

STRETCH AND FUTURABILITY

BRIDGING INNOVATION AND
SUSTAINABILITY FOR ALL

Balrampur Chini Mills Limited
ESG Report FY 2025

Contents

Stretch and Futurability	1	Human Rights	63
About the Report	22	Employee Well-being	64
Reporting Scope and Boundary		Message from Whole Time Director	65
Responsibility Statement		Occupational Health and Safety	66
Assurance		Training and Development	72
Forward-looking Statement		Celebrating 50 years of sweet Sustainability & Excellence	73
ESG World Profile at BCML website	23	Community Development and Impact Stories	75
Company Snapshot	24	Supply Chain Management	79
Leadership Reflection	26	Governance: The Bed Rock of Balrampur's Sustainability	82
Stakeholder Engagement and Materiality Assessment	34	Message from Lead Independent Director and Chairperson of Audit Committee	84
Key ESG Highlights	40	Message from Chairperson of Stakeholders Relationship Committee	85
Environment: The cornerstone of resilient Ecological Stewardship	42	Board Composition, Diversity and Expertise	86
Message from Chairperson of ESG Committee and Risk Management Committee	43	Our Board of Directors	88
Balrampur Bioyug: The Era of Bio Circularity	44	Committee Membership and Expertise	90
Life Cycle Assessment	48	Board Committees Oversight	92
Water Management	50	Governance Policies	93
Energy Management	51	Business Ethics and Integrity	95
GHG Emissions Management	52	Cyber Security and Data Privacy	96
Decarbonization Roadmap	53	Risk Management	97
Waste Management	54	Business Continuity and Disaster Readiness	102
Circular Economy	55	Awards, Certifications and Ratings	103
Biodiversity Stewardship	56	Digitalization	105
Sustainability Governance	58	Finance - the edifice of Governance	107
Social: The Core of People First Practices	60	TCFD Index	110
Message from Chairperson of NRC and CSR Committee	61	SASB Index	112
Human Capital	62	GRI Index	113

Executive Summary

The theme "Bridging Innovation and Sustainability for All" guides Balrampur Chini Mills Limited (BCML) to show how its technological leadership and ethical business operations create enduring value. BCML stands as one of India's top integrated sugar companies because it has established its market position through operational excellence and business diversification, and its ongoing dedication to sustainable development in sugar production and ethanol manufacturing, power co-generation, and emerging bio-materials.

This report presents a story that shows how agricultural and manufacturing, energy efficiency, digitalisation, and circular economy initiatives create sustainable outcomes for farmers and employees, their communities, customers, and shareholders. BCML maintains its position as an industry leader through its business strategy, which incorporates ESG principles to generate growth that benefits everyone. While protecting nature and building operational strength for the future.

STRETCH AND FUTURABILITY

At Balrampur, we believe that corporate endurance is derived not merely by being present in the right space.

There is now a premium not only on making the right product but also on doing the right things.

This growing emphasis on process over product means that a company like Balrampur needs to get more from less for more.

By linking futurability to its longstanding stretch commitment, the company has created a frame for doing the right things in the right way.

Sustainability: From compliance obligation to brand-defining advantage



Overview

For decades, sustainability was framed primarily as a regulatory obligation - something companies had to do to meet environmental norms, labour codes, or disclosure requirements. In that paradigm, sustainability was defensive, cost-centred, and largely invisible to the brand.

Today, that framing is insufficient. Sustainability has evolved into a powerful strategic lever - one that can shape

corporate identity, unlock innovation, strengthen stakeholder trust, and future-proof business models.

At its most transformative, sustainability is not about compliance; it is about choice. It reflects how a company chooses to grow, what it chooses to make, and the kind of world it seeks to participate in building.

This is what Balrampur believes in.



Regulation is the floor, not the ceiling

At Balrampur, we believe that regulatory compliance establishes the minimum standards for operating legitimacy. It ensures environmental thresholds are respected, worker safety is protected, and governance systems are in place. But compliance alone does not differentiate one company from another. When every participant in an industry must meet the same rules, compliance becomes a hygiene factor - not a source of distinction.

Balrampur believes that brand strength, however, is built above this floor. It is shaped by how convincingly a company demonstrates intent beyond obligation: intent to reduce impact rather than merely report it; intent to redesign systems rather than optimise inefficiencies; intent to create solutions that matter to society, not just shareholders.

In view of this, Balrampur has transitioned sustainability from a reporting exercise to a brand signal - one that communicates its seriousness of purpose, long-term thinking, and organisational maturity.

By embedding sustainability into Balrampur's core strategy, the subject has become a lens through which our decisions are made - not a department that measures outcomes after the fact. By integrating sustainability into business planning, we have derived a sharper clarity on our capital allocation, risk management, and portfolio direction.

This clarity has generated tangible brand upsides. Stakeholders - investors, customers, employees, regulators, and communities - have begun to associate our organisation with foresight rather than reaction. Sustainability has signaled preparedness: preparedness for climate volatility, resource constraints, regulatory evolution, and shifting consumer expectations.

