not only strengthens our social license to operate but also fosters equitable growth and community integration. Our approach is to build a resilient, future-ready workforce that drives responsible mining and shared prosperity.

Targets and Progress in FY 2024-25

	Short Term (1-2 years)	Medium Term (3-4 years)	Long Term (4+ years)
Target	Develop a diversity policy Focus on diversity-based hiring Create an action plan to build an inclusive workforce Carry out talent attraction and retention initiatives	Disclose the gender pay ratio in public reporting Execution and implementation of the action plan to build an inclusive workforce Conduct employee satisfaction surveys to ensure employee satisfaction and continuous improvement in talent management and engagement initiatives	Aim to attain a higher percentage of overall diversity Achieve best place to work certification

Progress

- We continue to prioritise the development of a workplace culture rooted in diversity, equity, and inclusion. While implementation is still in its early stages, meaningful groundwork is being laid to support future initiatives that will enhance representation, foster belonging, and strengthen employee engagement.

- Efforts are underway to establish the necessary frameworks and policies that will guide our approach. We remain committed to creating an environment where all individuals feel valued and empowered, and where inclusive practices are embedded across our operations. This ongoing journey reflects our broader vision of building a resilient, people-cantered Organisation that thrives on mutual respect and shared success.

Progress Tracking

Table: Employee Count

Gender	FY 2023-24	FY 2024-25
Female	35	34
Male	836	839
Total	871	873

We sustained a consistent and resilient workforce between FY 2023–24 and FY 2024–25, reflecting our unwavering commitment to employee engagement and long-term retention. This stability is a testament to the company's operational strength and its ability to nurture talent while remaining agile in the face of evolving business demands.

Table: Workforce by Age

Age Group	FY 2023-24				FY 2024-25			
	Total	%Total	Male	Female	Total	%Total	Male	Female
Below 25 years	5	0.57	3	2	9	1.03	7	2
>=25 & <35 years	74	8.49	70	4	85	9.74	81	4
>=35 & <45 years	379	43.51	364	15	377	43.19	363	14
>=45 & <55 years	301	34.55	290	11	300	34.37	289	11
>=55 years	112	12.86	109	3	102	11.69	99	3
Total	**871**	**100**	**836**	**35**	**873**	**100**	**839**	**34**

Our workforce remained stable, with a slight increase from 871 to 873 employees, reflecting consistent growth and operational strength. The 35–45 age group continues to form the core of our talent base, highlighting strong mid-career retention and institutional knowledge.

Notable growth in the 25–35 and under-25 segments signals successful onboarding of younger professionals and a focus on future leadership. A modest decline in the 55+ category points to a natural generational shift, paving the way for succession planning.

Overall, we sustain a well-balanced blend of experience and emerging talent, ensuring continuity, agility, and long-term readiness across its operations.

Table: % Employees across Management Levels

Management Level	Percentage
Top Management	0.6
Senior Management	1.7
Middle Management	7.8

Table: Employee Turnover

FY 2023-24	10%
FY 2024-25	7.68%

Table: Employee turnover by gender for FY 2024-25

Gender	Turnover Rate
Female	14.49
Male	7.40

Strategies

Talent Retention and Inclusive Growth

In FY 2024–25, we welcomed 71 new hires, reflecting our continued commitment to attracting skilled and diverse talent. Our employee turnover rate saw a notable improvement, declining from 10% in the previous year to 7.67%, underscoring the effectiveness of our retention strategies and employee engagement efforts.

We recognise that a stable and motivated workforce is central to long-term value creation. To this end, we have implemented targeted initiatives that foster a culture of belonging, growth, and recognition. These include structured onboarding, continuous learning programs, leadership development, and well-being support.

Looking ahead, we remain focused on further reducing attrition by strengthening employee experience, expanding career pathways, and deepening our engagement with local communities, especially through inclusive hiring of women and underrepresented groups.

A. DIVERSITY AND INCLUSION

At EMIL, we are committed to cultivating a workplace that celebrates **diversity, equity, and inclusion** across all dimensions, cultural, national, religious, caste, creed, racial, gender, and sexual orientation. This ethos is embedded in our corporate values and reflected in every aspect of our workforce strategy.

We actively empower our female employees through dedicated support groups that promote financial literacy, career advancement, and well-being. Our maternity policy, aligned with the ABG framework, includes extended leave provisions, childcare facilities, and tailored support for new mothers including assistance during business travel. As we expand into new sites, we are prioritising the inclusion of women by **training them to operate machinery**, enabling them to participate equally in a sector traditionally dominated by men.

Our infrastructure is also evolving to support inclusivity: existing sites are being upgraded with **gender-sensitive and disability-friendly facilities**, including separate washrooms, ramps, and wheelchair access. These efforts reflect our belief that inclusion must be both cultural and structural.

To foster a truly inclusive culture, we are conducting benchmarking studies by analysing the workforce models of DEI leaders of India. Our aim is to design and implement a model DEI-enabled mine in our upcoming mining projects. Alongside this, we are also designing programs aligned with our cultural tenets to build a workplace where every individual feels seen, heard, and respected. Through our programs, we are actively working towards raising awareness and preparing ourselves to include more diversity in our workforce.

By spotlighting real-life success stories and facilitating open conversations, we aim to lay the foundation for a more inclusive and accepting environment. This cultural shift is a critical first step toward diversifying our workforce in the future and aligns with global best practices, which show that inclusive storytelling and visibility of diverse voices significantly improve employee engagement and reduce workplace bias.

Table: Parental Leave

Leave Type	No. of employees availing leaves
Maternity Leave	0
Paternity Leave	8
Total	**8**

Table: Retention Rate

Employees availing parental leave between April '23 and March '24	Employees active after 12 months from parental leave between April '23 and March '24	Retention Rate
8	8	100%

We are dedicated to creating a merit-based, discrimination-free workplace that prioritises employee well-being, inclusion, and diversity. A 100% return-to-work rate post parental leave demonstrates our strong employee satisfaction and support for work-life balance. Our DEI strategies focus on equitable pay, gender inclusion, and extending inclusive practices across the entire value chain reinforcing our commitment to building a fair, respectful, and empowering workplace culture.

B. EMPLOYEE WELLNESS

We take great pride in how we support and value our employees. We are committed to fostering an environment where every member of our workforce feels respected, empowered, and rewarded for their contributions. Our compensation structure is thoughtfully designed to reflect this commitment, it adheres to our Group's guidelines, aligns with industry benchmarks, and upholds best practices to ensure fairness and transparency across the board. In addition to fair compensation, we provide a wide range of benefits to promote employee well-being and work-life balance. These include, but are not limited to the following
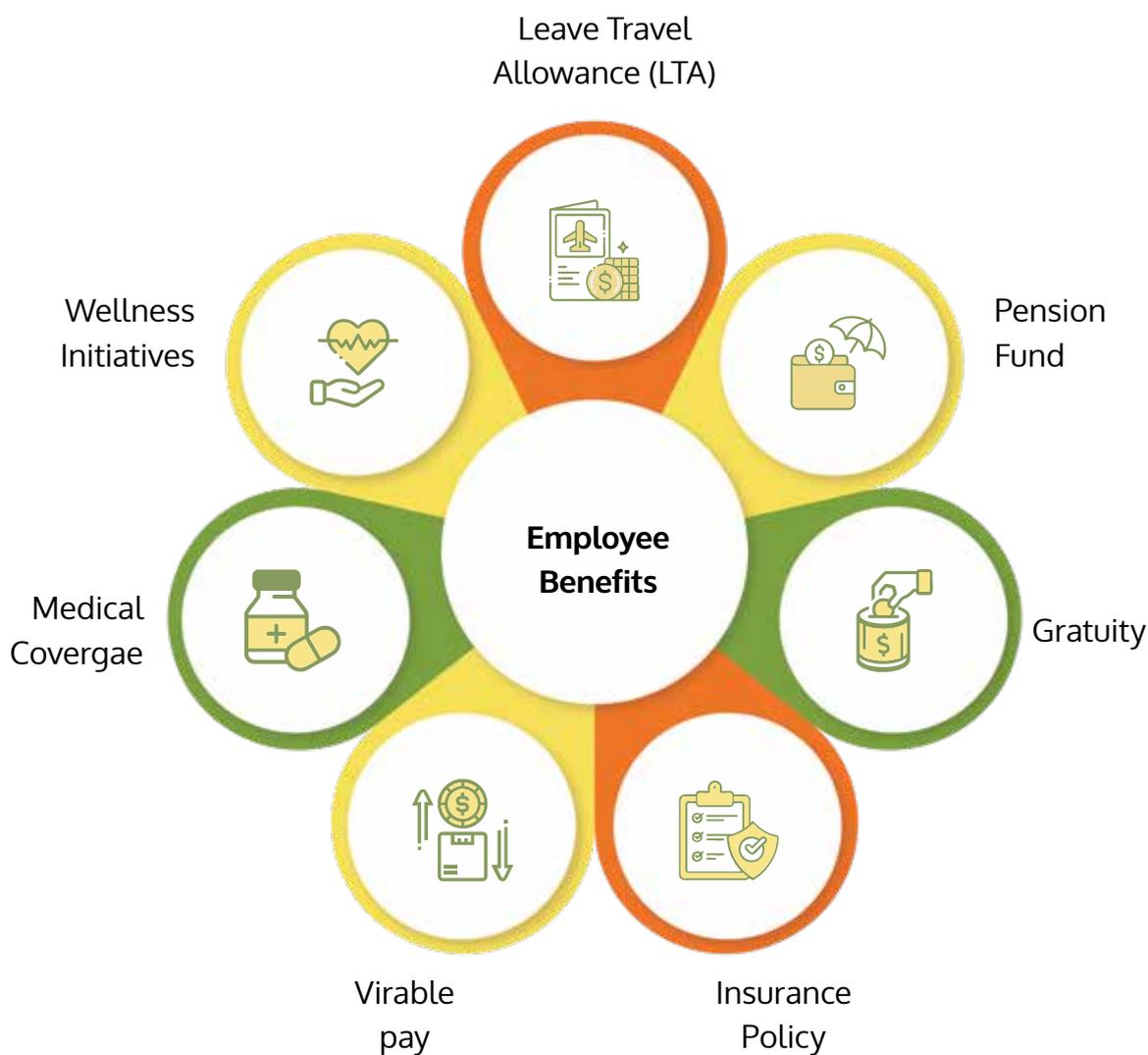
We also take care to regularly raise awareness about these offerings through internal communication channels, orientation sessions, and ongoing engagement efforts, ensuring that all employees understand and can take full advantage of the support available to them.

Employee Wellness Policies

01 **Life Insurance**

Insurance policy: Nischint

02 **Health Care**

Healthcare policy: Life unlimited

03 **Parental Leave**

Maternity and Paternity Leave: Healthy pregnancy program

Child Adoption Leave: Miscarriage leave

Mediclaim Coverage: Maternity Care Program

Eldercare support

04 **Retirement Provision**

Provident Fund: Gratuity

Superannuation policy: National Pension Scheme

Mediclaim Coverage: ABG Retiree medical insurance portability programme

05 **Others**

Housing Policy

Mobility policy

Car and travel policy

My care policy

Pratibha scholarship

Our people-first approach is deeply embedded in the framework of policies we have designed to support the holistic well-being of our employees. These policies are not only aligned with industry standards but are also crafted to deliver meaningful impact throughout different stages of life and work.

Key highlights of our employee welfare ecosystem include:

01

Comprehensive Benefit Programs

Covers healthcare, emergency support, and family-focused provisions ensuring a safety net for every employee and their loved ones.

02

Nishchint Policy

Tailored for management cadre employees in India, offers financial protection against major life events such as critical illnesses or untimely demise expanding coverage beyond standard medical plans.

03

Samarth Eldercare policy

Supports employees caring for elderly parents through health services, emergency aid, and companionship mirroring the care one would receive from family.

04

Robust Retirement Plan

Includes: gratuity, provident fund, Superannuation Policy, and the National Pension Scheme, reinforcing our long-term commitment to financial security.

05
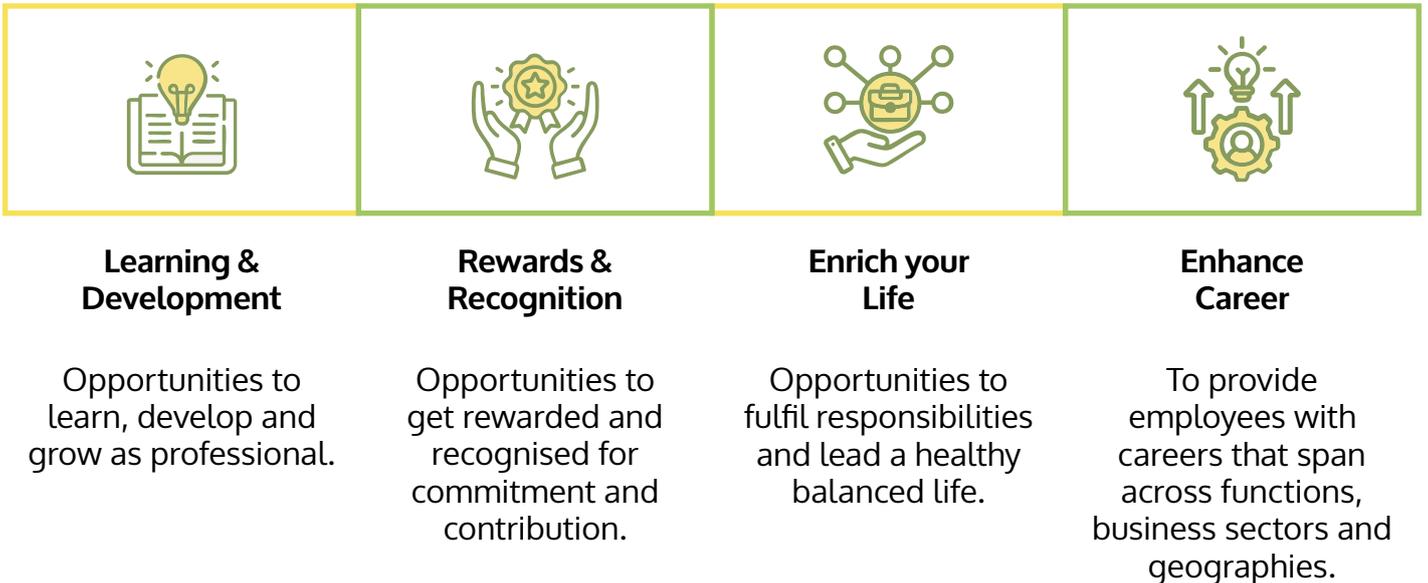
ABG Retiree Medical Insurance Programme

Medical insurance even after retirement for both employees and their dependents ensuring uninterrupted healthcare protection.

Together, these initiatives reflect our dedication to cultivating a culture where our employees feel secure, supported, and valued, today and in the years to come.

C. TALENT MANAGEMENT

Driven by purpose, powered by people our promise is to build a workplace where ambition meets opportunity. At the heart of our employee experience lie four foundational pillars designed to cultivate professional excellence, personal fulfilment, and long-term career success

Learning & Development	Rewards & Recognition	Enrich your Life	Enhance Career
Opportunities to learn, develop and grow as professional.	Opportunities to get rewarded and recognised for commitment and contribution.	Opportunities to fulfil responsibilities and lead a healthy balanced life.	To provide employees with careers that span across functions, business sectors and geographies.

We believe in nurturing future leaders by offering meaningful responsibilities and structured growth opportunities from the very start of their careers. Our approach is rooted in meritocracy, inclusivity, and strategic talent infusion, ensuring that every individual regardless of age or experience is empowered to contribute meaningfully.

Leadership Development Programs

We invest in high-potential talent through flagship initiatives such as:

- Engineering Leadership Program (ELP): Designed to accelerate technical and operational leadership among young engineers.

- Group Management Leadership Program (GMLP): A cross-functional program that grooms future business leaders through rotational assignments and strategic exposure.

These programs reflect our belief in betting on people early, valuing their perspectives, and integrating their insights into decision-making processes.
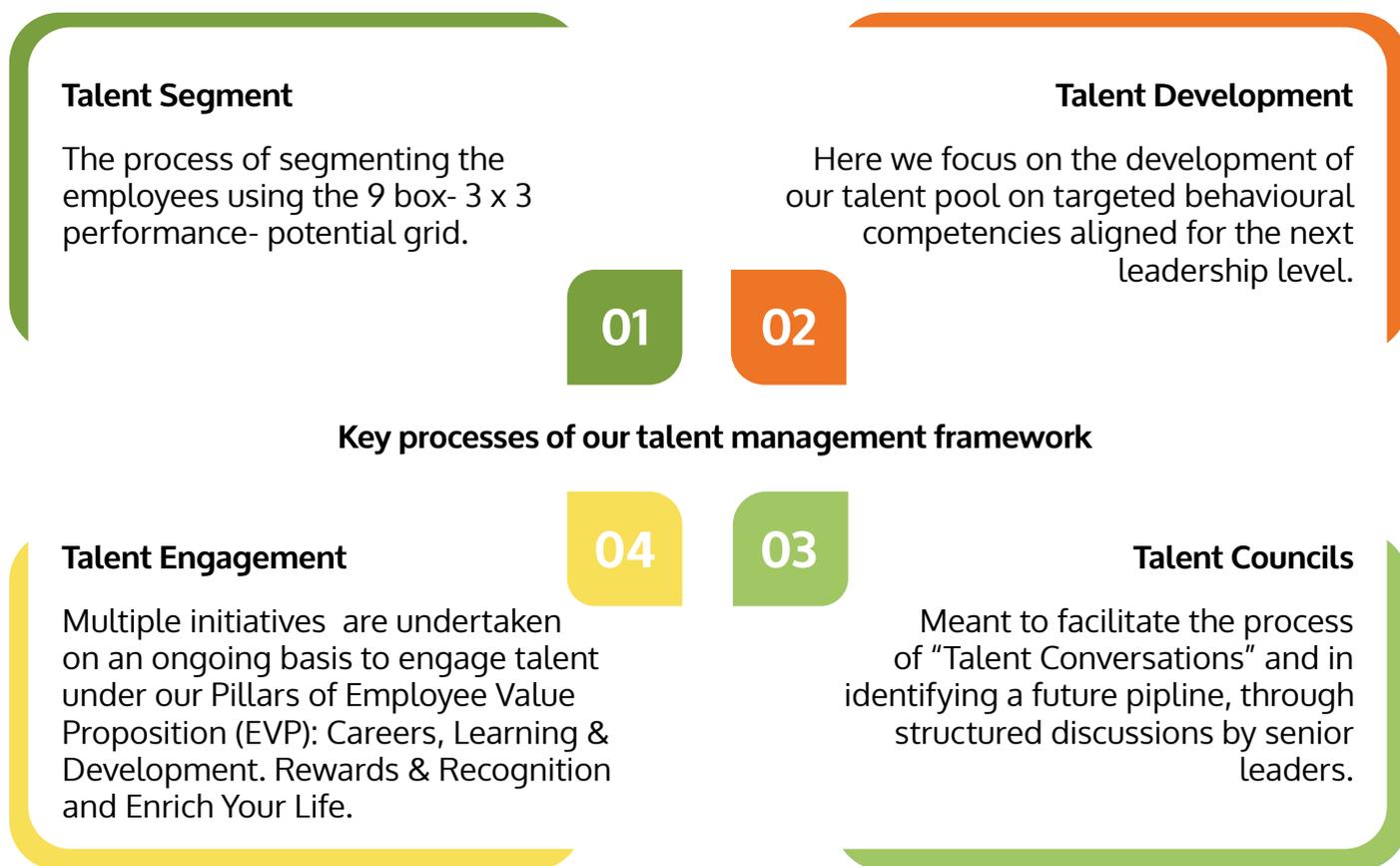
Transparent and Inclusive Hiring

Our digital hiring platform ensures a fair, efficient, and transparent recruitment process:

- Job openings are first shared internally to promote career mobility and internal growth.

- If no suitable internal candidate is identified, roles are then opened to external applicants—ensuring the best-fit talent is selected based on skill alignment and role requirements.