In this sense, sustainability at Balrampur has not been a trade-off against profitability; it has emerged as a mechanism for sustaining profitability over longer horizons. By aligning environmental responsibility, social investment, and governance discipline with business growth, Balrampur has redefined success: graduating from short-term extraction to long-term relevance.

Sustainability as strategic clarity

Innovation: Sustainability's visible brand expression

Perhaps the most potent way sustainability builds brand equity is through innovation. At Balrampur, we believe that when sustainability drives product development, material choices, and process design, it becomes visible and tangible - no longer abstract or rhetorical.

The result is that at our company, circular economy models, low-carbon products, renewable energy systems, and bio-based materials have not been reduced to merely environmental interventions; they are brand statements. They say something fundamental about how we see the future and our role within.

Importantly, innovation rooted in sustainability has helped reframe our narrative. Balrampur is no longer seen as mitigating harm, but as actively contributing to solutions. This shift - from 'less bad' to 'actively better' - is how our reputation is being transformed.





Trust: The new brand currency

In an era of heightened scrutiny, trust has emerged as our most valuable corporate asset.

Our sustainability emphasis has strengthened stakeholder trust by aligning our words with actions and our disclosures with performance. Transparent reporting, credible targets, independent assurance, and measurable outcomes have created a sense of confidence that we are serious, not performative.

This trust has extended across our various stakeholder groups. Investors increasingly view our sustainability focus as a proxy for risk discipline and management quality. Our employees see it as a reflection of organisational values and long-term security. Our communities experience it through tangible improvements in livelihoods, infrastructure, and environmental quality.

Over time, this trust has compounded into Balrampur's brand resilience - the ability to withstand volatility, criticism, and change without erosion of credibility.



Sustainability shapes corporate personality

At Balrampur, we believe that the most advanced sustainability journeys do something deeper: they shape corporate personality, they define how we behave under pressure, how we balance competing interests, and how we think about responsibilities beyond profitability.

Companies like Balrampur that successfully integrate sustainability tend to exhibit three reinforcing traits: responsibility in action, sustainability in systems, and profitability with purpose. Together, these traits create a coherent identity - one that resonates internally with our employees and externally with our markets.

In view of this, we are not merely participants in our industries; we have become a reference point. Our brands stand for reliability, innovation, and integrity - qualities that endure beyond individual product cycles or market conditions.

Balrampur's Positive transformation

Ultimately, Balrampur's sustainability is transformative because it reframes growth itself. It has shifted the question from 'How fast can we grow?' to 'How responsibly can we grow - and for how long?' In answering that question well, it is positioned to unlock not only compliance, but also conviction; not only efficiency, but also meaning.

In doing so, sustainability at Balrampur has ceased to be a cost of doing business and become a source of competitive advantage, a driver of brand strength, and a catalyst for building its organisation fit for the future - and being respected for how it has succeeded.

Balrampur's ten non-negotiable strategic priorities

01

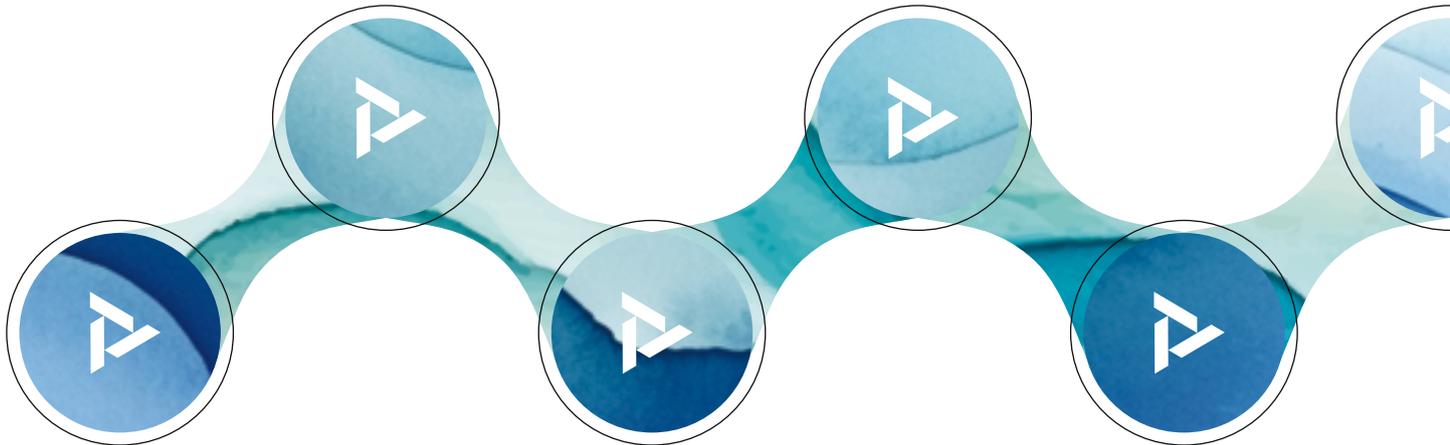
Always think long-term. Never optimise only for the quarter.

- Always invest with multi-decade relevance in mind - whether in agriculture, materials, energy, or people.
- Never pursue short-term gains that compromise resilience, credibility, or future optionality.

02

Always treat sustainability as strategy. Never treat it as compliance alone.

- Always embed sustainability into business design, capital allocation, and portfolio choices.
- Never reduce ESG to a checklist, a reporting exercise, or a response to regulation.



03

Always generate more value from the same resource. Never accept linear waste.

- Always pursue circularity - where one output becomes another input, and efficiency compounds.
- Never allow valuable by-products, energy, water, or materials to be treated as waste.

04

Always respect the farmer as a partner. Never treat agriculture as a cost centre.

- Always strengthen farmer livelihoods through science, data, soil health, water stewardship, and fair engagement.
- Never extract value from the agricultural ecosystem without reinvesting in its productivity and resilience.

05

Always choose cleaner pathways. Never lock the business into fossil dependency.

- Always advance renewable energy, bio-based materials, and low-carbon manufacturing routes.
- Never build future growth on technologies or materials that the world is structurally moving away from.

How these priorities work together

Taken together, these ten principles express Balrampur's corporate personality:

- Responsible in how it treats resources and people
 - Sustainable in how it designs systems and products
 - Profitable in a way that can endure
-

06

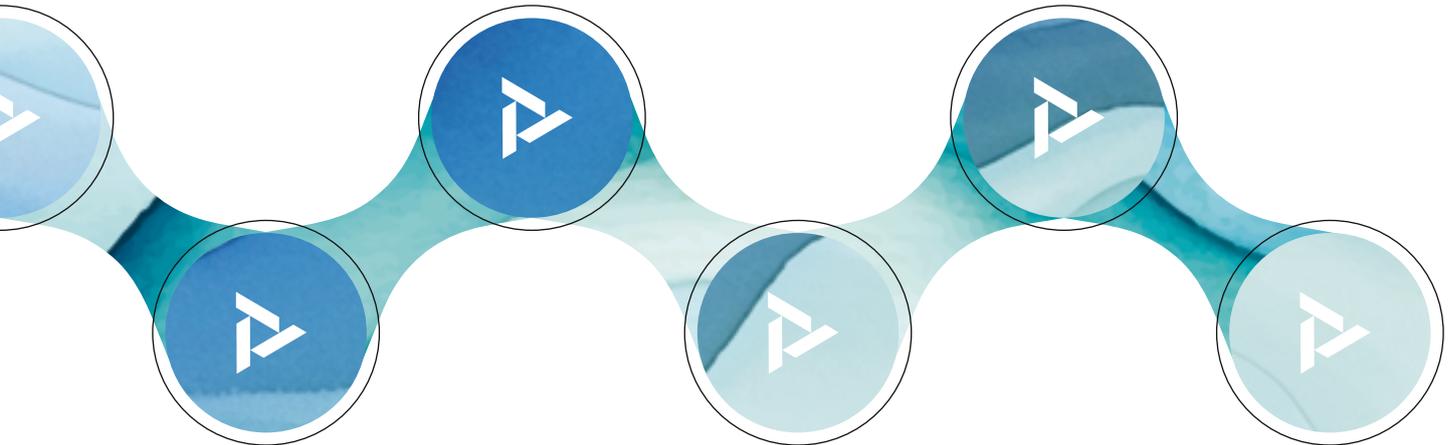
Always innovate with purpose. Never innovate for novelty alone.

- Always pursue innovation that solves real environmental, social, or resource challenges at scale.
- Never chase technology or diversification that lacks clear sustainability and value logic.

07

Always be transparent. Never trade trust for convenience.

- Always report honestly, measure rigorously, and subject performance to independent assurance.
- Never obscure data, overstate impact, or sacrifice credibility for short-term narrative advantage.



08

Always put safety and dignity first. Never compromise on people.

- Always prioritise the health, safety, and wellbeing of employees, partners, and communities.
- Never accept accidents, unsafe practices, or dignity violations as 'part of the industry.'

09

Always align profitability with responsibility. Never see them as opposites.

- Always believe that strong balance sheets, responsible operations, and sustainable products reinforce each other.
- Never grow profits in ways that weaken governance, social trust, or environmental foundations.

10

Always prepare for the world that is coming. Never defend the world that is fading.

- Always anticipate regulatory shifts, climate realities, material transitions, and stakeholder expectations.
- Never anchor strategy in nostalgia, legacy models, or yesterday's definitions of success.

The New Balrampur: Sustainable, Responsible, and Dependable

Overview

In an era defined by climate urgency, resource constraints, and rising stakeholder expectations, businesses are being judged not only by what they produce, but by how they produce it and whether they can be relied upon over time. For Balrampur, sustainability, responsibility, and dependability are no longer peripheral considerations; they are rapidly becoming the foundational pillars of its integrated Sugar, Ethanol and Poly Lactic Acid (PLA) businesses.