- We also strategically onboard talent from outside the ABG ecosystem, bringing in fresh perspectives and specialised capabilities.

This dual approach strengthens our leadership pipeline while reinforcing our commitment to equal opportunity and sustainable workforce development.

Talent Management Framework

Talent Segment

The process of segmenting the employees using the 9 box- 3 x 3 performance- potential grid.

Talent Development

Here we focus on the development of our talent pool on targeted behavioural competencies aligned for the next leadership level.

01

02

Key processes of our talent management framework

04

03

Talent Engagement

Multiple initiatives are undertaken on an ongoing basis to engage talent under our Pillars of Employee Value Proposition (EVP): Careers, Learning & Development. Rewards & Recognition and Enrich Your Life.

Talent Councils

Meant to facilitate the process of "Talent Conversations" and in identifying a future pipeline, through structured discussions by senior leaders.

A robust Talent Management Framework is the bedrock of any forward-looking Organisation. At EMIL, we recognise that investing in our people is not just a strategic imperative; it is fundamental to building a resilient competitive edge and a future-ready leadership pipeline. Our approach is deeply entrenched across the enterprise, with leaders, managers, and employees embracing our shared commitment to cultivating talent.

Our Talent Management philosophy is grounded in a belief that every individual has the potential to grow, lead, and contribute meaningfully. Our framework provides a structured pathway for:

Identifying	Developing	Nurturing	Retaining
high-potential talent	leadership across all levels	leadership across all levels	valuable expertise and institutional knowledge

By aligning talent strategy with business ambition, we aim to foster a purpose-driven, high-performance culture.

Talent Management Policy

Our Talent Management Policy lays a strong foundation for consistent and inclusive practices across recruitment, development, succession planning, and career mobility, reinforced by active leadership engagement and continuous review for agility. Succession planning is treated as an ongoing strategic investment—focused on early identification of future leaders, equipping them with holistic development, and building career pathways across geographies and sectors to ensure resilience in a changing business landscape. Innovation, fuelled by diverse employee perspectives and cross-functional collaboration, is embraced as a vital driver of sustainable growth, enabling EMIL to stay adaptive, competitive, and future-ready.

TALENT MANAGEMENT INITIATIVES

Through initiatives like F10B10 – First 10, Best 10 , for young professionals, Career Catalyst for talent cohort , Unnati -developmental discussion for all employees, and Make Your Mark- Transition Coaching Journey for our new joiners/ newly transferred cases, with a focused commitment towards nurturing and accelerating the growth of our employees. These programs are designed to equip them with the right skills, structured exposure, and coaching support needed to be groomed for both current and future roles.

D. LEARNING AND DEVELOPMENT

At EMIL, our learning and development strategy is designed to cultivate a highly skilled, agile workforce equipped to meet today's demands and tomorrow's challenges. Anchored in a structured 70-20-10 model, our approach emphasizes practical experience (70%), learning from others (20%), and formal training (10%), ensuring holistic growth through on-the-job learning, mentoring, and curated training programs.

Session on Business Acumen

Session on Financial Acumen

Every employee participates in mandatory sessions covering Purpose & Values, POSH, Code of Conduct, Information Security, and Ethics. Through our 'My Development Plan' (MDP) framework, managers actively guide career progression, helping employees build competencies for expanded roles.

Our global learning hub, Gyanodaya, offers classroom, e-learning, and journey-based programs led by subject matter experts, enriching the experience with real-world insights. In FY 2024-25, total learning hours have dropped by 1/3rd of FY 2023-24, due to the shift in focus on the operations part. On average, employees completed 2.5 training man-days each.

We remain committed to enhancing this ecosystem ensuring every team member has access to relevant, role-linked learning opportunities that foster innovation, performance, and long-term sustainability.

Table: Average Training Hours for employees in FY 2024-25

	Total training hrs	Total number of employees in category	Average Hours of trainings/Employee
Total L&D training hrs	10341.5	875	12
Total L&D training hrs (Male)	9327.5	841	11
Total L&D training hrs (Female)	1014	34	30

Table: Details of training given to emplyoees and workers

		No. of participants	Hours (Total hours throughout FY 2024-25)
On Health and safety measures	Total	201	1930
	Male	187	1875
	Female	14	55
On Skill upgradation	Total	336	2137.5
	Male	307	1914
	Female	29	223.5
Human Rights	Total	81	693
	Male	61	506
	Female	20	187

In FY 2024–25, EMIL continued to strengthen its commitment to employee development through a wide array of learning programs. Training focused on essential areas such as health and safety, skill enhancement, and human rights, ensuring that both male and female employees and workers were equally equipped with knowledge critical to their roles. Special emphasis was placed on supporting female employees through tailored learning hours, while overall training efforts reflected an inclusive and growth-oriented approach. This ongoing investment in capability building helps foster a safer, more skilled, and empowered workforce across all operational levels.

CASE STUDY

Gyan Antaran: Cultivating a Culture of Learning and Resilience

As part of its commitment to employee development and Organisational sustainability EMIL launched Gyan Antaran, a virtual knowledge-sharing initiative aimed at democratising learning across the workforce. The platform provided employees with the opportunity to choose sessions aligned with their interests, covering technical, functional, general, and Organisational topics while empowering internal Subject Matter Experts (SMEs) from EMIL and Aditya Birla Group (ABG) to lead these sessions as facilitators.

The initiative drove widespread engagement, with employees across departments actively participating in self-directed learning. Exposure to diverse topics enhanced cross-functional understanding and fostered stronger collaboration. SMEs evolved into confident facilitators, gaining visibility and recognition as thought leaders within the Organisation. Gyan Antaran sparked a cultural shift toward inclusive, peer-led knowledge exchange, breaking down silos and promoting continuous growth. Through this investment in human capital, EMIL strengthened its Organisational resilience, equipping its workforce to adapt, innovate, and thrive in a dynamic business environment.

Way forward

We are anchored in building a diverse, inclusive, and resilient workforce one that reflects the communities we serve. We will continue to elevate women's participation, actively champion inclusion of differently abled individuals and LGBTQ+ communities and implement progressive hiring strategies that prioritise local talent. By fostering equitable opportunities, investing in skill-building, and creating a culture of belonging, we aim to drive sustainable growth while strengthening our social license to operate. This inclusive approach will help us position ourselves as a responsible employer of choice in the mining sector.

OCCUPATIONAL HEALTH AND SAFETY (OHS)

Overview

Ensuring the safety, health, and well-being of our workforce remains a strategic priority, embedded in our operational framework. Through a robust OHS strategy, we align with industry-leading standards to cultivate a zero-harm workplace across all sites.
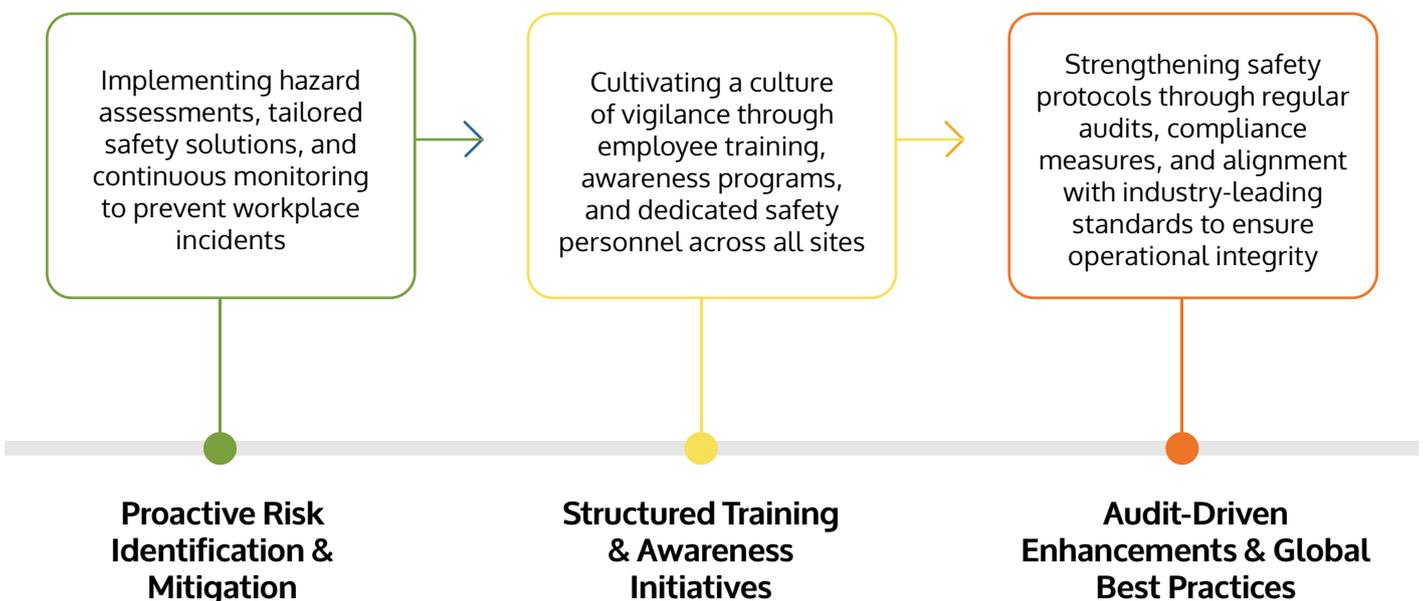
We strengthen our safety framework through cross-functional internal audits, third-party assessments, and structured mining safety committee reviews, ensuring continuous evaluation and enhancement of standards. These mechanisms drive transparent monitoring, swift incident resolution, and the integration of audit feedback into safety training for ongoing improvement.

As part of our commitment to operational integrity, we have introduced enhanced policies and performance-linked safety KRAs to drive accountability across all levels. By embedding risk mitigation strategies, leadership-driven safety programs, and corrective measures, we foster a workplace where safety is an intrinsic value. Our policies reinforce zero-harm principles, structured compliance, and a culture of vigilance, ensuring continuous advancement.

Through rigorous oversight, data-driven insights, and continuous refinement, we remain committed to maintaining the highest safety standards, ensuring a secure and future-ready work environment for all employees.

Our Approach

Our approach to OHS is rooted in a culture of continuous vigilance and proactive care. We prioritise regular, high-impact training programs and dynamic awareness initiatives that empower our workforce to recognise and respond to risks effectively. Supported by a dedicated team of safety professionals, we emphasize early hazard identification and comprehensive risk mitigation strategies. Through these efforts, we not only safeguard the well-being of our employees but also strengthen the resilience and reliability of our operations.

Implementing hazard assessments, tailored safety solutions, and continuous monitoring to prevent workplace incidents	Cultivating a culture of vigilance through employee training, awareness programs, and dedicated safety personnel across all sites	Strengthening safety protocols through regular audits, compliance measures, and alignment with industry-leading standards to ensure operational integrity
Proactive Risk Identification & Mitigation	**Structured Training & Awareness Initiatives**	**Audit-Driven Enhancements & Global Best Practices**

Targets and Progress in FY 2024-25

	SHORT TERM (1-2 YEARS)				
Target	Develop a comprehensive safety management system consisting of Safety Inspection (SI), Incident Management (IM), Contractor Safety Management (CSM), Process Safety Management (PSM) and High-Risk Activities in lines with ISO 45001	Achieve ISO 45001 certifications	Conduct health and safety trainings for 100% of permanent and contractual employees	Development of stringent SOPs for health and Safety across all sites	Focus on behavioural based safety initiatives for employees
Progress	All manufacturing sites have achieved ISO 45001 and stringent SOPs are present at mining sites	All manufacturing sites have achieved ISO 45001	Health and Safety Trainings for 100% of permanent and contractual employees is carried out and being sustained.	All sites of EMIL maintain stringent SOPs for health and safety of employees. The SOPs ensures statutory compliance as well as our group standard.	Behavioural based training (BBSO) has been provided to 100% management cadre employees. Each management cadre employee has been set KPI of conducting safety observation rounds to observe workers behaviour and intervene with action plan to improve safety behaviour.

MEDIUM TERM (3-4 YEARS)		
Target	Development of an app-based system to record injuries on real time basis	Conduct health and safety trainings for 100% of permanent and contractual employees
Progress	All units of EMIL business use the globally recognised app to record and manage incidents (injuries, near misses etc.)	All leaders of EMIL are being trained on the ABG flagship Safety Training "INSPIRE".

LONG TERM (4+ YEARS)		
Target	Achieve zero cases of injuries in the workforce	Aim for zero fatalities
Progress	Zero Lost Time Injury has been achieved in the year FY 2024 – 25. Continued efforts are being made to sustain the same.	Zero fatalities have been achieved in the year FY 2024 – 25. Continued efforts are being made to sustain the same.

Strategies

01. Health and Safety Policies

This year we introduced two new policies aimed at enhancing employee well-being and Workplace security.
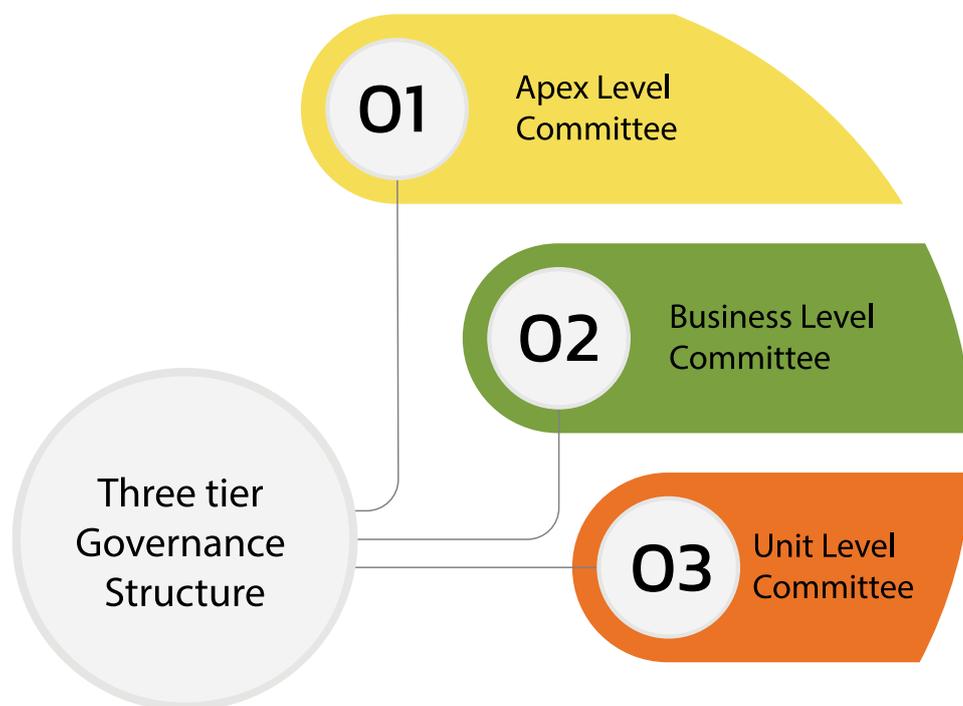

Our Health Policy focuses on prevention of occupational diseases and protection of the health and well-being of our employees, contractors, business partners, service providers, visitors and society at large by promoting preventive care, mental wellness programs, and access to medical support, ensuring a healthier work environment.

Our Safety Policy is committed to continually improve safety practices and performance, and to protecting our employees, contractors, business partners, service providers, visitors and society at large for any harm by reinforcing strict safety measures, emergency preparedness, trainings and compliance with industry regulations.

02. Strategic Safety Governance Framework

Our three-tier Safety Governance System serves as a cornerstone for ensuring accountability, proactive risk mitigation, and operational excellence). Designed to drive leadership engagement, standardised safety oversight, and continuous performance enhancement, this structured approach integrates safety management across all levels of operations.

Three tier Governance Structure

01 — Apex Level Committee

02 — Business Level Committee

03 — Unit Level Committee

Apex Level Safety Committee

Chaired by the Managing Director, this high-level governance body convenes quarterly to shape safety strategies, review key initiatives, and ensure alignment with corporate safety directives. It provides executive leadership in policy formulation and performance monitoring to reinforce a zero-harm culture.

Business Level Safety Committee

Led by functional heads, this committee acts as a bridge between leadership and operational teams, reviewing safety performance across mining operations, manufacturing sites, and corporate functions. It ensures site-specific risks are addressed systematically, driving standardisation and compliance with industry benchmarks.

Unit Level Safety Committee

Managed by designated unit heads, these committees conduct monthly safety performance reviews, providing real-time risk assessments and escalating findings to the Business Level Committee. Their role in incident prevention, hazard detection, and corrective action implementation ensures that safety principles are embedded in daily operations.

03. Safety Analysis Methodology

Our safety analysis framework is built on proactive risk identification, incident trend assessment, and structured root cause analysis, enabling continuous safety enhancements across operations.

- Leading Indicator Trend Analysis: Safety Observations (SOs) conducted via the ENABLON BBSO module classify workplace risks into six key categories, generating trend insights that drive targeted safety interventions.

- Lagging Indicator Trend Analysis: Incident data is integrated into Lost Time Injury Frequency Rate (LTIFR) and Total Recordable Injury Rate (TRIR) assessments, with Root Cause Analysis (RCA) using TapRoot and Why-Why methodologies to identify systemic weaknesses and reinforce adherence to ABG Safety Standards.

- RCA of Safety Incidents:

  » Why-Why Analysis is deployed for Category 1 (First Aid cases, Minor fire with loss of production less than 1 hour, Property damage of value < $5000) and Category 2 (Medical Treatment Cases, Minor Fire/ Explosion with loss of production less than 4 hours, Property damage of value between $5000 and $15000) incidents, ensuring rapid identification of immediate and underlying causes to facilitate corrective actions.

  » TapRoot Analysis is applied to Category 3 (Lost Time Injury, Major Fire/Explosion with production loss exceeding 4 hours, Property damage exceeding $15,000) and above incidents, utilizing structured methodologies to pinpoint systemic failures and implement preventive measures through tools like SnapCharT and the Root Cause Tree.

04. EHS Dashboard

We are committed to strengthening workplace safety through a cloud-based Environmental Health and Safety (EHS) system that enables real-time tracking, analysis, and proactive risk management. By classifying incidents on a severity scale of 1 to 5, we ensure leadership has clear, actionable insights via a comprehensive dashboard, allowing swift and effective decision-making.