What distinguishes Balrampur is not a single sustainable initiative, but a systems-led approach that connects agriculture, energy, materials, and communities into a coherent, future-ready enterprise.

Sustainability as an operating principle

In the Sugar, Ethanol & PLA ecosystem, sustainability begins at the field. Sugarcane is not merely a raw material; it is a renewable biological asset capable of delivering food, fuel, energy, and materials when managed responsibly. Balrampur's long-standing focus on scientific cane development, soil health, water optimisation, and yield enhancement reflects a belief that agricultural sustainability is inseparable from industrial sustainability.

This philosophy extends seamlessly into manufacturing. Bagasse-based co-generation converts agricultural residue into renewable power. Molasses is transformed into ethanol, contributing to cleaner mobility and national energy security. Press mud and ash are returned to the soil as nutrient inputs. Each loop closed strengthens resource efficiency and lowers environmental intensity.

The transition into PLA manufacturing represents the next evolution of this

model. By converting plant-based feedstock into Bio-compostable polymers, Balrampur is expanding sustainability from energy and fuels into materials - addressing one of the most pressing environmental challenges of our time: plastic pollution. PLA is not an add-on; it is a logical extension of a circular bioeconomy that seeks to extract greater value from the same unit of agricultural input while reducing dependence on fossil-based alternatives.

Responsibility across the value chain

Responsibility, at Balrampur, is understood as accountability across the full value chain - from farmer to consumer, from employee to investor, and from factory gate to community boundary.

In agriculture, this responsibility takes the form of partnership rather than extraction. Farmers (from whom Balrampur buys cane) are supported with agronomic advisory, digital tools, soil diagnostics, and water-efficient practices that improve both productivity and resilience. The objective is not

short-term cane availability, but long-term agricultural viability in a climate-uncertain world.

Within operations, responsibility is reflected in an uncompromising approach to safety, health, and environmental compliance. Robust governance systems, independent assurance, and transparent disclosures ensure that performance is measured honestly and improved continuously. Balrampur's investments in water stewardship, emission reduction, and waste management are driven not

merely by regulation, but by an internal standard of what a responsible industrial citizen should look like.

Balrampur's social responsibility extends beyond compliance into community development - healthcare, education, skill-building, and rural infrastructure - strengthening the social ecosystems in which Balrampur operates. This creates trust, stability, and continuity, which are essential for a business rooted deeply in rural India.

Dependability as a competitive advantage

In volatile sectors such as sugar and biofuels, dependability is a critical but often underappreciated strength. Balrampur's integrated model enhances dependability at multiple levels.

For Balrampur's farmers, it provides a reliable offtake and a stable institutional partner across cycles. For its customers and oil marketing companies, it ensures consistent ethanol supply aligned with national blending goals. For power grids, it delivers renewable energy derived from

waste streams. For future customers of PLA, it promises a dependable, domestic source of sustainable materials at scale.

Balrampur's financial dependability flows from this integration. Diversification across sugar, ethanol, power, and now PLA reduces exposure to single-commodity volatility and strengthens cash-flow resilience. Strong governance, prudent capital allocation, and a low-debt philosophy reinforce Balrampur's confidence among investors and lenders,

particularly as sustainability-linked capital becomes more prominent globally.

Dependability is also reputational. In a world increasingly wary of greenwashing, companies that consistently do what they say - and say only what they can do - stand apart. Balrampur's emphasis on data-backed performance, life-cycle assessments, and independently assured disclosures reinforces its credibility as a responsible, future-facing enterprise.

A business built for the world ahead

The growing role of sustainability, responsibility, and dependability at Balrampur is not a response to trend or pressure. It is the outcome of a deliberate belief: that the future belongs to businesses capable of aligning economic

success with environmental stewardship and social trust.

By integrating sugar, ethanol, and PLA into a unified bio-circular platform, Balrampur is not merely adapting to

change - it is helping define it. In doing so, the Company is building an enterprise that can be relied upon to deliver value responsibly, sustainably, and consistently - today and for decades to come.

20

distinct Balrampur initiatives towards sustainability

A. Strategic & portfolio-level priorities

Transition to Bio-circular business models

Balrampur is systematically redesigning its operations so that agricultural output feeds multiple value streams - sugar, ethanol, power, and PLA - maximising value per unit of biomass and minimising waste.

Scaling Bio-based materials through PLA (BioYug)

The PLA project represents a decisive move into sustainable materials, positioning Balrampur as a pioneer in replacing fossil-based plastics with Bio-compostable alternatives at industrial scale.

Decarbonisation aligned with long-term national goals

Commitments to carbon neutrality by 2047 and net zero by 2055 anchor sustainability within a clear, time-bound transition pathway rather than open-ended ambition.

Reducing dependence on sugar-only revenues

Diversification into ethanol, power, and PLA reduces exposure to commodity cycles while improving the sustainability profile of revenues.

B. Climate, energy & emissions

Maintaining near-total renewable energy usage

Over 99% of Balrampur's energy is sourced from renewable inputs, primarily bagasse-based co-generation, reinforcing low-carbon manufacturing.

Improving energy efficiency across operations

Continuous reduction of steam-to-bagasse ratios, investment in energy-efficient equipment, and process optimisation lower energy intensity per unit of output.

Life Cycle Assessment (LCA)-led climate strategy

Use of ISO-aligned LCAs for sugar, ethanol, and sugarcane enables data-driven identification of emission hotspots and credible product-level decarbonisation planning.

Addressing Scope 3 emissions across the value chain

Balrampur has mapped upstream and downstream Scope 3 emissions and is defining time-bound reduction pathways - an advanced step within agri-industrial sectors.

C. Water stewardship & Natural Capital

Decoupling water use from production growth

Significant reductions in water withdrawal and consumption demonstrate a focus on 'value per drop' rather than absolute water use.

Zero Liquid Discharge (ZLD) across distilleries

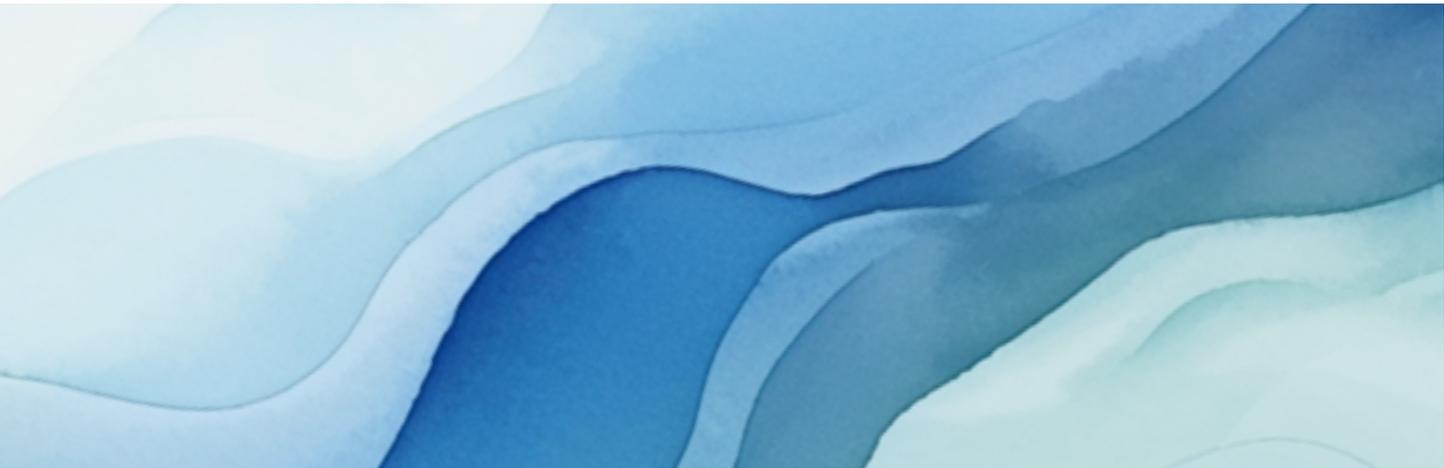
All distilleries operate on ZLD principles, ensuring no untreated effluent leaves plant boundaries and maximising internal water reuse.

Farmer-led water efficiency initiatives

Promotion of efficient irrigation, drone-based foliar spraying, and nutrient optimisation reduces water stress at the agricultural source.

Biodiversity & green cover expansion

Large-scale plantation drives, Miyawaki forests, rainwater ponds, and species-diverse afforestation integrate ecological restoration with community benefit.



D. Circular economy & waste management

Total utilisation of industrial by-products

Bagasse for power, molasses for ethanol, press mud and ash for fertiliser, CO₂ capture for dry ice - nothing is treated as waste.

Extended Producer Responsibility (EPR) compliance

100% compliance with EPR obligations reinforces accountability beyond factory gates into post-consumer waste management.

Closing nutrient loops back to agriculture

Bio-manure, potash granules, and organic inputs are returned to fields, improving soil health and reducing dependence on chemical fertilisers.

E. Social sustainability & Human Capital

Embedding safety as a core operating value

ISO-aligned HIRA systems, Board-level safety oversight, and low LTIFR underline a 'zero harm' culture beyond statutory compliance.

Strengthening farmer livelihood resilience

Digital soil mapping, fertility diagnostics, agronomic advisory, and climate-smart practices support long-term farmer income stability.

Community development with measurable impact

CSR investments in healthcare, education, women empowerment, sanitation, and skills are aligned with local needs and long-term outcomes.