Through an 8-step Root Cause Analysis (RCA) powered by Enablon, we focus on identifying and addressing deep-rooted safety vulnerabilities rather than merely resolving symptoms. This approach ensures the implementation of long-term corrective measures, reinforcing compliance and operational integrity.
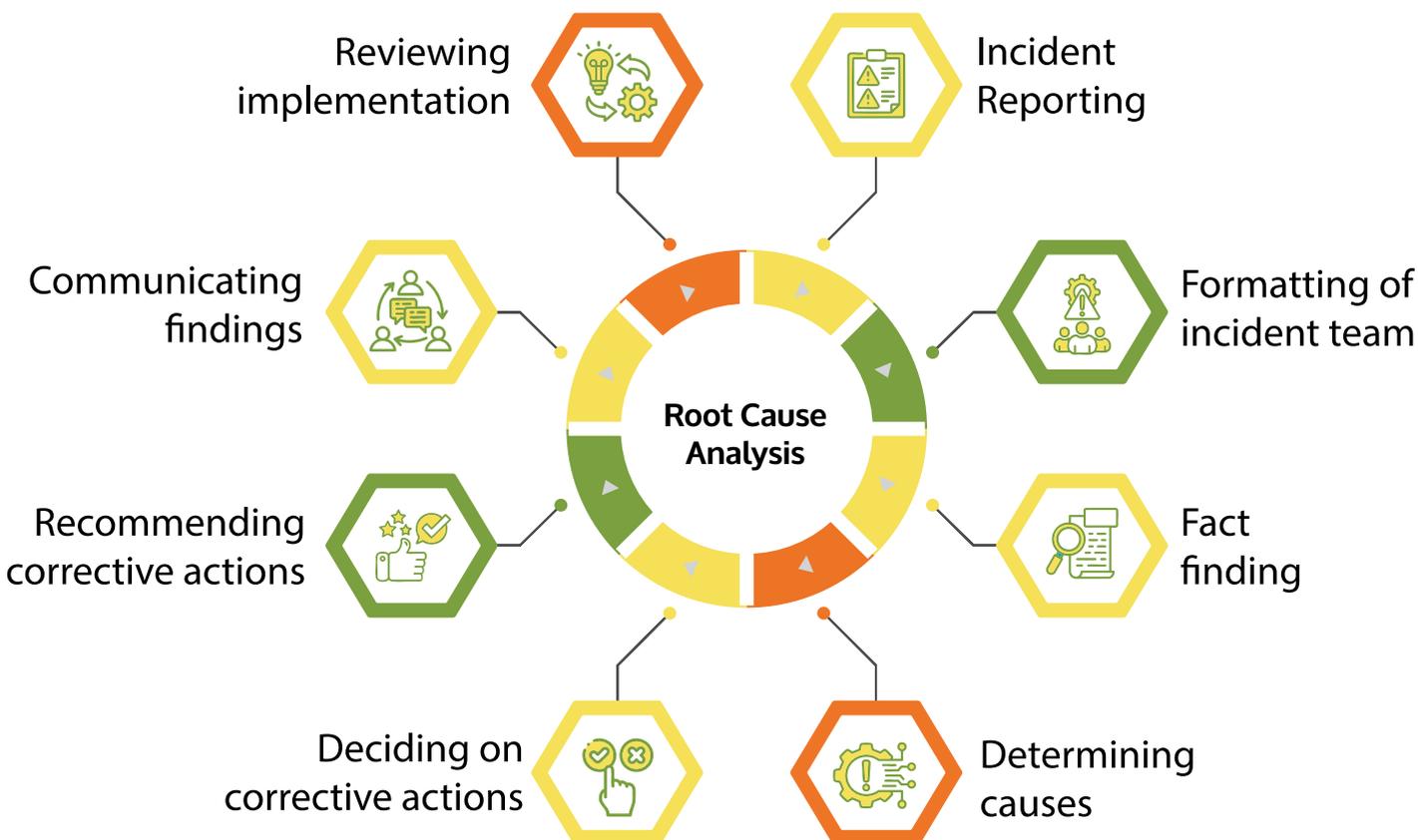
Safety excellence is at the core of our strategy; by embedding continuous improvement through audit-driven enhancements and strategic interventions, we cultivate a resilient workplace culture. With a rigorous review process guiding preventive action implementation, we remain committed to creating a future-ready framework that prioritises employee well-being.

05. Hazard Identification and Risk Assessment (HIRA) tool

Safety is a strategic priority, and we leverage the HIRA tool to proactively safeguard our workforce and operations. The tool enables us to systematically identify, evaluate, and mitigate risks associated with various operational activities. By integrating real-time hazard assessments into our safety framework, we strengthen workplace resilience and ensure compliance with industry best practices. The HIRA tool empowers us to implement targeted preventive measures, reducing incidents and fostering a culture of vigilance across all levels of the Organisation.

06. Embedding Safety Excellence into Performance Metrics

Safety is not just a compliance mandate but a core pillar of operational excellence and accountability for us. To embed a zero-harm culture, we have integrated safety performance into our Key Result Areas (KRAs), linking 10% of KRAs directly to workplace safety. Additionally, we have introduced penalties for non-compliance, reinforcing our unwavering commitment to upholding safety standards at all levels. This ensures that safety is not just a priority but a measurable, strategic imperative, aligned with our long-term business objectives.

Our approach elevates risk management from obligation to leadership accountability, ensuring that adherence to safety protocols reflects operational integrity and effectiveness. By incorporating clear safety benchmarks, proactive hazard assessments, and stringent compliance measures within KRAs, we foster a workplace where safety is embedded in every decision and action.

> **10% of leadership KRAs are now directly aligned with safety performance metrics, reinforcing our accountability and a zero-harm workplace culture**

07. Robust Audit Systems & Compliance

Cross-Functional Internal Audits: Facilitating collaboration across teams to identify potential risks, assess safety measures, and enhance operational protocols through structured auditing processes. These Internal audits conducted by multidisciplinary teams have helped identify gaps against ABG sustainability standards, leading to targeted action plans for continuous improvement.

Third-Party Safety Assessments: Strengthening oversight through third party audits ensuring compliance with industry standards and reinforcing accountability. Two EMIL sites, NFA and RCML, successfully underwent rigorous corporate-level Aditya Birla Safety Audit Program (ABSAP) evaluations this year, conducted by DNV-certified external auditors, ensuring compliance with industry best practices.

Mining Safety Committees & Training Integration: Conducting regular committee meetings to uphold safety standards, while incorporating audit feedback and incident records into ongoing safety training programs for continuous improvement.

Progress Tracking

Table: Key Performance Indicators

Work related injuries	FY 2024-25	FY 2023-24	FY 2022-23
Fatal incidents	0	1	1
Lost Time Injury	0	3	1
Lost time Injury Frequency Rate (LTIFR)	0	0.55	0.29
Unsafe Acts and Unsafe Conditions	8,600	8,601	2,255

We have demonstrated a commendable improvement in workplace safety over the past three financial years. Most notably, FY 2024–25 recorded zero fatal incidents and zero lost time injuries, marking a significant milestone in our journey toward a zero-harm environment.

The Lost Time Injury Frequency Rate (LTIFR) dropped from 0.29 in FY 2022–23 to 0.55 in FY 2023–24, and then to 0.00 in FY 2024–25, reflecting the effectiveness of our proactive safety measures and employee awareness programs.

While reports of Unsafe Acts and Unsafe Conditions remained high, we are constantly working to ensure that potential risks are identified and addressed before escalation. This increases unsafe act reporting by Pro-effective hazard identification by the workforce.

Overall, our safety performance showcases a strong commitment to continuous improvement, prevention-focused strategies, and a deeply embedded safety-first mindset across all levels of the Organisation.
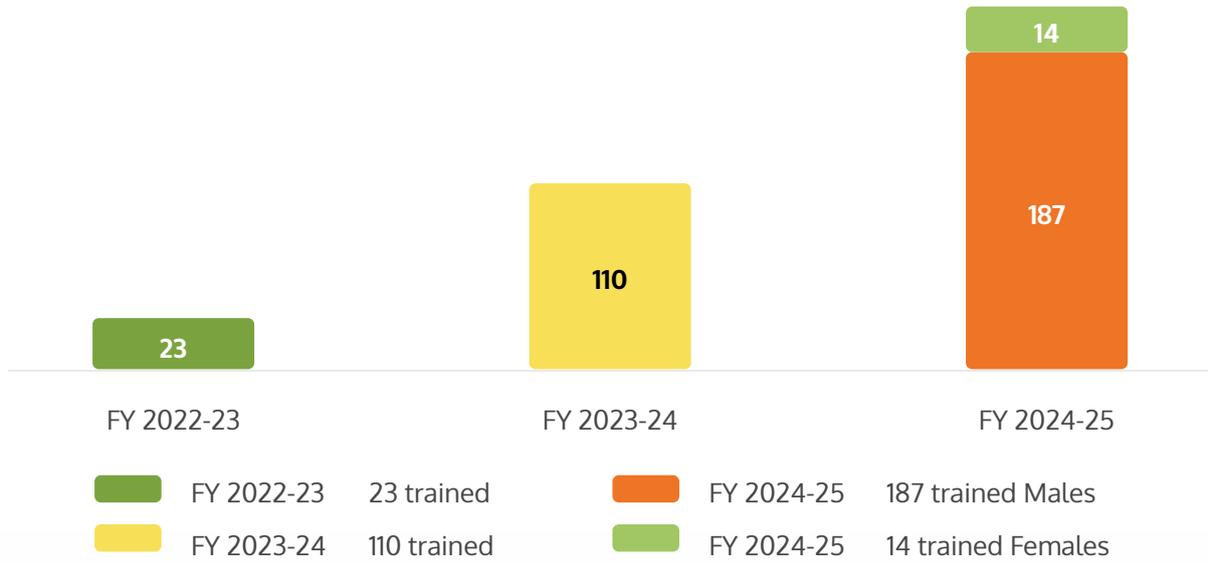
Employee Wellness and Training

Employee well-being extends beyond workplace safety, forming an essential part of our ESG strategy. Through a structured Occupational Health Management System, we ensure that 100% of our workforce is covered under a proactive health and wellness framework.

A comprehensive Qualitative Exposure Assessment allows us to identify potential workplace health risks, leading to targeted programs that mitigate occupational exposures. To actively support our employees' health, we implement comprehensive health initiatives that include regular screenings, seminars, wellness programs, and access to high-quality healthcare services. Additionally, 100% of employees receive accident insurance coverage, access to non-occupational health and medical services, and a group life insurance policy, ensuring comprehensive benefits for the entire workforce.

In FY 2023-24, we expanded our health and safety training initiatives, reaching 110 employee

and workers, a significant rise from the 23 trained in FY 2022-23. This momentum continued into FY 2024-25, where training was further extended to 201 employees, reinforcing our commitment to workforce well-being and preventive healthcare.

EMPLOYEES AND WORKERS TRAINED ON HEALTH AND SAFETY MEASURES

	FY 2022-23	23 trained		FY 2024-25	187 trained Males
	FY 2023-24	110 trained		FY 2024-25	14 trained Females

Bar chart values: FY 2022-23: 23; FY 2023-24: 110; FY 2024-25: 187 (Males) + 14 (Females)

This sustained growth in training participation reflects our proactive approach to occupational health, ensuring broader employee engagement, deeper awareness of workplace risks, and improved safety preparedness across operations.

Progress of Safety Initiatives Previously Implemented

Our commitment to fostering a robust safety culture is reinforced through the continuous implementation of structured and impactful initiatives that drive accountability and excellence across operations.

Reward & Recognition Program

A monthly safety recognition framework acknowledges employees who actively contribute to enhancing workplace safety. Personnel are recognised for infrastructure-driven improvements and for identifying and addressing unsafe conditions, ensuring proactive risk mitigation. "Safety Champions" are celebrated at MD Connect, with top performers from each unit receiving additional recognition at the Annual Mining Day event.

Implementation of Learnings from Incidents (Black Corner Notices)

We systematically integrate safety learnings from other ABG business units, ensuring that best practices and incident insights drive improvements. Action plans are developed for all applicable Black Corner Notices, with progress closely monitored during monthly safety meetings to ensure alignment with preventive strategies.

Leadership-Driven Safety Reinforcement

The Inspire Leadership Program, introduced in Fiscal Year 2024, continues to strengthen leadership accountability in safety. By embedding visible felt leadership principles, the program ensures that safety remains an intrinsic part of decision-making across all levels of leadership. Additionally, the introduction of performance-linked safety KRAs enhances accountability and reinforces structured safety governance.

Behaviour-Based Safety Observation

BBSO training remains an ongoing initiative for all management cadre and above, ensuring consistent evaluation and reinforcement of proactive safety behaviours. Observations gathered during safety rounds are digitally recorded and managed, enabling data-driven insights that further strengthen workplace safety culture.

Initiatives introduced in FY 2024-25

In **FY 2024-25**, several key initiatives were introduced to reinforce workplace safety, enhance risk identification, and drive operational excellence:

- **Kiosk-Based Induction Training and Certification:** The implementation of automated training kiosks at the NFA unit has standardised contractor induction assessments, issuing official training passports to affirm competency.

- **Digitised Safety Observation Management:** We have transitioned to a fully digitised platform for safety observations, improving tracking, closure efficiency, and data-driven analysis across all units.

- **Incident Management Integration:** Implemented through Enablon, enhancing documentation and monitoring of safety-related incidents.

- **Heat-Stress Management:** Introduced at mining sites, ensuring access to clean water, electrolytes, and workforce rotation to reduce the impact of extreme temperatures.

- **Serious Injury and Fatality Prevention Program (SIFP):** A safety-enhancement initiative identifying high-risk activities, ensuring compliance, and implementing corrective measures.

- **Enhanced Access Control for Electrical Panel Rooms:** Manufacturing units have adopted biometric-controlled digital locking systems, ensuring that only authorised, trained personnel can access electrical panel rooms, thereby reducing electrical safety risks.

- **MD Connect Sessions:** Facilitating the exchange of safety best practices across sites, with effective strategies scaled to broader locations.

Site specific initiatives introduced:

- **Process Safety Management Program:** Conducted at IoBP and NFA sites to strengthen process-related safety measures.

- **AR/VR-Based Operator Training:** At Belas Cement Unit, operators now receive Augmented Reality (AR) and Virtual Reality (VR) training, simulating critical operations such as Heavy Earth Moving Machinery (HEMM) safety and Line of Fire awareness, fostering immersive, job-specific skill enhancement.

- **AI-Powered Safety Monitoring:** IoBP Pilot Project utilizes AI-driven cameras to detect non-compliance with safety protocols. Ongoing refinements aim to achieve an 80% accuracy threshold before deployment across all our sites.

- **Qualitative Exposure Assessment (QLEA):** RCML unit has implemented QLEA methodologies to proactively assess and minimise employee exposure to operational health hazards, reinforcing preventive risk management.

CASE STUDY

OHS Excellence and Five-Star Rating at ACML

Challenge: Establishing a Robust Safety Framework

ACML, operational since FY 2023, faced the challenge of implementing a comprehensive OHS system in a new mining project. Ensuring compliance, stability, and proactive risk mitigation was critical to building a safe workplace.

Intervention: Strategic Safety Initiatives

To address these challenges, ACML engaged expert consultants to develop a Safety Management Plan, including scientific stability studies and SOPs for operations and emergencies. Key initiatives included:

- BBSO Program launched in FY 2024 to train frontline leaders in proactive safety interactions.
- INSPIRE Leadership Safety Training completed in FY 2025 to reinforce leadership accountability.
- Vocational Training Centre upgrades with digital learning tools for enhanced contractor safety training.
- Industry-best practices, including fire-fighting systems, fatigue sensors, and proximity sensors integrated into heavy machinery.
- Traffic safety improvements with alerting masts and structured vehicle management.
- Walkie-talkie communication system for improved coordination.
- Seasonal safety preparedness, addressing heat stress and monsoon-related risks through specialised measures and regular mock drills.

Outcome: Five-Star Recognition

These strategic interventions enabled ACML to achieve OHS excellence, leading the Indian Bureau of Mines (IBM) to award a prestigious Five-Star Rating following a rigorous assessment.

Enhancing Contractor Workforce Training at EMIL

Challenge: Ensuring Effective Safety Training: We faced the challenge of equipping contractor personnel with essential safety skills across manufacturing and mining sites while improving engagement and retention.

Intervention: A Comprehensive Training Approach: We implemented tailored induction programs—a one-day classroom training for manufacturing units and an 18-day vocational program for mining units—to ensure compliance and competency. To enhance effectiveness, technology-driven innovations were introduced:

- NFA Unit: KIOSK-based assessments validate learning, issuing certificates and training passports upon completion.

- Bela Location: AR/VR training provides immersive safety simulations for deeper comprehension.

- All Locations: Standard classroom training is enhanced with visual aids like projectors and large displays for improved retention.

  Outcome: Strengthened Workforce Preparedness: These initiatives improved hazard recognition, risk mitigation, and standardised safety compliance, reinforcing EMIL's commitment to operational excellence and contractor safety leadership.

Way Forward

We remain steadfast in our commitment to advancing workplace safety, continuously refining risk mitigation, governance, and operational integrity. A key focus area is contractor safety management, where we will enhance pre-qualification processes, on-site supervision, and safety performance monitoring, ensuring a shared safety culture across all operations. In parallel, we plan to implement a Process Safety Management (PSM) framework, specifically targeting operations involving hazardous materials and complex processes to systematically identify, evaluate, and control risks.

To further strengthen incident prevention, we will launch a Serious Injury & Fatality (SIF) Prevention Program, proactively identify high-risk scenarios and implement critical controls to mitigate potential hazards. Recognising the impact of environmental conditions on employee well-being, we will integrate heat stress monitoring, employing both qualitative (symptom-based) and quantitative (instrument-based) assessments to drive timely interventions and protective measures. Additionally, to enhance driving safety in mining operations, we will introduce a Vehicle Tracking System (VTS) for Heavy Earth Moving Machinery (HEMM). This system will enable real-time monitoring of vehicle location, speed, and route adherence, allowing for data-driven improvements and proactive risk mitigation.

These initiatives reinforce our zero-harm philosophy, embedding safety deeply into our operations through audit-driven improvements, structured compliance measures, and leadership engagement. By leveraging cutting-edge technology and proactive risk management strategies, we remain committed to delivering a safe, resilient, and future-ready work environment for all.

CYBER RESILIENCE

Overview and Approach

At EMIL, we believe technology isn't just an operational asset, it's the backbone of responsible mining and sustainable growth. Our approach to cyber resilience is holistic, integrating advanced digital tools, internationally recognised standards, and a people-first culture of security awareness. With operations spread across diverse geographies and rooted in a labour- intensive industry, we rely on a resilient digital framework to protect what matters most, our data, our people, and our trust with stakeholders.

All our operational sites and core digital functions continue to be ISO 27001:2013 certified for Information Security Management Systems. This certification, reinforced by regular surveillance audits and internal financial controls, reflects our ongoing commitment to safeguarding information assets and ensuring business continuity.

Targets and Progress

	Short Term (1-2 years)	Medium Term (3-4 years)	Long Term (4+ years)
Target	Automate the data collection process. Strengthen internal audit systems. Revisit the data privacy policy. Identify software and systems for climate related risks and monitoring of ESG KPIs creation of a real time dashboard to track performance	Conduct regular risk assessments and due diligence for IT systems	Regular and periodic IT audits
Progress	We are steadily advancing our digital initiatives to enhance efficiency, security, and oversight. Key efforts such as automating data collection, strengthening internal audit systems, and revisiting the data privacy policy are currently in progress. We are also assessing tools to improve system monitoring and performance tracking, alongside regular IT audits and risk assessments to reinforce infrastructure resilience. These ongoing developments reflect our proactive approach to building a robust and future-ready IT environment.		

Strategy

We have consistently focused on establishing and strengthening our cyber resilience in the past and remain committed to advancing these efforts now and in the years ahead. Our initiatives are continuously monitored through well-defined KPIs, internal audits, system-generated reports, and regular stakeholder feedback.

Some of these initiatives include:

- Installing CCTV-based safety monitoring systems.
- Deploying IoT sensors to monitor fuel consumption and enhance fleet tracking through geo-positional technology.
- Rolling out digital business cards, SaaS-based IT asset maintenance systems, and centralised project tracking tools.
- Digitising and archiving all physical records at the BCML site with retrieval access enabled at the Head Office.
- Introducing Incident Management Systems and a cloud-based Vendor Management System to reduce IT downtime and enhance operational security.

CASE STUDY

Smart Safety: AI-Powered Transformation at Essel Mining's IOBP Plant

Challenge

In a high-risk, large-scale manufacturing environment like our IOBP plant in Basantpur, Odisha, manual safety monitoring was falling short. PPE violations, over speeding, and other risks went undetected, threatening worker safety and regulatory compliance.

Solution

We have deployed an AI Integrated Video Analytics System, transforming passive CCTV infrastructure into an intelligent, real-time safety enforcement tool. The system autonomously detected violations like helmets, vests, crowding, fire, smoke, and speeding and triggers instant alerts via the PA system.

Results

- Reduction in safety violations

- 24/7 automated monitoring replaced manual checks

- Real-time alerts enabled rapid corrective action

- Data insights drove targeted safety interventions

- Cost savings through reduced incidents and downtime

- Stronger safety culture with heightened accountability

- Future-ready operations aligned with evolving standards

Impact

This initiative redefined safety at IOBP, turning compliance into a proactive, intelligent system. It reflects our commitment to innovation, operational excellence, and putting safety first.

CASE STUDY

ACML's Remote Connectivity Breakthrough: Adaptive Multi-node Communication System

Challenge

ACML, located in the remote terrains of Singrauli, Madhya Pradesh, faced a critical bottleneck: no stable mobile network. This severely impacted operations, delayed digital transformation, and hindered real-time decision-making. Mining applications, IoT systems, and communication tools were paralysed by poor connectivity.

The Opportunity

ACML envisioned a robust mobile infrastructure to unlock digital mining capabilities. But the path was steep no ISP was willing to take on the challenge.

The Breakthrough Partnership

After persistent negotiations, one renowned cellular service provider agreed to deploy a 4G mobile tower at no implementation cost, marking a game-changing collaboration.

Joint Commitments

ACML Provided

After persistent negotiations, one renowned cellular service provider agreed to deploy a 4G mobile tower at no implementation cost, marking a game-changing collaboration.

- Land for tower setup
- Power supply infrastructure
- Security for the tower
- Purchase of 100 CUGs, 50 Mbps ILL link, and IoT SIMs

The Cellular Network Service Provider Delivered

- Structural tower design and installation
- Antenna and equipment placement
- Environmental and safety compliance
- Regulatory approvals
- Ongoing monitoring and maintenance

Impact

Quantitative Benefits

- ₹2 Cr+ saved in capital expenditure
- Increased CLTV from customer M/S THDC
- Higher productivity via GSM-enabled mining applications
- Faster decisions with real-time data flow

Qualitative Benefits

- Live vehicle tracking now delivers real-time updates
- Scalable infrastructure ready for future growth
- Improved customer satisfaction and loyalty
- Community upliftment through mobile access, internet, and banking

ACML turned a remote connectivity crisis into a strategic win. With zero implementation cost and full digital enablement, the **Adaptive Multi-node Communication System** is more than infrastructure it's a launchpad for innovation, efficiency, and inclusive growth.
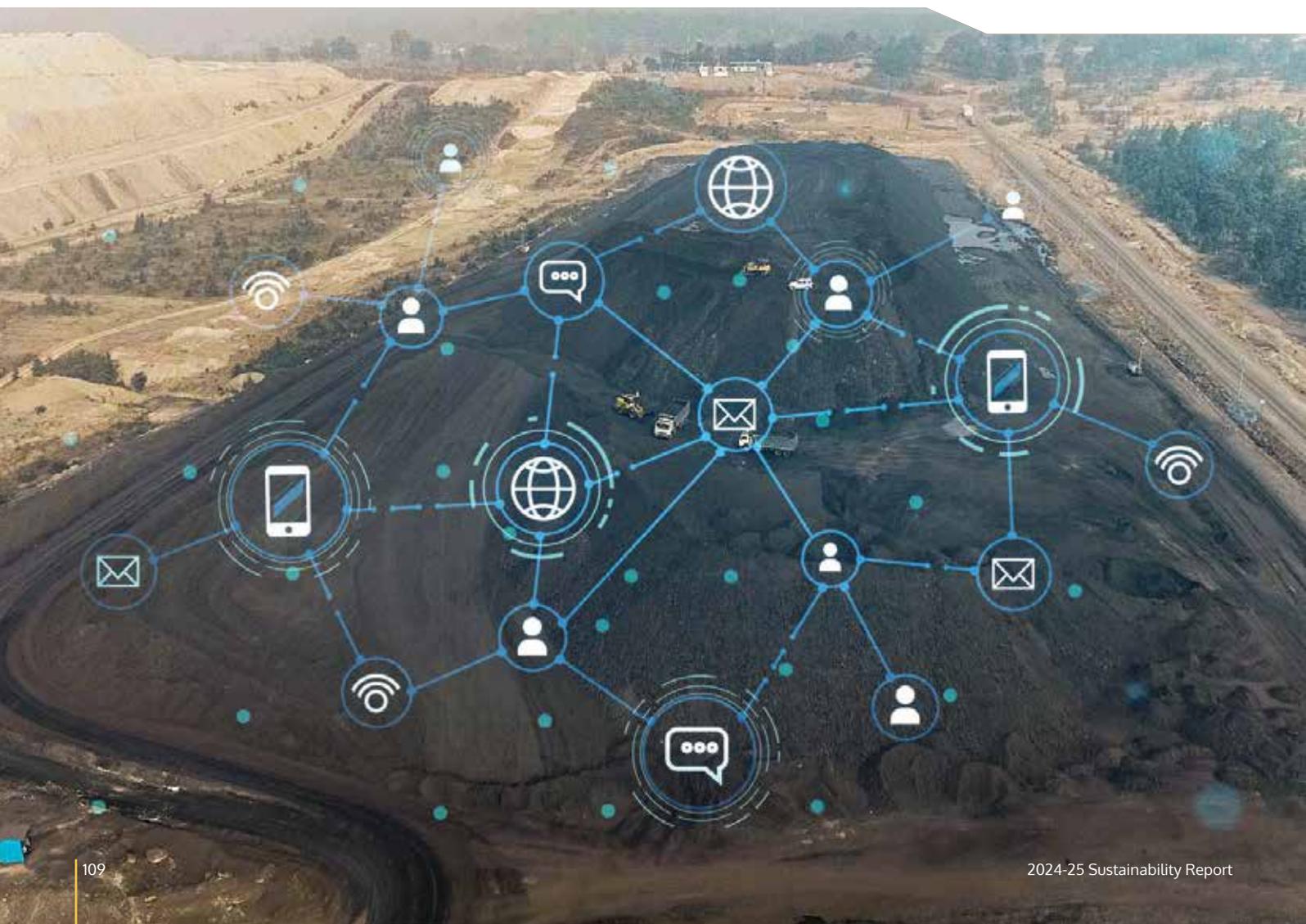
Testimonials

> "
> The ability to retain customers for longer periods of time, which reduces attrition and increases profitability by maintaining a stable customer base, Reduced downtime when network or service is unavailable due to failures or maintenance
>
> **Bikram Sahu**
> **Coal In-charge**

> "
> Significant improve in cellular connectivity across the entire mines area with nearby villages and enhanced performance of live vehicle tracking dashboard with real-time updates
>
> **Mahendra Sikarwar**
> **Head Logistics**

> "
> Created a reliable foundation to roll out new Digital transformation initiatives in line with the Organisation's strategic vision.
>
> **Ram Lakhan Singh**
> **Operation Head**

Way Forward

We are not just Digitising processes but strengthening our digital backbone to withstand challenges and ensure a resilient future. Looking ahead, our cyber resilience journey will evolve with: Moving forward, we are focused on deepening our cyber resilience through the following key strategies:

- **Automation and Intelligence:** Automate our data collection mechanisms across departments and introduce AI-enabled tools to assess climate-related and operational risks.

- **Digital ESG Dashboard:** Develop a real-time dashboard to track and analyse key ESG performance indicators, ensuring transparency and compliance.

- **Training and Awareness:** Continue monthly IT and cybersecurity trainings with planned interventions from our Human Resource Department, aiming to build a strong security culture from the ground up.

- **Infrastructure Strengthening:** Collaborate with telecom providers to further improve data and voice connectivity across sites, laying a stronger foundation for digital growth.

- **System Modernisation:** Expand the Document Management System (DMS) across all locations to eliminate physical dependencies and support data traceability and access.

HUMAN RIGHTS

Overview and Approach

At EMIL, we recognise that mining is a labour-intensive industry that inherently engages a broad spectrum of individuals, workers, local communities, and stakeholders across every stage of our operations. Operating in regions with diverse social and economic contexts, we are mindful of the potential impacts on access to land, community resources, health and safety, and livelihoods. Responsible mining must be people-cantered, and our enduring commitment to human rights underpins this approach.

To strengthen this commitment, we have developed a comprehensive Human Rights Policy grounded in internationally recognised standards. This policy provides a robust framework for promoting dignity, equity, and respect throughout our value chain.

Looking ahead, we plan to implement a structured human rights due diligence framework. This initiative will identify, evaluate, and address human rights risks within our operations and supply chains. By embedding these practices into our operational processes, we aim to foster transparency, strengthen accountability, and build long-term trust with our stakeholders. Through this approach, we not only fulfil our ethical and legal responsibilities but also contribute to resilient communities and create lasting, shared value in the regions we serve.

Targets and Progress

SHORT TERM (1-2 YEARS)		
Target	Develop a human rights policy aligned with global standards	Develop a framework for HR Due Diligence and Conduct (HRDD)	Provide trainings/refresher to relevant workforce on human rights
Progress	EMIL has developed and operationalized a comprehensive Human Rights Policy that reflects our commitment to ethical and responsible business practices.	We have adopted a framework of Mining industry HRDD developed by Aditya Birla Group. This framework is developed in line with the requirements of the following key international documents: ● The United Nation's (UN) Guiding Principles on Business and Human Rights ● The International Bill of Human Rights ● The principles concerning fundamental rights set out in the International Labor Organisation's (ILO) Declaration on Fundamental Principle's and Rights at Work	EMIL has conducted targeted human rights training for employees to enhance awareness and understanding of ethical practices across our operations. Details on participation metrics are available in the Progress Tracking section. We also have conducted a detailed training programs for the relevant team members at the unit level. We have identified 3-5 team members in all the unit along with selected team members at HO level were trained to conduct HRDD. The team include representatives from sustainability, procurement, human resources, CSR, employee relations and operations team.

MEDIUM TERM (3-4 YEARS)	
Target	Conduct a human rights assessment across all sites to assess the understanding of human rights protection amongst the employees and worker
Progress	As part of our commitment to human rights, we are currently preparing to undertake a site-wide assessment aimed at gauging awareness and understanding of human rights protections among our workforces.

LONG TERM (4+ YEARS)	
Target	Conduct HRDD across 100% sites to ensure no human rights violation occurs on the premises
Progress	We are committed to and planning to conduct human rights assessments across all sites in the near future, aiming to enhance workforce awareness and understanding of human rights protection.

Strategies

Table: Details of training given to employees

Gender	No. of participants
Male	61
Female	20
Total	81

3 female and 26 males out of these 81 were provided with detailed training on human rights. The training was provided to the representatives from sustainability, procurement, human resources, CSR, employee relations and operations team.

Way Forward

We remain steadfast in our commitment to integrating human rights considerations into all aspects of our operations. As we move ahead, we will conduct HRDD at all the sites and mitigation action plan will be prepared. Our priority will be the implementation of a structured human rights due diligence framework. This forward-looking initiative will enable us to proactively safeguard the rights of individuals and communities linked to our business. By continuously evolving our practices in alignment with global standards, we aim to set new benchmarks for ethical conduct within the mining industry.

SUPPLY CHAIN AT EMIL

The Supply chain, a multifaceted process in the mining sector, consists of extraction, processing, transportation, and delivery of minerals and resources. It addresses essential factors such as regulatory compliance, environmental impact, and sustainability. Technological innovations such as automation of equipment and real-time data monitoring are increasingly being adopted to enhance efficiency, reduce costs, and improve safety of employees across mining sites. Efficient management of the complexities of the supply chain is crucial for meeting global market demands and ensuring the consistent availability of essential materials.

At EMIL, sustainability is being integrated into all aspects, from operations to a supplier screening process. We are planning to employ a comprehensive cross-check approach, where potential vendors will be assessed based on pre-assessment or expressions of interest to understand their operational practices. For all the contracts, we will introduce sustainability and safety related conditions in the work order. Sustainability is our shared responsibility and a guiding principle. It forms the foundation for all our ongoing improvement efforts, including plans to integrate secondary screening processes that focus on sustainability indicators within our suppliers' manufacturing practices. By adopting this strategy, we not only enhance resilience against external mega trends but also foster a transparent and sustainable supply chain capable of meeting evolving environmental, legal, and societal challenges. EMIL's vendor management strategy is meticulously designed to encompass all aspects of bribery, corruption, ethical practices, human rights, and sustainability. We intend to implement a structured cross-check methodology that spans from initial vendor registration through to bidding processes and the release of requests for quotes (RFQ). This automated system ensures efficiency and alignment with our critical business needs.

Aligned with Aditya Birla Group's supply chain code, our vendor management strategy promotes traceability and resource conservation throughout our supply chain. We emphasize safety, health, and the protection of human rights in all our vendor interactions. Through initiative-taking communication of standards to suppliers, we foster collaboration and promote continuous advancements in sustainability practices. This positions the ABG group as a leader in ethical sourcing, operational excellence, and further ensures long-term viability. We are actively integrating ESG practices and ethical policies specific to the mining industry, with a strong focus on eradicating child labour within our value chain. Our comprehensive approach includes stringent local labour policies, biometric attendance systems, and regular site assessments by resolute safety engineers and managers. Adherence to sustainability clauses and strict enforcement of age-related restrictions are standard practices supported by regular inspections and audits to ensure compliance with our ethical standards. For example, access to the premises requires verification by our team before the central agency issues the access pass. Even labour replacements by contractors undergo thorough verification to uphold our stringent standards. In the past few decades, our vigilance has successfully maintained a record of zero reported cases of child labour across all our mining operations, demonstrating our unwavering commitment to responsible and sustainable mining practices.

Our business operates across two primary segments: mining and manufacturing.

MINING

Extraction/Sourcing
Extraction from Mines

Business
- BCML • RCML
- SCML • ACML

MANUFACTURING

High grade (60% + fe) and Low grade (58-60% fe) fines taken from local vendors

IoBP

Beneficiation:
Upgrades low grade iron ore to higher quality for use as feed in DRI, Sinter and Pellet Plants

Pelletizing Process:
Converts high grade ore into pellets by mixing with biners, forming, drying, heating and cooling.
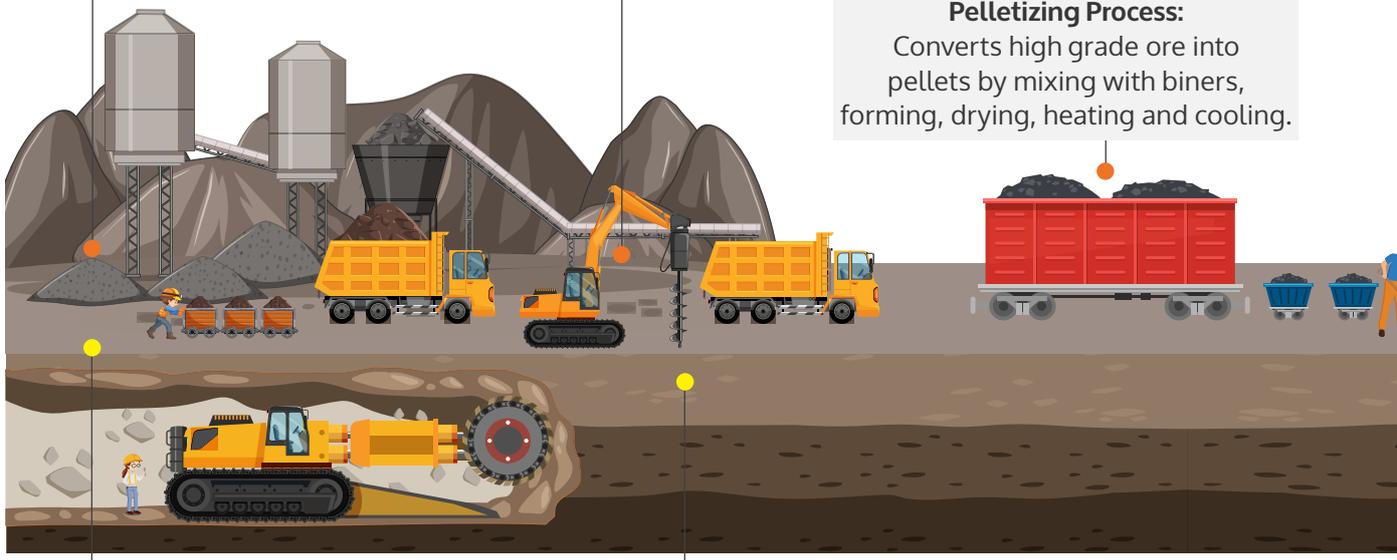
Vanadium Sludge (waste) from Alumina Plant

NFA

Processing of Vanadium sludge for Vanadium Pentoxide

Process
Processing of Coal

Value Added Product
Coal

Consumer
Coal based power plants or Industries

Waste

Burnt Oil

Tailings

Iron Pellets

Aluminum Industry

Authorised Vendor

Ferro Vanadium

Steel Industries

Waste

Solid Waste

Gypsum

227ton of Gypsum waste send to cement industry
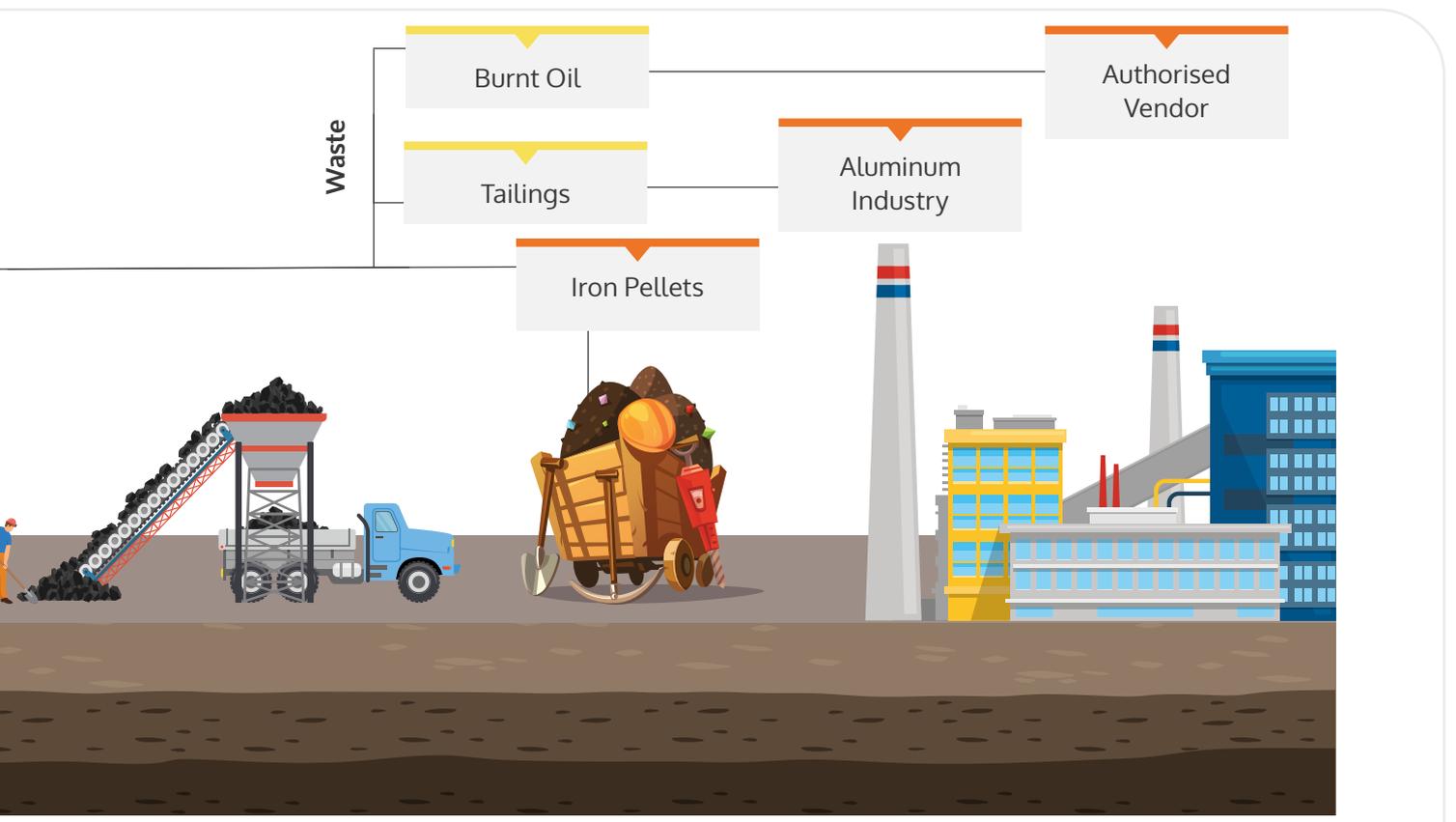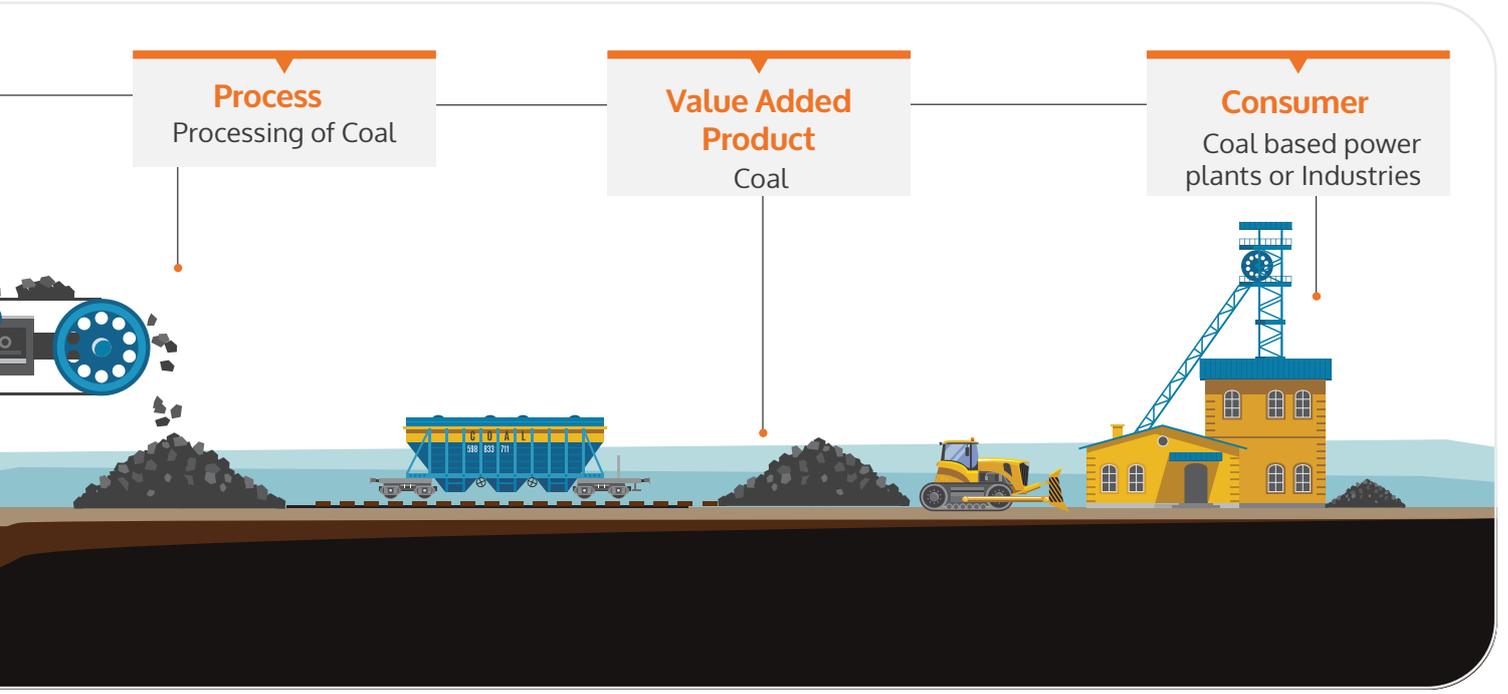
Mining