F. Governance, transparency & systems

Board-level ESG oversight and accountability

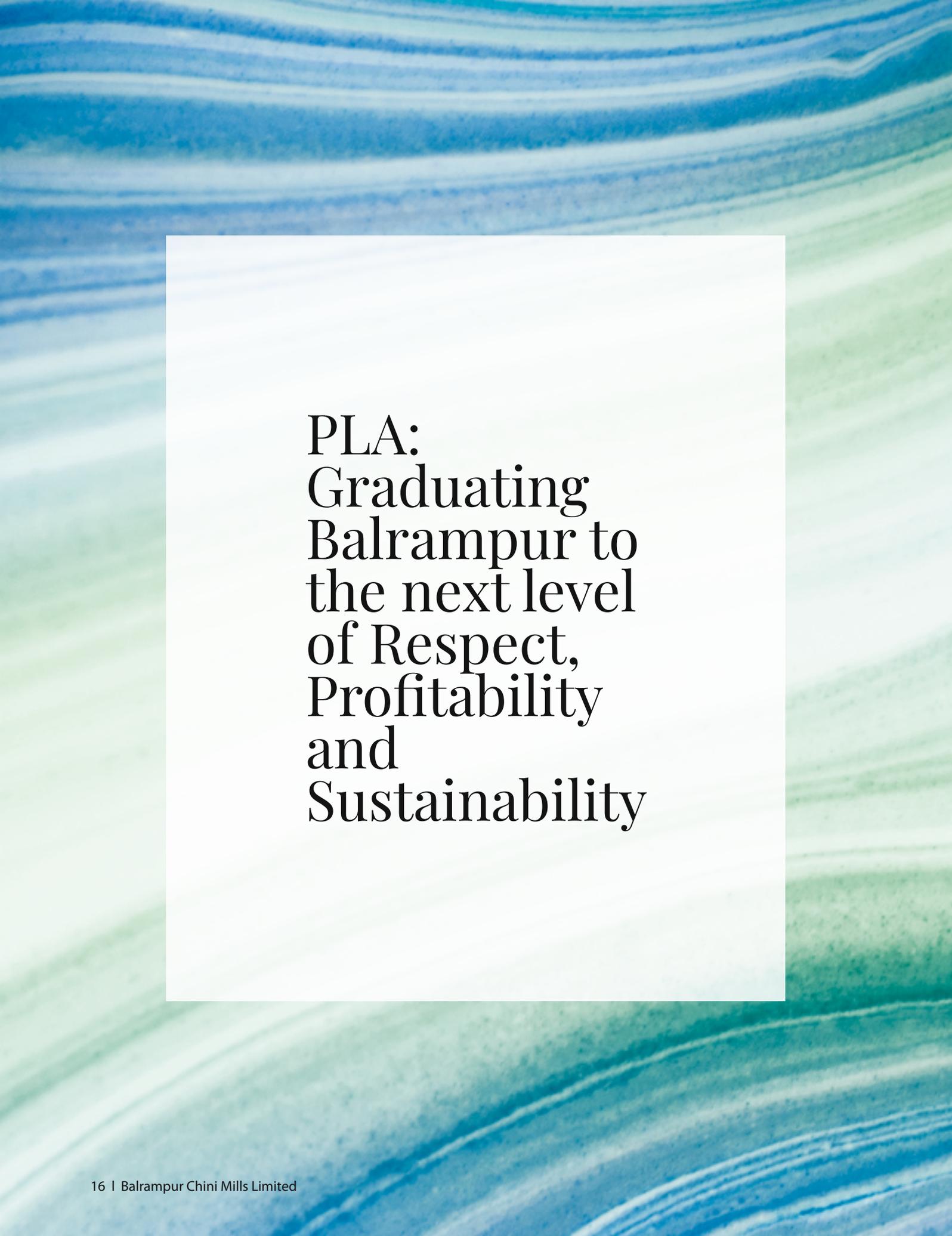
Dedicated ESG and Risk Management Committee ensures sustainability is governed at the highest level, while empowered teams across the organization share responsibility for implementation.

High-integrity Reporting and independent assurance

Alignment with GRI, SASB, TCFD, and BRSR Core indicators - combined with third-party assurance - strengthens credibility and stakeholder trust.

What These 20 initiatives Signal

- Moving from efficiency to transformation
- Shifting from compliance to leadership
- Evolving from a sugar company to a bio-based solutions enterprise
- Not concentrated in one department or project but distributed across strategy, operations, agriculture, people, and governance.



PLA:
Graduating
Balrampur to
the next level
of Respect,
Profitability
and
Sustainability

Overview

Few materials have shaped modern life as profoundly - and as problematically - as plastic.

Lightweight, durable, and inexpensive, plastics transformed industries and consumption patterns, but their persistence in the environment has created one of the defining ecological challenges of our time.

As the world grapples with plastic pollution, the search is no longer for marginal fixes, but for structural alternatives that can perform at scale without burdening future generations.

It is in this context that Balrampur's Poly Lactic Acid (PLA) business represents far more than diversification. It marks a graduation - of the Company's purpose, portfolio, and position in the global sustainability conversation.

A business that earns respect, not just market share

Corporate respect today is no longer earned solely through size, longevity, or financial performance. It is earned through relevance - by addressing problems that matter to society and doing so with seriousness, scale, and integrity.

By entering the business of PLA, Balrampur has stepped decisively into one of the most urgent global debates: how to replace fossil-based, non-degradable plastics with materials that are compatible with a circular, low-carbon world. This is not a cosmetic sustainability gesture. It is an industrial response to a planetary concern.

PLA, derived from renewable agricultural feedstock and designed to be bio-compostable, offers a credible alternative to single-use and short-life plastics across packaging, food service, and consumer applications. In choosing to invest at industrial scale, Balrampur has signaled intent - not experimentation. The Company has positioned itself not as a follower reacting to bans and regulations, but as a builder of solutions that regulators, brands, and consumers are actively seeking.

This shift has elevated Balrampur's standing - from a responsible agri-industrial leader to a globally relevant materials company participating in the redesign of consumption itself.

Profitability with structural headroom

The PLA business represents a step-change in the quality and durability of earnings. Traditional agri-commodity businesses were often constrained by price cycles, regulatory interventions, and limited margin expansion. PLA, by contrast, operates at the intersection of sustainability, regulation, and consumer preference - three forces that are structurally aligned rather than cyclical.

Global demand for biodegradable and bio-based plastics is growing rapidly, driven by tightening plastic regulations, Extended Producer Responsibility regimes, and brand commitments

to sustainable packaging. Unlike conventional plastics, where oversupply and commoditisation suppress margins, PLA is still in an early growth phase, with demand outpacing capacity in many markets.

For Balrampur, PLA will unlock several profitability advantages:

Value amplification: The same agricultural feedstock now generates significantly higher economic value when converted into advanced materials rather than bulk commodities.

Portfolio resilience: PLA revenues diversify earnings away from sugar-price volatility, improving cash-flow stability and predictability.

Margins quality: As a differentiated, sustainability-led product, PLA commands pricing power relative to traditional plastics and commodity outputs.

Importantly, this profitability will not be extractive. It will be built on innovation, integration, and long-term demand visibility - precisely the kind of earnings profile that sophisticated investors increasingly reward.

Sustainability, taken to its logical conclusion

Balrampur's sustainability journey has long been rooted in efficiency, renewables, and circularity - bagasse to power, molasses to ethanol, waste to value. PLA represents the next step: extending circularity beyond energy and fuels into materials.

Plastic pollution is fundamentally a materials problem. Addressing it requires not just better waste management, but

better materials at the design stage. PLA will address this at source by replacing fossil carbon with biogenic carbon and enabling safer end-of-life pathways.

Equally important is how PLA is produced. Embedded within Balrampur's renewable-energy ecosystem, powered by bagasse-based co-generation, the PLA value chain is designed to minimise emissions while maximising resource

efficiency. This integration ensures that sustainability is not claimed at the product level and negated at the manufacturing level.

PLA will allow Balrampur to convert agricultural photosynthesis into a climate-positive industrial outcome - closing the loop between farm, factory, and future.

A model the world can scale

What makes Balrampur's PLA initiative especially significant is that it is replicable and scalable - not dependent on rare minerals, exotic technologies, or fragile supply chains. It is rooted in agriculture, renewable energy, and proven biochemical processes.

In a world searching for solutions that can work not just in laboratories or niche markets, but across geographies and populations, this matters. Balrampur's PLA model demonstrates how emerging economies can lead - not lag - in sustainable industrialisation.

By aligning farmer livelihoods, clean energy, advanced materials, and circular design, the Company offers a blueprint for how industrial growth can co-exist with environmental responsibility.

A new level of corporate identity

Ultimately, the PLA business will graduate Balrampur to a new corporate identity. It will transform the Company from a participant in sustainability to a producer of sustainability solutions. It will deepen respect, not through rhetoric but through relevance. It will strengthen

profitability through innovation. It will advance sustainability, not incrementally but structurally.

In addressing one of the world's most persistent environmental challenges with scale, seriousness, and integration,

Balrampur is not just growing a new business. It is helping redefine what responsible growth looks like in the 21st century —and, in doing so, earning its place at the next level.

Governance that anchors sustainability at the top

Overview

For many organisations, sustainability remains an articulated ambition - well stated, well reported, but unevenly lived. At Balrampur, sustainability has evolved beyond intent into a disciplined way of working, governed by systems, reinforced by processes, and sustained through daily operational choices.

What distinguishes Balrampur's sustainability journey is not the absence of challenges, but the presence of structure - an architecture that ensures sustainability is practiced consistently, measured rigorously, and improved continuously.

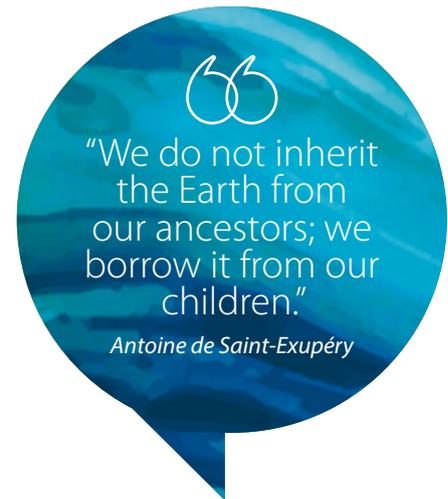
Balrampur's process, discipline and execution

The foundation of Balrampur's sustainability emphasis lies in governance. Sustainability is not delegated to a single function or confined only to CSR. It is overseen at the Board level through a dedicated ESG and Risk Management Committee, ensuring that environmental, social, and governance considerations are integrated into strategic decision-making.