Our coal mining activities at RCML, ACML, SCML and Bandha encompass the extraction, processing, and distribution of coal to a diverse range of industries or power plants. This integrated strategy across mining and manufacturing allows us to maximise resource efficiency and provide our industrial clients with high-quality products.

Manufacturing

At NFA Vapi, our upstream operations begin with sourcing vanadium-bearing waste from an aluminium plant. This material is processed to produce ferro vanadium, a key value-added product. Alongside ferro vanadium, the process also generates solid waste and gypsum. We supply ferro vanadium to the steel industry and sell gypsum to the cement industry.

At IOBP, we source high-grade and low-grade iron fines from local suppliers. Low-grade fines are upgraded before being processed together with high-grade ore into iron pellets. These pellets are then delivered to the steel industry. By products such as tailings and burnt oil are responsibly handled and sold to authorised dealers.

We are dedicated to building a sustainable supply chain at EMIL. Strong supplier partnerships and initiative-taking cooperation are the bedrocks of our Responsible Stewardship. This strategy not only elevates our performance and adaptability but also cultivates a connected ecosystem that benefits all involved. We look ahead, focused on doing better and contributing to the fight for sustainability in every way and ensuring that our supply chain remains a competitive edge within the market. We aim to build a transparent and traceable supply chain that allows stakeholders to monitor and verify the sustainable practices across our value chain. At present, we incorporate human rights clauses such as child labour, equal compensation, etc., and in the future, we aim to expand the same and mention clauses related to environment, social, and governance.

CORPORATE SOCIAL RESPONSIBILITY (CSR)

Empowering Communities, Enabling Futures

At EMIL, our commitment to CSR stems from the belief that inclusive growth is fundamental to sustainable business success. We recognise that our mining operations are deeply interwoven with the social fabric of the communities in which we operate. Guided by our core philosophy of Empowering Communities, Enabling Futures, we strive to uplift lives, facilitate access to essential resources, and create enduring shared value.

Our CSR strategy is aligned with the UN Sustainable Development Goals (SDGs), national development priorities, and tshe expectations of our stakeholders. Beyond regulatory compliance, we regard CSR as more than a statutory obligation- it is our **social license to operate** and an ethical commitment to the long-term well-being of our communities. Our CSR initiatives are overseen by a dedicated CSR Committee comprising senior management and Board-level

representation, in accordance with Section 135 of the Companies Act, 2013. The committee meets periodically to review the progress of CSR programmes, evaluate outcomes, and ensure alignment with our strategic priorities.

	SHORT TERM (1-2 YEARS)	MEDIUM TERM (3-4 YEARS)	LONG TERM (4+ YEARS)
Target	• Continue engaging and upskilling the local communities through CSR programs • Set a target to hire workforce from the local communities	• Implement employee volunteering schemes • Conduct strategic CSR activity with a thematic intervention approach	• Review of need/impact assessment for the CSR programs
Progress	• CSR projects focused on upskilling, education, healthcare and infrastructure development of local communities. • Local people hired for interventions	• Launch skills-based volunteering aligned to thematic CSR priorities via vetted NGOs, with clear policies, targets, and impact metrics.	• Impact assessment carried out for 4 of Healthcare CSR interventions

Our CSR lifecycle follows a four-stage approach

NEED ASSESSMENT	PLANNING	EXECUTION	MONITORING
Field-level diagnostics to identify key gaps and opportunities	Structured programme design in collaboration with implementing partners and local authorities.	On-ground roll-out through trusted partners and internal oversight	Continuous performance tracking using qualitative and quantitative metrics to assess impact.

KEY CSR FOCUS AREAS

Education & Skill Development

Health & Sanitation

Livelihood & Women Empowerment

Environmental & Rural Infrastructure

In line with our commitment to inclusive growth and social responsibility, EMIL has strategically channelled its CSR investments into projects that create long-term value for communities. For FY 2024 - 25, the Company spent a total of ₹11.27 Crores towards CSR initiatives, in compliance with Section 135 of the Companies Act, 2013.

Our CSR spending is categorized into two key areas:

- **One-time Projects: ₹5.49 crores**
  These projects were designed to address immediate developmental needs, focusing on health camps, education support, and local community upliftment through targeted interventions.

- **Ongoing Projects: ₹5.78 crores**
  These initiatives are structured for sustained impact and span multiple years. They include flagship programmes in education, skill development, women empowerment, healthcare access, and environmental sustainability, aligned with our long-term vision for community development.

  All CSR expenditures have been duly approved by the Board, based on recommendations of the CSR Committee, and are in accordance with the Company's CSR Policy.

KEY PROGRAMMES OF 2024-25

EMIL's contribution to society through their philanthropic efforts can be recounted across education, skill development, livelihood trainings, woman empowerment and health campaigns.

01. Education

Education

A Balwadi has been established in the Baiga community of Tendua Panchayat to support children of marginalised community. The project aims to engage children aged 3 to 6 in creative learning activities, fostering cognitive, social, emotional, and physical development to prepare them for formal schooling. The Balwadi emphasizes overall growth, including language development, motor skills, and social interactions, through group activities, storytelling, singing, and games. We can witness that, children who were previously without structured educational support are now attending the Balwadi program.

Digital Learing at Schools

The Digital Learning Ecosystem initiative at Adarsh Vidya Mandir schools in Ambabari and Jawahar Nagar, Rajasthan, uses advanced educational technology to enrich learning. Launched in September 2022, it equips classrooms with smart tools like tablets, robotics kits, and the Edufront Learners App, while providing training for teachers and students. The program fosters creativity and problem-solving through interactive projects and gamified challenges. It has led to a 30% rise in student participation and a 20% improvement in assessments. With active community engagement and professional development, the initiative prepares students for future success and aims to expand into advanced STEM education.

Livelihood and Women Empowerment

Skill Development and Women Empowerment

Eight girls completed a one-month residential training in Beautician Stitching at the Rural Self Employment Training Institute (RSETI) Center in Waidhan, receiving certificates. Among the Beautician trainees, Mrs. Seema Basor advanced her skills and pursued a career as a beautician, relocating to Waidhan to join SHARP Beauty Parlor as a trainee, earning ₹6,000 monthly. In Stitching Training, three women initiated home-based work, earning between ₹2,000 and ₹3,000 monthly. This training empowered participants with skills for self-employment, enhancing their economic independence and contributing to their community's development.

Eleven youths enrolled in Fitter Electrician trades at Nalanda Pvt ITI Institute, Waidhan, after passing the written exam. Additionally, twenty-four youths completed a three-month training under SANKALP and joined NCL, Waidhan as apprentices, earning ₹6,000 monthly. SANKALP, supported by the World Bank, aims to enhance skill development across India.

Nineteen women received silk reeling training, supported by the MP Government, which provided Ghicha machines at no cost. Twelve women formed the Maa Durga Resham Dhaga Sewa Sahayta Samooh group and opened an account at PNB Bagadeeh Waidhan. A production center in Tendua village, involving 11 women, enabled them to earn ₹1,000-₹4,000 monthly from home. They produced 24.78 kg of silk thread, selling it at ₹5,800/kg. Initially, the company assisted with purchasing raw materials, machines, and essentials. This program helped generate additional income and increased their family's value.

Health and Sanitation

Health Campaigns

The Aditya Birla Education Trust's Mpower Mind Matters program continues to advance mental health advocacy across India. Focused on creating a stigma-free environment for individuals facing mental health challenges, the initiative employs a multifaceted approach that includes awareness campaigns, clinical services, outreach programs, and academic collaborations. Highlights from the year include events such as World Suicide Prevention Day, interactive workshops, and the release of the Mpower anthem. Clinical care is provided through centres located in Mumbai, Bengaluru, Kolkata, Pune, and New Delhi, with further outreach through campus-based foundations like those at BITS Pilani and BK Birla College. Through partnerships with over 900 Organisations, including schools, NGOs, corporates, and government bodies, the initiative has directly impacted more than 38 Lakh individuals over nine years. Youth-centric programs such as Oorja Cell have reached over 300,000 students and trained 10,000+ teachers in mental health first aid.

CASE STUDY

Free Medical Support for Economically Weaker Patients

In partnership with GD Birla Medical Research & Education Foundation

Location: Pune, Maharashtra

Project Year: Initiated: FY 2021-22 | Impact assessment carried out in FY 2024-25

About the Initiative:

To bridge the healthcare divide for financially constrained communities, EMIL collaborated with the GD Birla Medical Research and Education Foundation to provide **free diagnosis, treatment, and surgical support** at the Aditya Birla Memorial Hospital. The initiative ensured **quality healthcare access** to vulnerable populations who could not afford medical intervention.

Key Impact

- **600 patients** identified and treated
- 93% received treatment **free of cost**
- 52% belonged to **marginalised communities**
- **High female representation**: 59% of beneficiaries
- 43% of treated patients reported feeling "**a lot better**" post-care

Budget & Reach

- **CSR Spend**: ₹2.00 Crores
- **Direct Beneficiaries**: 600+ underserved patients
- **Demographic**: Predominantly low-income, illiterate/semi-literate urban poor

Social Impact

This initiative addressed:

- Improved **quality of life**, reduced out-of-pocket health expenses, and promoted healthcare equity
- **SDG 3**: Good Health & Well-being, **SDG 10**: Reduced Inequalities

- Supported the **Ayushman Bharat and National Health Policy 2017** goals

CASE STUDY

Free Medical Support for Economically Weaker Patients

In collaboration with Aditya Birla Sankara Nethralaya, Kolkata

Location: Kolkata, West Bengal

Project Year: Initiated FY 2022-23 | Impact assessment carried out in FY 2024-25

About the Initiative:

To combat preventable blindness and improve access to advanced eye care, EMIL partnered with Aditya Birla Sankara Nethralaya to install cutting-edge diagnostic devices: Cirrus 6000 Angioplex and Clarus 700 Ultrawide Field Fundus Camera. The initiative brought state-of-the-art retinal diagnostics within reach for economically weaker sections of society.

Key Impact

- 4,500+ diagnostic tests conducted in FY 2023-24
- 1,384 patients underwent OCT-A tests
- 2,617 COP tests for 1,308 patients
- 977 FFA tests conducted
- 92% reported improved diagnostic experience
- 100% patient comfort during procedures
- 84% patients completed tests in under 10-15 minutes

Budget & Reach

- CSR Spend: ₹1.35 Crores
- Direct Beneficiaries: 4,500+ patients
- Service Coverage: Over 70 cities across 6 states

Social Impact

- Reduced financial burden - 59% received services free of cost
- Enabled timely, accurate diagnoses of retinal disorders, especially among semi-urban and rural patients
- **SDG 3**: Good Health & Well-being, **SDG 5**: Gender Equality, **SDG 10**: Reduced Inequalities

- Supports: National Health Policy 2017, Ayushman Bharat, and National Programme for Control of Blindness and Visual Impairment (NPCBVI)

CASE STUDY

HPV Vaccination to Prevent Cervical Cancer

In partnership with Cancer Patients Aid Association (CPAA)

Location: Navi Mumbai, Jalgaon, Buldhana, Satara - Maharashtra

Project Year: Initiated FY 2022-23 | Impact assessment carried out in FY 2024-25

About the Initiative:

Cervical cancer remains one of India's most critical public health challenges. In a strategic collaboration with CPAA, EMIL undertook a **preventive vaccination drive for cervical cancer** by administering **free HPV vaccines** to girls and women aged 9 **to 45 years**, particularly from low-income and marginalised backgrounds. The programme spanned across urban and semi-urban areas, ensuring **equitable access to life-saving vaccines**.

Key Impact

- **4,000 female beneficiaries** vaccinated
- **64%** were school students
- **71%** were unaware of the vaccine prior to the drive
- **94%** recognised the health importance of the vaccine
- **57%** recommended it to others in their community

- **91%** expressed satisfaction with the vaccination experience
- **90%** experienced no health issues post-vaccination
- Vaccines administered at **no cost** (market price ₹3,500/dose)

Budget & Reach

- **CSR Spend**: ₹1.5 Crores
- **Direct Beneficiaries**: 4,000 women and girls
- **Delivery Channels**: Municipal schools, hospitals, community camps

Social Impact

- Reduced future cancer burden, medical costs, and promoted health equity
- SDG 3: Good Health & Well-being, SDG 5: Gender Equality, SDG 10: Reduced Inequalities

- Aligned with: **National Health Policy, National Adolescent Health Program (Rashtriya Kishor Swasthya Karyakram - RKSK), National Program for Prevention and Control of Cancer, Diabetes, Cardiovascular Diseases & Stroke (NPCDCS), Rashtriya Bal Swasthya Karyakram (RBSK)**

CASE STUDY

Lifeline Express (LLE): Free Multi-Speciality Care for Rural India

In partnership with Impact India Foundation

Location: Surajpur district, Chhattisgarh

Project Year: Initiated FY 2022-23 | Impact assessment carried out in FY 2024-25

About the Initiative:

EMIL, in collaboration with Impact India Foundation, rolled out the **229th Lifeline Express** which is India's iconic hospital-on-wheels at Kamalpur Gram Railway Station in Chhattisgarh. This 21-day mobile hospital programme delivered **free medical and surgical services** to underserved rural populations, addressing deep-rooted gaps in healthcare access.

Key Impact

- **3,238 patients** screened and treated
- **Eye (61%)** and **Dental (22%)** treatments were most common

- **21%** of beneficiaries received surgery, including cleft lip and orthopedic corrections
- **66%** had untreated conditions prior to LLE
- **28%** were diagnosed with unknown conditions - boosting early detection
- **95%** said LLE addressed **unmet healthcare needs**
- **74%** were fully cured; **17%** referred for further care
- **67%** rated their health improvement as 'Good' or 'Very Good'
- **Assistive aids** like spectacles, hearing aids, and orthopedic devices distributed across
- treatment areas

Budget & Reach

- **CSR Spend:** ₹1.09 Crores
- **Direct Beneficiaries:** 3,200+ patients
- **Delivery Platform:** Lifeline Express Train (Stationed at Kamalpur Gram, Surajpur)

Social Impact

- Reached **marginalised groups**: 67% from reserved categories, 57% women, and majority with <₹1 lakh annual income
- Reduced preventable disabilities, improved quality of life, and instilled health awareness in remote communities
- **SDG 3**: Good Health & Well-being

- **Aligned with:** National Health Policy, BRSR Principles 2 & 8

Environment and Rural Infrastructure

Azolla Farming Project

The Azolla project by EMIL has helped improve livestock feed with 25-30% richer in protein, vitamins and essential minerals. Under this programme, farmers were encouraged to dig a 10x3x2 feet pit for Azolla cultivation for their livestock feed where nineteen farmers from Dewari, Tendua and Bandha village participated. They observed that azolla fed goats gained 2.81kg after 45 days, while those on traditional feed gained only 1.05kg of weight. This helped farmers negotiate better prices with local buyers for their goats.

Vermicomposting

Nineteen farmers were trained for capacity building in vermicomposting, facilitated by the Horticulture Department. Out of the nine vermicomposting units created, five farmers installed and filled vermi bags which helped each farmer harvest 600kg of vermicompost who sold it for 10 rupees per kg. The next phase consisted of four more farmers installing vermi bags which fetched 600kg vermicompost, selling it for ₹6000 of additional income.

CASE STUDY

Integrated Community Development

The Concern India Foundation's 2024-25 Annual Report highlights the Integrated Village Development Project (IVDP) in Talcher and Chhendipada Blocks, Angul District, Odisha, supported by EMIL. The project aims to empower marginalised communities by focusing on women's empowerment, youth skill development, and community livelihood programs across nine villages impacted by industrialization. Key objectives include enhancing employment opportunities through skill training, promoting health and hygiene awareness among adolescents, and refurbishing schools to improve learning environments.

Community mobilisation was crucial, involving 27 stakeholder meetings across nine villages with 818 participants, including villagers, SHG members, ASHA workers, and teachers. The project emphasised participatory beneficiary selection and active engagement. Training for 190 women from 52 SHGs focused on financial management, conflict resolution, and leadership development, significantly improving competencies.

Livelihood development was a key strategy, offering sustainable income opportunities through backyard poultry farming and goat rearing, benefiting 112 women. The project promoted kitchen gardens by distributing seed kits to 100 farmers and fruit trees to 152 families. Additionally, 200 women agricultural labourers received spraying machines, while 239 farmers received Dhanicha seeds for sustainable farming. Skill training included tailoring centres in six villages for 90 women trainees, following the National Skill Development Corporation curriculum. Suraksha Life Skills sessions reached 358 students, despite challenges in initiating driving training. School infrastructure improvements included incinerators and RO water purifiers, benefiting 849 students and adolescent girls with better hygiene and clean water access. The project aims to further expand interventions to women's entrepreneurship, integrate technology and climate-resilient innovations into farming practices, building empowered, resilient, & self-reliant rural communities in Angul District, Odisha.

Way Forward

EMIL will expand its CSR programmes to reach more underprivileged communities with a sharper focus on measurable outcomes. We will prioritise education, primary healthcare, water and sanitation, and climate-resilient community infrastructure, while scaling skills and livelihood support for youth and women. Our goal is lasting impact - better learning, healthier families, more jobs, and stronger, self-reliant communities.

GOVERNANCE PILLAR

"Upholding Excellence through Ethical Governance"

Overview and Approach

At EMIL, governance is the cornerstone of our commitment to operational excellence and responsible business practices. We uphold the governance principles set forth by the Aditya Birla Group, ensuring that every decision and action reflects our dedication to integrity and compliance. Our approach is anchored in six foundational pillars – Transparency & Disclosure, Accountability and Integrity, Ethics, Monitor, Review, and Control – each designed to foster trust, enhance stakeholder confidence, and drive sustainable growth. We believe that true leadership is built on trust, transparency, and unwavering integrity.

Our commitment to accountability means that every action, every choice, and every strategy is driven by a deep responsibility to our stakeholders. Through continuous monitoring, rigorous oversight, and a proactive approach to risk management, we ensure that our governance framework remains resilient and forward-thinking. By embedding these principles into our corporate framework, we reinforce a culture of ethical leadership, rigorous oversight, and strategic accountability, empowering us to navigate challenges while consistently delivering value to our stakeholders.

Transparency & Disclosure

Accountability & Integrity

Control

SIX FOUNDATIONAL PILLARS

Ethics

Review

Monitor

Targets and Progress

01	Transparency and Reporting

SHORT TERM (1-2 YEARS)

Target	Report the company's ESG performance as per the Global Reporting Initiative (GRI) standards	Conduct a gap assessment as per the Business Responsibility and Sustainability Report (BRSR) requirements
Progress	EMIL has successfully published its Sustainability Report aligned with GRI standards, ensuring transparency and public accessibility of ESG disclosures.	A detailed gap assessment was conducted to evaluate the alignment with BRSR requirements. Following this, EMIL has initiated formal reporting under the BRSR framework, reinforcing its commitment to structured ESG disclosures.

MEDIUM TERM (3-4 YEARS)

Target	Develop systems in line with the requirements of BRSR	Participate in Carbon Disclosure Project (CDP)	Align KPIs with International council on mining's and metals (ICMM), Sustainability Accounting Standards Board (SASB)
Progress	Systems aligned with BRSR requirements have been developed and initiated, with implementation steadily maturing across key operational areas to support robust ESG reporting.	EMIL is still maturing in its ESG journey and steadily progressing toward deeper integration. Participation in CDP and alignment of KPIs with ICMM and SASB frameworks are recognised as future priorities, with efforts planned to advance in these areas.	

LONG TERM (4+ YEARS)

Target	Participate in Dow Jones Sustainability Indices (DJSI) ratings
Progress	EMIL recognises the importance of global ESG benchmarks and plans to pursue participation in the DJSI ratings as part of its future sustainability roadmap.

02	Strategic Stakeholder Engagement

SHORT TERM (1-2 YEARS)

Target	Develop a stakeholder engagement plan with defined frequency of communication	Conduct a stakeholder engagement survey and disclose the same	Review the grievance redressal mechanisms for different stakeholders	Review the relevant requirements of Aditya Birla Group (ABG) Guidance Note 74 for supplier management

SHORT TERM (1-2 YEARS)

Progress	EMIL recognises the critical importance of stakeholder engagement and is committed to strengthening its ESG governance. As part of its maturing process, it plans to develop a structured engagement plan, conduct and disclose stakeholder surveys, review grievance redressal mechanisms, and align supplier management practices with ABG Guidance Note 74.

MEDIUM TERM (3-4 YEARS)

Target	Need based assessments for stakeholder engagement	Implementation of ABG GN 74 in the context of EMIL
Progress	Both the need-based stakeholder engagement assessments and implementation of ABG Guidance Note 74 within EMIL remain in the pipeline, with plans to initiate them as the company continues to strengthen its ESG governance framework	

LONG TERM (4+ YEARS)

Target	Stakeholder engagement surveys and scores
Progress	As EMIL continues to mature its ESG governance framework, it plans to conduct stakeholder engagement surveys and disclose corresponding scores to strengthen transparency and responsiveness.

03	Risk Management

SHORT TERM (1-2 YEARS)

Target	Include climate related risks in the responsibility of the Risk Management Committee	Identify climate related risks
Progress	EMIL acknowledges the importance of identifying climate-related risks and integrating them into its governance framework. As ESG maturity progresses, these actions are planned for future implementation.	

MEDIUM TERM (3-4 YEARS)

Target	Integrate climate risk in the enterprise risk registers	Integrate Task Force on Climate-related Financial Disclosures (TCFD) recommendations in risk management systems	Revisit the Risk management framework
Progress	As ESG maturity progresses, these actions are planned for future implementation.		

LONG TERM (4+ YEARS)

Target	Develop an integrated governance and oversight process for risk management
Progress	As ESG maturity progresses, these actions are planned for future implementation.

04	Roles & Responsibilities	

SHORT TERM (1-2 YEARS)

Target	Link Key Managerial Personnel (KMP) KPIs with ESG parameters in the financial review	Identify ESG criteria to be included as a part of KPIs in performance reviews
Progress	As ESG maturity progresses, these actions are planned for future implementation.	

MEDIUM TERM (3-4 YEARS)

Target	ESG to be embedded across committees with defined roles and responsibilities	Board meeting agenda should also include discussions on climate change adaptation and mitigation measures
Progress	As ESG maturity progresses, these actions are planned for future implementation.	

LONG TERM (4+ YEARS)

Target	Periodically revisit the roles and responsibilities as per the changing scenarios
Progress	As ESG maturity progresses, these actions are planned for future implementation.

05	Mine Closure & Mineral Resource Governance

SHORT TERM (1-2 YEARS)

Target	Define responsible mining KPIs which can include- • Ensure responsible extraction • Publish mine closure playbooks • Include mine closure considerations in overall operational plan of new mines • Adherence to regulations
Progress	As ESG maturity progresses, these actions are planned for future implementation.

MEDIUM TERM (3-4 YEARS)

Target	Link Key Managerial Personnel (KMP) KPIs with ESG parameters in the financial review	Identify ESG criteria to be included as a part of KPIs in performance reviews
Progress	As ESG maturity progresses, these actions are planned for future implementation.	

LONG TERM (4+ YEARS)

Target	Adhering to the Indian regulatory requirements and disclosure as per the global standards
Progress	As ESG maturity progresses, these actions are planned for future implementation.

GOVERNANCE HIGHLIGHTS

Board Composition (Total: 6 Directors)

5 (83.3%) — Male Directors

1 (16.7%) — Female Director

Independence Status

60% — Non-independent Directors

40% — Independent Directors

Executive Status

80% — Executive Directors

20% — Independent Directors

Average Attendance: 83.34%

Building a Resilient Governance Framework

Strategic Governance Framework

EMIL's governance framework is designed to foster ethical leadership, operational integrity, and long-term stakeholder trust. Anchored in six key pillars, the structure ensures that governance practices align with industry best standards and regulatory requirements. A well-defined hierarchy of decision-making supports strategic oversight and risk mitigation while maintaining agility in responding to evolving business dynamics. **The Board, along with its specialised Committees,** plays a central role in shaping corporate governance, ensuring that policies, compliance measures, and ethical principles are consistently upheld. This framework enables EMIL to drive responsible business practices, enhance stakeholder confidence, and create a resilient governance ecosystem that supports sustainable growth and value creation.

Board of Directors

Managing Director

Managing Team

BOARD OF DIRECTORS AT EMIL

Ms. Thomas M. Cherian
– Executive Director (Managing Director)

Thomas is a highly experienced mining professional with nearly 30 years at Tata Steel, where he held key leadership roles including Managing Director of Tata Steel Mining Ltd. He led the acquisition of chromite mining blocks and developed the chrome business and also managed Tata Steel's iron ore and ferro alloys divisions. A mining engineer from Osmania University, he has global experience including a greenfield iron ore project in Ivory Coast and holds management credentials from XLRI and INSEAD.

Mr. Sushil Agarwal
– Non-Executive Director

Mr. Sushil Agarwal is the Group CFO and Director at Aditya Birla Management Corporation Pvt. Ltd., the apex body of the Aditya Birla Group. With over 36 years at the Group, he has played pivotal roles in major mergers, acquisitions, and financial strategies. A Chartered Accountant and M. Com graduate, he is also a Non-Executive Director on boards of key Group companies like Grasim, Hindalco, and Vodafone Idea.

Mr. Giriraj Maheshwari
– Non-Executive Independent Director

Mr. Giriraj Maheswari, a Chartered Accountant with over 25 years of experience, leads business financing, legal, and accounts functions across multiple companies. He holds directorships in firms including Creative Products Pvt. Ltd., Pilani Investment and Industries Corporation Ltd., and Essel Mining and Industries Ltd. His promoter companies are active in Ready Mix Cement manufacturing and clearing & forwarding services across India. He also serves as a Trustee of Shankar Netralaya since 2021.

Mr. Ravindra Kastia
Non-Executive Independent Director

Ravi Kastia is the Founder of RJK Business Advisory, with over 43 years of experience in business strategy and performance improvement. A former member of Aditya Birla Group's Global Leadership Team, he played a key role in its growth from USD 3 to 40 billion. His expertise spans global business leadership, governance, and policy advocacy, with extensive board and industry association experience. Ravi is also a Harvard alumnus and a regular speaker at international business forums.

Ms. Deeksha Vats
– Non-Executive Director

Deeksha is a leading Sustainability Professional with 30+ years of experience across consulting and corporate sectors. As Group Chief Sustainability Officer at Aditya Birla Group, she drives strategic and operational transformation across global locations. Her prior roles include leading sustainability at Hindalco and advancing environmental initiatives across climate, energy, water, and biodiversity. She's also a regular speaker and contributor to industry forums and expert networks

The Board of Directors of EMIL, as of March 31, 2025, is led by Managing Director Mr. Thomas M. Cherian, who has over three decades of experience in the mining sector across geographies and is not related to any other Director on the Board. The Board consists of five Directors, including one female Director, who play a vital role in defining EMIL's purpose, values, and sustainability strategy. They are instrumental in identifying, reviewing, and managing economic, environmental, and social issues, driving the Company's commitment to responsible mining practices and sustainable development.

BOARD OF DIRECTORS AS OF EMIL AS OF 31ST MARCH 2025:

The Board of Directors has maintained a consistent and lean governance structure over the past three fiscal years, comprising one Executive Director and four Non-Executive Directors as of FY 2024-25. The Board also reflects stability in leadership and strategic oversight, with a continued commitment to gender diversity.
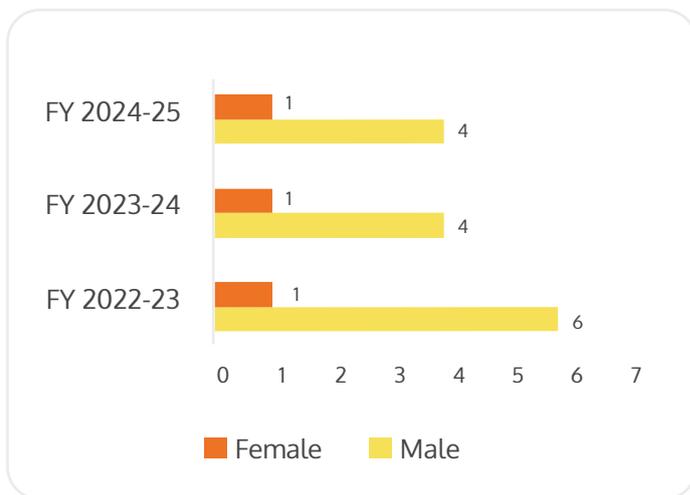
KEY CHANGE IN BOARD OF DIRECTORS IN FY 2024-25:

On August 8, 2024, a significant change was made to the Board of Directors with the appointment of Mr. Ravindra Kastia as a Non-Executive Independent Director after the completion of tenure of Mr. Sunil Kumar Daga, who previously held the position. This transition reflects the company's ongoing efforts to strengthen its governance framework and bring in fresh perspectives at the board level.

Susbsidary Companies

BCML
- Mr. Thomas M. Cherian (Non-Executive Director)
- Mr. Pavan Kumar Jain (Non-Executive Director)
- Mr. Arun Garg (Non-Executive Director)
- Mr. Ravindra Kastia (Independent Director)
- Ms. Neha Goel (Independent Director)

RCML
- Mr. Thomas M. Cherian (Non-Executive Director)
- Mr. Arun Garg (Non-Executive Director)
- Mr. Ravindra Kastia (Independent Director)
- Ms. Neha Goel (Independent Director)

02

04

01

03

05

SCML
- Mr. Thomas M. Cherian
  (Non-Executive Director)
- Mr. Arun Garg
  (Non-Executive Director)
- Mr. Sanjay Kumar Baid
  (Non-Executive Director)

ACML
- Mr. Giriraj Maheshwari
  (Independent Director)
- Ms. Neha Agrawal
  (Independent Director)
- Mr. Thomas M. Cherian
  (Non-Executive Director)
- Mr. Arun Garg (Non-Executive Director)
- Mr. Sanjay Tiwari (Non-Executive Director)

EMRL
- Mr. Deepak Acharya
  (Non-Executive Director)
- Mr. Sandeep Agrawal
  (Non-Executive Director)
- Mr. Arun Garg
  (Non- Executive Director)

Board Expertise

EMIL's Board is composed of professionals, industry leaders and experts who bring a wealth of experience across various sectors. Their deep understanding of governance, strategy, and risk management ensures that EMIL remains forward-thinking and resilient in an evolving business landscape. By leveraging diverse expertise, the Board provides insightful guidance, empowering the company to navigate challenges while fostering sustainable growth and ethical leadership

Board Attendance

At EMIL, active board participation is a key priority, ensuring that leadership decisions are well-informed and aligned with corporate objectives. The Board members uphold a strong commitment to governance by maintaining high attendance levels at meetings, engaging in meaningful discussions, and contributing their expertise to drive impactful decision-making. Their consistent involvement reflects EMIL's dedication to accountability and strategic oversight.

The composition of the Board of Directors and their attendance at the meetings are as under:

S. No.	Name	Category	Meetings attended during FY 25	% Attendance
01	Mr. Thomas Maliackal Cherian	Managing Director	6	100%
02	Mr. Sunil Kumar Daga*	Independent Director	3	50%
03	Mr. Giriraj Maheswari	Independent Director	4	66.7%
04	Mr. Sushil Agarwal	Non-Executive Director	6	100%
05	Ms. Deeksha Sharma Vats	Non-Executive Director	3	50%
06	Mr. Ravindra Kastia #	Independent Director	3	50%

* Retired as an Independent Director of the Company w.e.f. close of the business hours from 28th August, 2024

Inducted as an Independent Director of the Company w.e.f. 8th August, 2024

During the financial year, 6 (Six) Board Meetings were held on 26th April 2024; 11th June 2024; 8th August 2024; 3rd September 2024; 3rd December 2024 and 1st March, 2025. The intervening gap between the two meetings was within the time limit as prescribed under the Companies Act, 2013.

Board Evaluation

At EMIL, the annual assessment of the Board, its committees, and individual directors is a critical process to uphold governance excellence. Conducted by the Nomination and Remuneration Committee (NRC), the evaluation follows a structured framework, ensuring comprehensive insights into the effectiveness of leadership and governance processes. The assessment considers criteria approved by the Board, incorporating recommendations from the NRC. A detailed questionnaire covers key governance aspects, including the efficiency of Board and Committee operations, the roles of Independent and Non-Executive Directors, their contributions to discussions, and their ability to exercise independent judgment. To maintain objectivity, Directors, excluding those under evaluation assess the collective Board, individual members, and committees. The feedback is then compiled into a comprehensive report, offering strategic insights for continuous improvement, reinforcing EMIL's commitment to accountability, transparency, and strong corporate leadership.

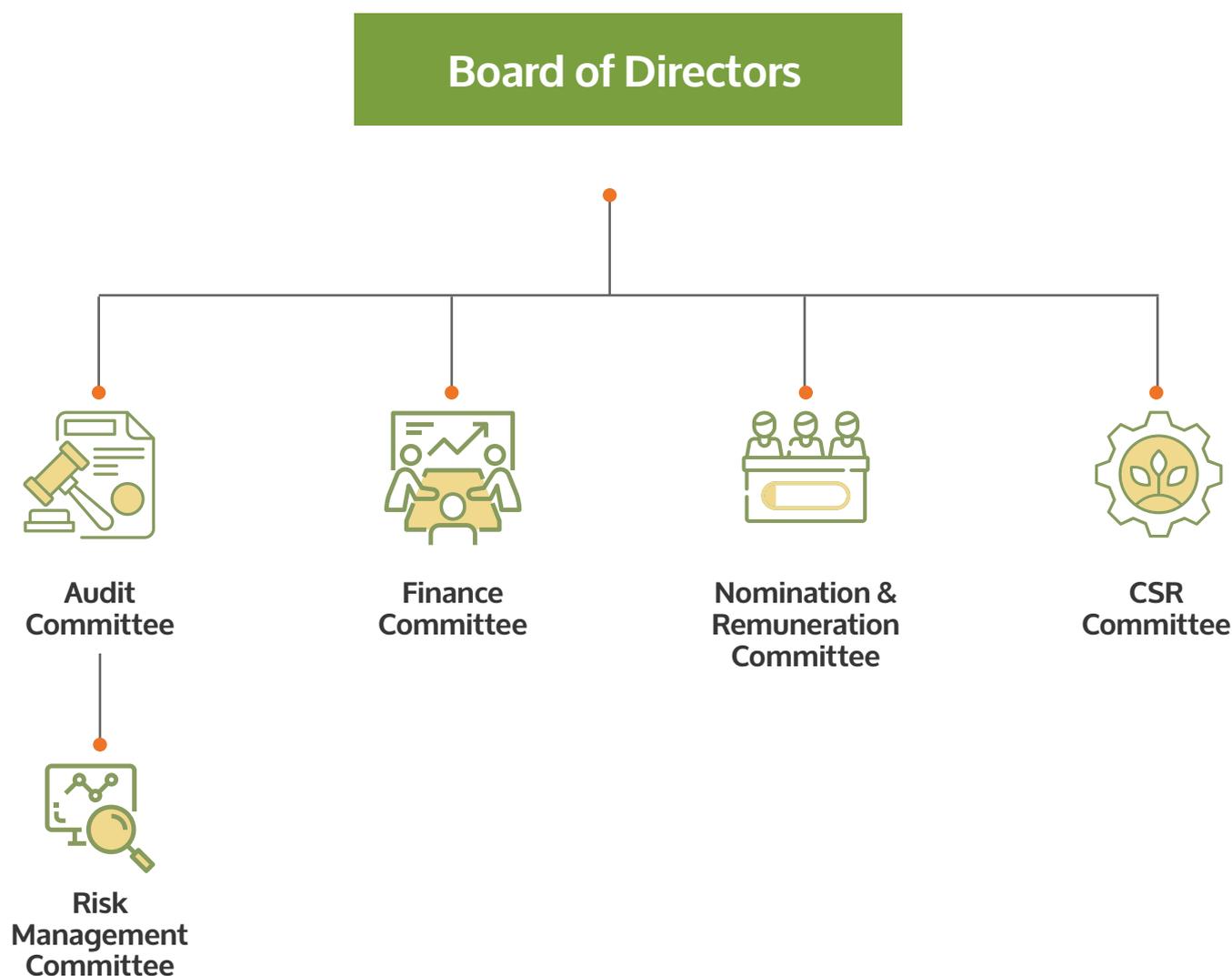| 01	02	03	04	05
Board Performance and Impact	Efficiency of Committee Operations	Duties and Role of ndependent and Non-Executive Directors	Meeting Engagement and Input	Application of Unbiased Decision-Making

Key Managerial Personnel

As of 31st March 2025, the Company's Key Managerial Personnel (KMP) comprise Mr. Thomas M. Cherian (Managing Director), Mr. Arun Garg (Chief Financial Officer), and Mr. Brundaban Behra (Company Secretary). Their leadership continues to uphold our unwavering commitment to sustainable development and ethical corporate governance.

Board Committees

To strengthen corporate governance, EMIL has established five specialised Committees, each operating under clearly defined terms of reference set by the Board. A majority of these committees are chaired by Independent Directors, ensuring objective decision-making and adherence to best practices. These committees oversee critical governance functions, such as financial oversight, risk management, ethics, sustainability, and corporate responsibility, fostering transparency and accountability across the Organisation. By providing expert guidance, evaluating policy effectiveness, and ensuring regulatory compliance, these committees play a vital role in maintaining EMIL's reputation as a responsible and ethical corporate entity. Their proactive approach to governance reinforces the company's commitment to operational excellence, stakeholder trust, and long-term success.

Board of Directors

- Audit Committee
  - Risk Management Committee
- Finance Committee
- Nomination & Remuneration Committee
- CSR Committee

EXECUTIVE MANAGEMENT

AUDIT COMMITTEE

The Audit Committee, established in line with Section 177 of the Companies Act 2013, is led by an Independent Director, consists of one Independent Director and one Non-executive Director as of March 31, 2025. It oversees financial reporting, reviews and approves financial statements, sets audit scopes, collaborates with internal and external auditors, and assesses the effectiveness of internal controls, including risk management and audit procedures

Members as of 31st March 2025:
- Mr. Ravindra Kastia (Chairman)
- Mr. Giriraj Maheswari (Member)
- Mr. Thomas M. Cherian (Member)

Roles and Responsibilities:
- Oversees financial reporting, reviews, and approves financial statements.
- Sets audit scopes and collaborates with internal and external auditors.
- Assesses the effectiveness of internal controls, including risk management and audit procedures.

In accordance with Section 178 of the Companies Act 2013, Nomination and Remuneration Committee was formed, which is led by an Independent Director Mr. Giriraj Maheshwari.

NOMINATION & REMUNERATION COMMITTEE

Members as of 31st March 2025:
- Mr. Giriraj Maheswari (Chairman)
- Mr. Ravindra Kastia (Member)
- Mr. Sushil Agarwal (Member)

Roles and Responsibilities:
- Identifies, recommends, and approves candidates for Management and Board positions.
- Evaluates the performance of the Board, Management Team, and other Committees.
- Recommends compensation for staff, Management Team, and Board members.

Under the Board of Directors' supervision, the Finance Committee, chaired by Independent Director Mr. Ravindra Kastia during FY 2024-25, ensures financial stability and resource availability.

FINANCE COMMITTEE

Members as of 31st March 2025:
- Mr. Ravindra Kastia (Chairman)
- Mr. Giriraj Maheswari (Member)
- Mr. Thomas M. Cherian (Member)
- Mr. Sushil Agarwal (Member)

Roles and Responsibilities:
- Ensures financial stability and resource availability.
- Oversees fund-based and non-fund-based facilities.
- Empowers officers and executives with delegated authority to pursue new business opportunities.

CSR COMMITTEE (GRI 413-1)	This Committee formulates, recommends, and monitors EMIL's CSR policy and is led by an Independent Director Mr. Giriraj Maheshwari. **Members as of 31st March 2025:** • Mr. Giriraj Maheswari (Chairman) • Mr. Ravindra Kastia (Member) • Mr. Thomas M. Cherian (Member) **Roles and Responsibilities:** • Formulates, recommends, and monitors EMIL's CSR policy. • Identifies initiatives aligned with Schedule VII and oversees implementation. • Determines appropriate expenditure for CSR activities. The Risk Management Committee (RMC) plays a crucial role in EMIL's corporate risk strategy, operating under the Board Audit Committee's oversight.
RISK MANAGEMENT COMMITTEE	**Members as of 31st March 2025:** • Mr. Thomas M. Cherian • Mr. Arun Garg • Mr.Navneet Jetly **Roles and Responsibilities:** • Identifies, assesses, and monitors Organisational risks for mitigation. • Reviews the management discussion and analysis report on the risks and concerns of the company.

Risk Management

EMIL's approach to risk management is both structured and proactive, ensuring resilience against potential threats while enabling strategic growth. Recognizing four primary risk categories – legal, operational, financial, and technical. EMIL has developed a robust Enterprise Risk Management (ERM) process that provides a comprehensive view of risk exposures. This consolidated perspective empowers the Organisation to make informed decisions that safeguard its operations and long-term stability.

The Risk Management Framework at EMIL is built on clarity, efficiency, and accountability. It facilitates seamless risk identification, management, and reporting, ensuring that both challenges and opportunities are addressed effectively. The company follows a bottom-up approach, where risks are identified at various operational levels and escalated systematically. A key pillar of this framework is the Risk Management Committee, the apex governing body overseeing risk-related initiatives. Reporting directly to the Board's Audit Committee, the Risk Management Committee ensures stringent governance through a well-defined leadership structure.

This Committee operates through the Corporate Risk Officer (CRO) at the enterprise level, supported by **Unit Risk Officers (UROs)** across business units. With key members including the **Managing Director, Chief Financial Officer, and Chief Human Resource Officer,** the Committee fosters a culture of responsibility and vigilance. By embedding risk awareness into its corporate principles, EMIL not only fortifies itself against uncertainties but also leverages risk as a catalyst for sustainable progress.

Corporate Risk Officer (CRO)

Audit Committee

Unit Risk Officers (UROs)
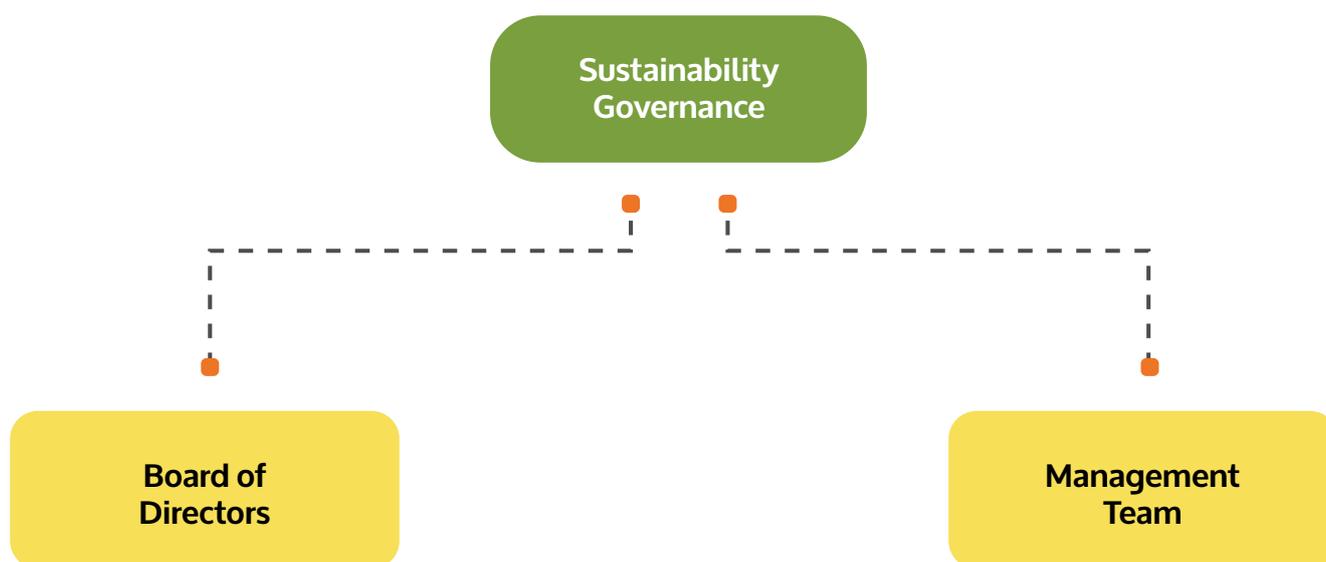
Risk Management Committee

Internal Control System

At EMIL, we maintain rigorous internal controls over our financial systems, ensuring precision, transparency, and compliance. These controls are structured across **three key levels – entity, process, and information technology**, allowing for a comprehensive approach to safeguarding assets and optimising financial operations. To maintain efficiency and adaptability, an **annual assessment** is conducted to evaluate their effectiveness and operational functionality. This structured approach strengthens corporate governance, enhances decision-making capabilities, and instils a culture of accountability.

Internal Financial Control

Entity Level

Process Level

Information Security Level
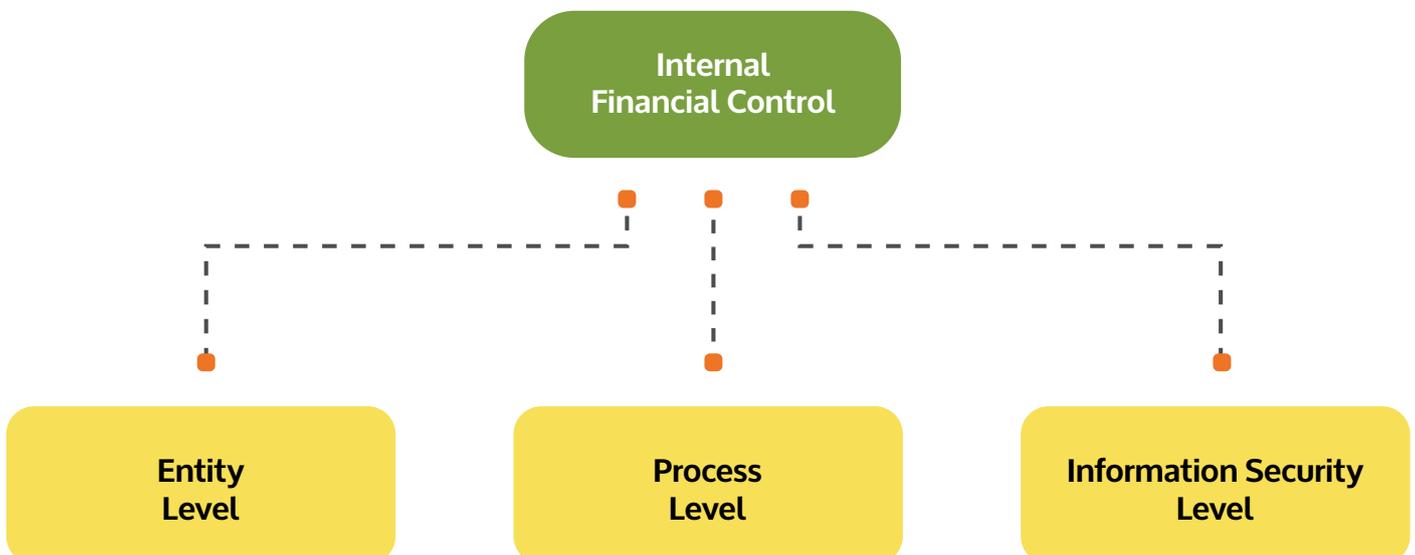
Sustainability Governance

Sustainability governance at EMIL is deeply embedded in its leadership structure, ensuring responsible decision-making and long-term value creation. The company's sustainability framework integrates the **Board of Directors and the Management Team**, fostering a cohesive approach to environmental, social, and governance considerations. The Management Team serves as a vital link between the Board's Committees and the Board of Directors, enabling seamless communication, strategic alignment, and enhanced oversight. This collaborative structure strengthens accountability, reinforces EMIL's commitment to ESG principles, and drives sustainable business practices that create lasting impact. By embedding sustainability into its governance framework, EMIL continues to advance its mission of responsible corporate stewardship while navigating evolving global challenges.

```
           ┌──────────────────────┐
           │    Sustainability    │
           │     Governance       │
           └──────────────────────┘
          ┌──────────────┴──────────────┐
  ┌──────────────┐              ┌──────────────┐
  │   Board of   │              │  Management  │
  │   Directors  │              │     Team     │
  └──────────────┘              └──────────────┘
```

Corporate Policies

EMIL is dedicated to upholding **ethical practices, sustainability, and data security** through its corporate policies, ensuring responsible decision-making and sustainable operations. They provide a structured framework for transparent decision-making, proactive risk management, and safeguarding critical data, reinforcing trust among stakeholders. By embedding environmental stewardship into its corporate strategy, EMIL actively contributes to sustainability efforts and responsible resource management. A key aspect of this approach is **continuous employee engagement,** where policy frameworks are consistently communicated and reinforced through regular training sessions. This culture of accountability and awareness strengthens adherence, fosters resilience, and ensures that EMIL remains aligned with the highest standards of integrity and operational excellence.

EMIL has a comprehensive set of policies to guide its operations and strategic initiatives:

Environment	Social	Governance	Information Security
Environmental Policy	Safety Policy	Supply Chain and Procurement Policy	Security Policy
Energy and Carbon Policy	Health Policy	Future Proofing Policy	
Water Stewardship Policy	Human Rights Policy	Crisis Management Policy	
Biodiversity Policy	Stakeholder Engagement Policy	Quality Policy	
	Transportation Policy	Whistleblower Policy	
	POSH Policy	Anti-Bribery and Anti-Corruption Policy	

Our Associations

EMIL actively engages with industry-leading associations to drive innovation, sustainability, and policy advocacy within the business ecosystem. We take pride in being members of esteemed Organisations such as the **Federation of Indian Chambers of Commerce & Industry (FICCI), Confederation of Indian Industry (CII), Federation of Indian Mineral Industries (FIMI), Pellet Manufacturers Association of India (PMAI), and Indian Ferro Alloy Producer's Association (IFPAI)**. These affiliations allow us to play a crucial role in shaping industry standards, promoting regulatory compliance, and fostering collaborative growth across sectors. Through active participation in key forums and initiatives, we contribute to the advancement of best practices, environmental sustainability, and economic development, ensuring that our industry remains resilient and future-ready. EMIL remains committed to leveraging these partnerships to drive impactful change and strengthen the business community as a whole.

Grievance Mechanism

EMIL is committed to fostering a culture of transparency, accountability, and stakeholder trust through its Grievance Mechanism. The company has established a **robust grievance management system**, designed to ensure fair, transparent, and timely resolution of concerns. **With well-defined policy frameworks**, EMIL actively addresses issues related to operations, environmental impact, social responsibilities, and governance practices, reinforcing its dedication to integrity and compliance.

An integral component of this framework is **EMIL's whistleblower mechanism**, which provides stakeholders with multiple secure **channels** to report grievances. Individuals can voice their concerns through an **ethics helpline, a toll-free number, direct correspondence with the Value Standard Committee, business/unit heads, or the CHRO/Company Secretary**, fostering an open and accessible communication system. To uphold continuous improvement, EMIL conducts **regular evaluations** of its grievance management processes, refining its approach to enhance responsiveness and adaptability. This unwavering commitment ensures that stakeholder feedback is not only acknowledged but actively shapes the company's ethical and operational landscape, fostering a culture of integrity and trust.

> **No complaints related to whistleblowers, investors, or conflicts of interest were reported during FY 2024-25, reflecting EMIL's strong governance and ethical business practices.**

Business Ethics

EMIL is committed to fostering a business environment rooted in **trust, accountability, and responsible governance**. The company has established a comprehensive framework to ensure compliance with industry standards, legal regulations, and best practices that promote fairness and accountability across all operations.

Fair Business Practices

EMIL upholds a commitment to ethical and fair business dealings, ensuring transparency in contracts, competitive integrity, and equal opportunity in partnerships. The Company actively promotes Security Policy and responsible procurement practices to build trust with stakeholders while fostering a market built on honesty and fairness.

Data Privacy and Security

EMIL is dedicated to protecting sensitive data and ensuring compliance with global privacy regulations. Robust cybersecurity measures are in place to safeguard personal and corporate information from unauthorised access. Employees are regularly trained on data protection protocols to uphold the highest standards of privacy and confidentiality. We're enhancing digital resilience through AI-driven risk tools, real-time ESG tracking, robust training, improved connectivity, and system-wide Modernisation.

Workplace Ethics

A respectful and inclusive work environment is fundamental to EMIL's corporate culture. The company embraces diversity, encourages equal opportunities, and ensures ethical conduct across all levels. Employee rights and well-being are prioritised through clear policies that safeguard against discrimination, harassment, and unethical behaviour.

Whistleblower Protection

To maintain transparency and accountability, EMIL has established a secure and accessible whistleblower mechanism. Employees and stakeholders can report unethical practices through multiple confidential channels, ensuring protection against retaliation. The company actively investigates reported concerns and takes corrective actions to uphold integrity.

Health, Safety, and Evironment

EMIL prioritises workplace safety and environmental stewardship through strict compliance with occupational health and safety regulations. The company invests in advanced safety measures, employee training, and sustainable initiatives to minimise environmental impact, ensuring responsible corporate operations. Refer to page no. xx for our OHS initiatives.

Insider Trading

Ethical financial practices are a cornerstone of EMIL's governance. The company strictly prohibits insider trading and enforces compliance with regulatory standards. Employees and stakeholders are required to adhere to disclosure norms, preventing any misuse of privileged information for personal gain.

Misconduct

EMIL maintains a zero-tolerance policy toward misconduct, reinforcing ethical behaviour and accountability. Employees are expected to adhere to professional standards, and any violations—such as fraud, harassment, or unethical practices—are subject to stringent disciplinary action.

Corruption and Bribery

Upholding ethical business conduct, EMIL actively combats corruption and bribery through strict compliance policies and anti-corruption frameworks. Employees and business partners are required to follow transparent financial transactions and ethical procurement practices, ensuring business integrity at all levels.

Corporate Compliance Framework

EMIL's Corporate Compliance Framework is built on a foundation of integrity, accountability, and proactive adherence to regulatory requirements. The company maintains a **robust compliance mechanism**, ensuring full alignment with statutory authorities, agencies, and governing bodies. By meticulously complying with stipulated **consents, approvals, and permissions**, EMIL fosters a seamless and transparent business operation, reinforcing its commitment to ethical governance and responsible corporate conduct.

> **In FY 2024-25, EMIL upheld its strong compliance record, with no regulatory or statutory violations reported – a testament to its disciplined approach and dedication to lawful business practices.**

Way Forward

Our governance outlook is rooted in a culture of ethical leadership, transparency, and stakeholder trust, with a strong emphasis on sustainability, data security, and responsible business conduct. Looking ahead, the company aims to deepen its commitment to integrity by enhancing employee engagement, strengthening grievance redressal mechanisms, and promoting fair business practices across its operations. Through active industry associations and continuous policy reinforcement, we are well-positioned to influence regulatory standards and drive collaborative growth. Its focus on inclusivity, environmental stewardship, and digital resilience ensures that governance remains dynamic, responsive, and aligned with global expectations empowering us to navigate future challenges while upholding the highest standards of corporate responsibility.

ANNEXURE

SGS

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INDEPENDENT LIMITED ASSURANCE STATEMENT

Independent Limited Assurance Statement to Essel Mining & Industries Limited on its Sustainability Report for the FY 2024-25

Essel Mining & Industries Limited,
Industry House,
18th Floor, 10, Camac Street,
Kolkata 700 017, India

Nature of the Assurance

SGS India Private Limited (hereinafter referred to as 'SGS India') was engaged by Essel Mining & Industries Limited(the 'Company' or 'EMIL') to conduct an independent assurance of the disclosures under the Sustainability Report (the 'Report') pertaining to the reporting period of April 1, 2024, to March 31, 2025. The Sustainability Report has been prepared in line with the Global Reporting Initiatives (GRI) Standards. This Limited level of assurance engagement was conducted in accordance with "International Standard on Assurance Engagements (ISAE) 3000 (Revised)" and GRI principles.

Intended Users of this Assurance Statement

This Assurance Statement is provided with the intention of informing all Essel Mining & Industries Limited's Stakeholders.

Responsibilities

The information in the report and its presentation are the responsibility of the management of the Company. SGS India has not been involved in the preparation of any of the material included in the report.

Our responsibility is to express an opinion on the text, data, and statements within the defined scope of assurance, aiming to inform the management of the Company, and in alignment with the agreed terms of reference. We do not accept or assume any responsibility beyond this specific scope. The Statement shall not be used for interpreting the overall performance of the Company, except for the aspects explicitly mentioned within the scope. The Company holds the responsibility for preparing and ensuring the fair representation of the assurance scope.

Assurance Standard

SGS has conducted Limited level Assurance engagement in accordance with the International Standard on Assurance Engagement (ISAE) 3000 (Assurance Engagements other than Audits or Reviews of Historical Financial Information). Our evidence-gathering procedures were designed to obtain a *'Limited level of assurance '*. The procedures performed in a limited assurance engagement are designed to support expectations regarding the direction of trends, relationships and ratios rather than to identify misstatements with the level of precision expected in a reasonable assurance engagement.

Statement of Independence and Competence

The SGS Group of companies is the world leader in inspection, testing and assurance, operating in more than 140 countries and providing services including management systems and service certification; quality, environmental, social and ethical auditing and training; environmental, social and sustainability report assurance. SGS affirms our independence from Essel Mining & Industries Limited, being free from bias and conflicts of interest with the organization, its subsidiaries and stakeholders.

The assurance team was assembled based on their knowledge, experience and qualifications for this assignment, and comprised auditors registered with ISO 26000, ISO 20121, ISO 50001, SA8000, RBA, QMS, EMS, SMS, GPMS, CFP, WFP, GHG Verification and GHG Validation Lead Auditors and experience on the Sustainability Report Assurance

Page no.1

SGS

SGS India Private Limited
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Vikhroli (West), Mumbai – 400083

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Scope of Assurance

The assurance process involved assessing the quality, accuracy, and reliability of ESG Indicators within the Sustainability report for the period April 1, 2024, to March 31, 2025. The reporting scope and boundaries include 9 manufacturing units and corporate offices

- Noble Ferro Alloys-Vapi, Gujarat
- Bhubaneswari Coal Mining Ltd (BCML)-Talcher, Odisha
- Rajmahal Coal Mine Limited- Godda, Jharkhand
- Iron Ore Beneficiation and Pelletization- Basantpur
- Odisha, Wind Power Division- MP
- Solar Power Division
- Amelia Coal Mine Limited- Singruali - MP
- Subhadra Coal Mine Limited- Odisha
- Bandha Coal Mining-Singruali – MP
- Corporate offices

Assurance Methodology

The assurance comprised a combination of desktop review, interaction with the key personnel engaged in the process of developing the report, on-site visits, and remote verification of data. Specifically, SGS India undertook the following activities:

- Assessment of the suitability of the applicable criteria in terms of its comprehensiveness, reliability, and accuracy.
- Interaction with key personnel responsible for collecting, consolidating, and calculating the ESG KPIs and assessing the internal control mechanisms in place to ensure data quality.
- Application of analytical procedures and verification of documents on a sample basis for the compilation and reporting of the KPIs.
- Assessing the data reporting process at the Site as well as the Plant level and the aggregation process of data at the Corporate Office level.
- Critical review of the report regarding the plausibility and consistency of qualitative and quantitative information related to the KPIs.

Limitations

The assurance scope excludes:

- Disclosures other than those mentioned in the assurance scope.
- Data review outside the operational sites as mentioned in the reporting boundary.
- Validation of any data and information other than those presented in "Findings and Conclusion."
- The assurance engagement considers an uncertainty of ±5% based on materiality threshold for Assumption/ estimation/measurement errors and omissions.
- The Company's statements that describe the expression of opinion, belief, aspiration, expectation, aim to future intention provided by the Company, and assertions related to Intellectual Property Rights and other competitive issues.
- Strategy and other related linkages expressed in the Report.
- Mapping of the Report with reporting frameworks other than those mentioned in Reporting Criteria above.

SGS India verified data on a sample basis; the responsibility for the authenticity of data entirely lies with the Company The assurance scope excluded forward-looking statements, product- or service-related information, external information sources and expert opinions. SGS India has not been involved in the evaluation or assessment of any financial data/performance of the company. Our opinion on financial indicators is based on the third-party audited financial reports of the Company. SGS India does not take any responsibility for the financial data reported in the audited financial reports of the Company.

Findings and Conclusions

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the ESG KPIs (listed below) reported in the Sustainability Report are not prepared, in all material respects, in accordance with the reporting criteria.

Page no.2

SGS India Private Limited
4B, Adi Shankaracharya Marg,
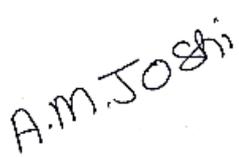Vikhroli (West), Mumbai – 400083

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The list of ESG KPIs that were verified within this assurance engagement is given below:

- **Global Reporting Initiatives (GRI) Standard**

Indicator	GRI Disclosure
General Disclosures	2-1 to 2-3, 2-4 to 2-7, 2-9 to 2-30
Material Topics	3-1 to 3-3
Anti-Corruption	205-2, 205-3
Anti-competitive behavior	206-1
Materials	301-1 to 301-3
Energy	302-1 to 302-5
Water and Effluents	303-2 to 303-5
Emissions	305-1 to 305-7
Waste	306-1 to 306-5
Supplier Environmental Assessment	308-1, 308-2
Employment	401-1, 401-2, 401-3
Occupational Health and Safety	403-1 to 403-10
Training and Education	404-1, 404-2, 404-3
Diversity and Equal Opportunity	405-1, 405-2
Non-discrimination	406-1
Child Labor, Forced or Compulsory Labor	408-1, 409-1
Local Communities	413-1, 413-2
Supplier Social Assessment	414-1, 414-2
Customer Health and Safety	416-1, 416-2
Customer Privacy	418-1

For and on behalf of SGS India Private Limited

Ashwini K. Mavinkurve,

Head – ESG & Sustainability Services, SGS India
Pune, India
29th July 2025

Abhijit Joshi

Technical reviewer– ESG & Sustainability Services, SGS India
Pune, India
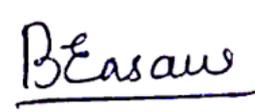
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Lead Verifier – ESG & Sustainability Services, SGS India
Mumbai, India
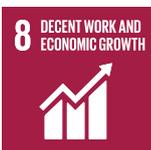
Team Member: Mr. Chirag Bafna

ABBREVIATION TABLE

Abbreviation	Full Form
ABG	Aditya Birla Group
ABSAP	Aditya Birla Safety Audit Program
AI	Artificial Intelligence
ACML	Amelia Coal Mining Limited
AR/VR	Augmented Reality/ Virtual Reality
BAU	Business as usual
BCML	Bhubaneshwari Coal Mining Limited
BDV	Breakdown Voltage
BRSR	Business Responsibility & Sustainability Report
CFO	Chief Financial Officer
CHRO	Chief Human Resources Officer
CCTV	Closed Circuit Television
CHP	Coal Handling Plant
CII	Confederation of Indian Industry
CSM	Contractor Safety Management
CRO	Corporate Risk Officer
DC	Direct Current
DG	Diesel Generator
DEI	Diversity, Equity, and Inclusion
DEFRA	Department for Environment, Food & Rural Affairs
DMS	Document Archival & Management System
DJSI	Dow Jones Sustainability Indices
EBIDTA	Earnings Before Interest, Taxes, Depreciation, and Amortization
EEIO	Department for Environment, Food & Rural Affairs
ETP	Effluent Treatment Plant
ELP	Engineering Leadership Program
EHS	Environmental Health and Safety

ESG	Environment, Social, Governance
EC	Environmental Clearance
EMIL	Essel Mining and Industries Limited
FICCI	Federation of Indian Chambers of Commerce & Industry
FIMI	Federation of Indian Mineral Industries
FO	Furnace Oil
FY	Fiscal Year
FC	Forest Clearance
GJ	Giga Joule
GHG	Greenhouse Gas
GMLP	Group Management Leadership Program
HEMM	Heavy Earth Moving Machinery
HIRA	Hazard Identification and Risk Assessment
HO	Head Office
HSD	High-Speed Diesel
HC	Human Capital
HR	Human Resources
HRDD	Human Rights Due Diligence
HSE	Health, Safety and Environment
IT	Information Technology
IMS	Integrated Management System
INR	Indian Rupee
IC	Intellectual Capital
IFPAI	Indian Ferro Alloy Producer's Association
ISO	Indian Ferro Alloy Producer's Association
IOBP	Iron Ore Beneficiation & Pelletization
KMP	Key Managerial Personnel
KPI	Key Performance Indicator
KL	Kiloliter

LLE	Lifeline Express
LED	Light Emitting Diode
LNG	Liquified Petroleum Gas
LPG	Liquefied Natural Gas
LTIFR	Lost Time Injury Frequency Rate
MP	Madhya Pradesh
MD	Managing Director
MC	Manufacturing Capital
MIS	Management Information System
MW	Mega Watt
MT	Metric Tonne
MDO	Mine Developer and Operator
MDP	My Development Plan
NC	Natural Capital
NFA	Noble Ferro Alloys
NRC	Nomination and Remuneration Committee
NGO	Non-Governmental Organizations
OHS	Occupational Health & Safety
ORS	Oral Rehydration Solution
PM	Particulate Matter
PMAI	Pellet Manufacturers Association of India
PPE	Personal Protective Equipment
POSH	Prevention of Sexual Harassment
PNG	Piped Natural Gas
PSM	Process Safety Management
PVC	Polyvinyl chloride
QLEA	Qualitative Exposure Assessments
RCA	Root Cause Analysis
RCML	Rajmahal Coal Mining Limited
RE	Renewable Energy

RFQ	Requests for Quotes
R&D	Research and Development
RMC	Risk Management Committee
RCA	Root Cause Analysis
RSETI	Rural Self Employment Training Institute
SI	Safety Inspection
SBTi	Science Based Target Initiative
SDG	Sustainable Development Goals
SIFP	Serious Injury and Fatality Prevention Program
SEMA	Stakeholder engagement and Materiality Assessment
STP	Sewage Treatment Plant
SRC	Social and Relationship Capital
SOPs	Standard Operating Procedures
SCML	Subhadra Coal Mining Limited
GRI	The Global Reporting Initiative
TCO2e	Tonnes of Carbon Dioxide equivalent
TRIR	Total Recordable Injury Rate
UROs	Unit Risk Officers
UN SDGs	United Nations Sustainable Development Goals
USD	United States Dollar
US EPA	U.S. Environmental Protection Agency
VOC	Volatile Organic Compound
WRF	Weather Research and Forecasting
WRI	World Resources Institute
ZLD	Zero Liquid Discharge

SDG INDEX

SDG	SDG Description	Initiatives	Page No.
1 NO POVERTY	No Poverty	• Empowering Communities	21, 27, 121
3 GOOD HEALTH AND WELL-BEING	Good Health and Well-being	• Occupational Health and Safety • Empowering Communities	26, 92-104, 122-126
4 QUALITY EDUCATION	Quality Education	• Our Workforce – Learning and Development • Empowering Communities	27, 86-91
5 GENDER EQUALITY	Gender Equality	• Our Workforce -Diversity and Inclusion • Governance Pillar	26, 81, 129
6 CLEAN WATER AND SANITATION	Quality Education	• Environment Pillar (Water Stewardship)	26, 63-66
7 AFFORDABLE AND CLEAN ENERGY	Affordable and Clean Energy	• Environment Pillar – Energy & Emissions Management • The Roadmap to Net-Zero	22, 27, 47-53
8 DECENT WORK AND ECONOMIC GROWTH	Decent Work and Economic Growth	• Our Workforce • Empowering Communities	21, 26, 77
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	Industry, Innovation and Infrastructure	• Environment Pillar • Our Workforce • Governance Pillar • Empowering Communities • The Roadmap to Net-Zero	21, 26, 27, 47, 73, 77, 129, 121,

SDG	SDG Description	Initiatives	Page No.
10 REDUCED INEQUALITIES	Reduced Inequalities	• Our Workforce • Governance Pillar • Empowering Communities	26, 81, 126
11 SUSTAINABLE CITIES AND COMMUNITIES	Sustainable Cities and Communities	• Empowering Communities • The Roadmap to Net-Zero	27, 73, 120
12 RESPONSIBLE CONSUMPTION AND PRODUCTION	Responsible Consumption and Production	• Environment Pillar – Mineral Resource Management • The Roadmap to Net Zero	27, 61, 73
13 CLIMATE ACTION	Climate Action	• Environment Pillar	21, 22, 47
14 LIFE BELOW WATER	Life below Water	• Environment Pillar – Water Stewardship, Biodiversity	26, 63, 71
15 LIFE ON LAND	Life on Land	• Environment Pillar – Biodiversity • Empowering Communities	21, 71, 118
17 PARTNERSHIPS FOR THE GOALS	Partnership for the goals	• Partnership for the goals	26, 27, 144

GRI AND BRSR INDEX

GRI STANDARD	DISCLOSURE	DESCRIPTION	SECTION	SUB SECTION	BRSR MAPPING	PAGE NO.
GRI 2: General Disclosures 2021	2-1	Organisational details	Organi-sational Overview	Organi-sational Overview	Section A – 2-11	18
	2-2	Entities included in the organisation's sustainability reporting	About the Report	About the report	Section A - 13	6
	2-3	Reporting period, frequency and contact point		Scope and Reporting Period	Section A – 9, 12	6
	2-5	External assurance	Assurance Statement	Assurance Statement	Section B – 1	148
	2-6	Activities, value chain and other business relationships	About the Report	Our Core Business	Section A – 14, 15, 17b Section B - 3	20
	2-7	Employees	Our Workforce	Our Workforce	Section A – 18	77
	2-9	Governance structure and composition	Govern-ance Pillar	Govern-ance Structure	Section A – 19	129
	2-10	Nomination and selection of the highest governance body		Govern-ance Structure	–	129
	2-11	Chair of the highest governance body		Board of Directors at EMIL	–	134
	2-12	Role of the highest governance body in overseeing the management of impacts		Sustaina-bility Gov-ernance	Section B – 8, 10	143
	2-13	Delegation of responsibility for managing impacts		Sustaina-bility Gov-ernance	Section B – 1,8	143
	2-17	Collective knowledge of the highest governance body		Board of Directors at EMIL	–	134

GRI STANDARD	DISCLOSURE	DESCRIPTION	SECTION	SUB SECTION	BRSR MAPPING	PAGE NO.
	2-18	Evaluation of the performance of the highest governance body		Evaluation	Section B – 10	138
	2-22	Statement on sustainable development strategy	Establishing the Theme	From the Desk of the Vice President, Strategy,Business Development & Sustainability	Section B – 7	38
	2-23	Policy commitments	Governance Pillar	Corporate Policies	Section B – 1 Section C – P1 E4, P1 L2, P3 E4	143
	2-24	Embedding policy commitments		Corporate Policies	Section C – P5 E8, P5 L2	143
	2-25	Processes to remediate negative impacts		Grievance Management	Section C – P5 E10, P5 L1	144
	2-26	Mechanisms for seeking advice and raising concerns		Grievance Management	Section C – P9 E1	144
	2-28	Membership associations		Our Associations	Section C – P7 E1	144
	2-29	Approach to stakeholder engagement		Stakeholder Engagement	Section C – P4 L3	24
GRI 302: Energy 2016	302-1	Energy consumption within the organisation	Energy Management	Energy Management

The Roadmap to Net-Zero | Section C – P6 E1 | 49 |
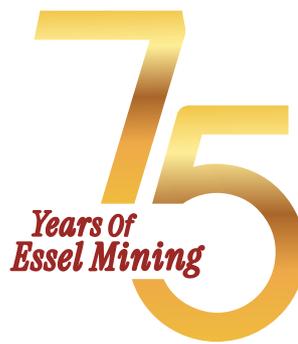| | 302-2 | Energy consumption outside of the organisation | The Roadmap to Net-Zero | Energy Management | Section C – P6 E1 | 49 |

GRI STANDARD	DISCLOSURE	DESCRIPTION	SECTION	SUB SECTION	BRSR MAPPING	PAGE NO.
	302-3	Energy intensity		Energy Management The Roadmap to Net-Zero	Section C – P6 E1	50
	302-4	Reduction of energy consumption		Energy Management The Roadmap to Net-Zero	Section C – P6 L6	50,73
	302-5	Reductions in energy requirements of products and services		Energy Efficiency at RCML	–	50
GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	Water Steward-ship	Water Steward-ship	Section C – P6 L3	63
	303-2	Management of water discharge-related impacts		Manage-ment of Wastewa-ter at EMIL	Section C – P6 E4, P6 L2	65
	303-3	Water withdrawal		Water Con-sumption	Section C – P6 E3, P6 L3	64
	303-4	Water discharge		Manage-ment of Wastewa-ter at EMIL	Section C – P6 E4	65
	303-5	Water consumption		Water Con-sumption	Section C – P6 E3. P6 L3	65
GRI 304: Biodiversity 2016	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Biodiver-sity	Biodiver-sity	Section C – P6 E10	71
	304-2	Significant impacts of activities, products and services on biodiversity			Section C – P6 E10, P6 L5	71

GRI STANDARD	DISCLOSURE	DESCRIPTION	SECTION	SUB SECTION	BRSR MAPPING	PAGE NO.
	304-3	Habitats protected or restored			Section C – P6 L5	72
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	Emission Management	Emission Management	Section C – P6E6	54
	305-2	Energy indirect (Scope 2) GHG emissions	The Roadmap to Net-Zero	The Roadmap to Net-Zero	Section C – P6E6	54
	305-3	Other indirect (Scope 3) GHG emissions			Section C-P6-L4	54
	305-4	GHG emissions intensity			Section C – P6E6	54
	305-5	Reduction of GHG emissions	Our Core Business	Our Core Business	Section C-P6-E7	73
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	Waste Management	Waste Management	–	67
	306-2	Management of significant waste-related impacts			Section C-P6E9	67
	306-3	Waste generated			Section C -P6-E8	68
	306-4	Waste diverted from disposal			Section C -P6-E8	68-70
	306-5	Waste directed to disposal			Section C-P6-E8	68-70
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	Our Workforce	Workforce at EMIL	Section A-IV- A20	17, 81
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees		Employee Benefits	Section C-P3-E1a	83-84
	401-3	Parental leave		Diversity & Inclusion	Section C-P3-E5	82

GRI STANDARD	DISCLOSURE	DESCRIPTION	SECTION	SUB SECTION	BRSR MAPPING	PAGE NO.
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	Occu-pational Health & Safety (OHS)	Occu-pational Health & Safety (OHS)	Section C-P3-E10 a	92
	403-2	Hazard identification, risk assessment, and incident investigation		Safety Analysis Methodol-ogy Embedding Safety Excellence into Per-formance Metrics	Section C-P3-E10 b,c	97
	403-3	Occupational health services		Safety Analysis Methodol-ogy	–	97
	403-4	Worker participation, consultation, and communication on occupational health and safety		Embedding Safety Excellence into Per-formance Metrics	–	99
	403-5	Worker training on occupational health and safety		Embedding Safety Excellence into Per-formance Metrics	Section C-P3-E8 P5-E1	99-100
	403-6	Promotion of worker health		Safety Analysis Methodol-ogy	Section C-P3-E10 d	92
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships		Embedding Safety Excellence into Per-formance Metrics	–	92
	403-8	Workers covered by an occupational health and safety management		EHS Dash-board	–	97

GRI STANDARD	DISCLOSURE	DESCRIPTION	SECTION	SUB SECTION	BRSR MAPPING	PAGE NO.
	403-9	Work-related injuries		Embedding Safety Excellence into Performance Metrics	Section C-P3-E11, P3-E12, P3-E15	99
	403-10	Work-related ill health		Embedding Safety Excellence into Performance Metrics	Section C-P3-E11, P3-E12, P3-E15	99
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	Our Workforce	Learning & Development	Section C-P5-E1	90
	404-2	Programs for upgrading employee skills and transition assistance programs		Talent Retention and Inclusive Growth	Section C- P3-E8, P3-L4	89
	404-3	Percentage of employees receiving regular performance and career development reviews		Learning & Development	Section C-P3-E9	89
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	Governance Pillar Our Workforce	Board of Directors at EMIL Diversity & Inclusion	Section A-A18b, A19	81 & 135
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	Empowering Communities	Empowering Communities	Section C-P6-E11 P8-E1 P8-E2 P8-L1 P8-L2 P8-L6	118
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Cyber Resilience	Cyber Resilience	Section C-P9-E3, P9-L5	105

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