This top-level oversight establishes accountability. Sustainability performance is reviewed alongside financial and operational metrics, reinforcing the principle that ESG outcomes are not separate from business outcomes. Clear roles - from the Board to senior management to unit-level teams ensures that responsibility does not diffuse as initiatives move from strategy to execution. Crucially, governance at Balrampur is supported by independent assurance and globally aligned frameworks.

The background consists of multiple overlapping, wavy layers of blue and teal colors, creating a sense of depth and movement. The colors range from light, airy blues to deep, rich teals and dark blues. The layers are irregular and fluid, resembling water or smoke. The text is centered over a dark blue layer in the middle of the composition.

Epilogue: A Turning Point, Quietly Made



Overview

History rarely announces itself when it arrives. More often, it takes shape through decisions that appear practical in the moment yet reveal their significance only with time. Balrampur's decision to enter Poly Lactic Acid (PLA) manufacturing belongs to this quieter category of history - an inflection made not in rhetoric, but in resolve.

For India, the PLA initiative signals something deeply important. It demonstrates that sustainability and industrial growth need not exist in tension. A country long associated with agricultural abundance and manufacturing scale now steps forward as a producer of advanced, bio-based materials - using its own renewable resources, scientific capability, and entrepreneurial confidence. In doing so, India moves from being a consumer of imported solutions to a creator of indigenous ones, capable of shaping global conversations on materials, climate, and circularity.

For the sugar sector, the implications are transformative. Traditionally viewed through the narrow lens of food production and price cycles, the sector now reveals a far broader potential. Sugarcane is reimagined not merely as a crop, but as a renewable platform - capable of delivering food, clean energy, cleaner fuels, and now sustainable materials. PLA expands the vocabulary of what sugar companies can be. It liberates the sector from the constraints of commoditisation and volatility, offering a pathway to higher value, greater stability, and deeper relevance in a world seeking climate-positive solutions. In this redefinition lies renewal - not only of margins, but of purpose.

Yet the most profound significance of the PLA initiative extends beyond industries and borders. Plastic pollution

is among humanity's most visible and persistent failures - a material triumph that became an environmental tragedy. Oceans burdened with waste, landscapes scarred by permanence, and ecosystems disrupted for generations stand as reminders that progress without foresight extracts a heavy cost.

PLA does not pretend to be a perfect answer. But it represents something rarer and more powerful: a sincere attempt to change the question itself. Not how plastics can be managed better at the end of their life, but how materials can be designed differently at their beginning. By replacing fossil-derived permanence with plant-based renewability, and linear disposal with circular return, PLA offers a glimpse of a future where convenience need not come at the expense of conscience.

What makes Balrampur's initiative especially hopeful is not only what it produces, but how it is produced. Embedded within an ecosystem of renewable energy, agricultural stewardship, and circular systems, the PLA venture demonstrates that sustainability is strongest when it is systemic rather than symbolic. It shows that solutions to global problems can emerge from local roots - where farmers, factories, science, and society are aligned toward a shared outcome.

Perhaps most importantly, this initiative restores a measure of faith in the capacity

of enterprise to act responsibly at scale. In a world often divided between optimism without action and action without optimism, the PLA journey stands as evidence that business, when guided by long-term thinking and moral clarity, can still be a force for good.

If history judges this moment kindly, it may not do so because a new material was made, but because a different mindset took hold - one that recognised that growth must evolve, that responsibility must deepen, and that hope must be engineered, not merely expressed.

In choosing PLA, Balrampur has chosen to participate in a future that is cleaner, more thoughtful, and more humane. If that future comes to pass, this initiative may be remembered not simply as a strategic diversification, but as a small, determined step toward healing a fractured relationship between humankind and the world it inhabits.

And sometimes, this is how history begins.

About the Report

Reporting Scope and Boundary

This report covers the operations of Balrampur Chini Mills Limited (BCML) across its ten manufacturing units. The company's product portfolio includes sugar, ethanol, and co-generated power, and its upcoming Poly Lactic Acid (PLA) manufacturing project. The scope and boundary of this ESG report is limited to the standalone entity with no subsidiaries.

Framework

This report aligns with globally recognized sustainability and disclosure frameworks for ensuring transparency and comparability. Together, these frameworks offer a comprehensive and balanced view of the Company's environmental, social, and governance practices. The frameworks that are covered in this report are:



TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES



Reporting Cycle

This report covers the period from 1st April, 2024 to 31st March, 2025. The same has been updated with relevant information till date of publication. The reporting cycle is annual, covering all the ESG performance of BCML throughout the year.

Responsibility statement

The Board and management confirm their responsibility for ensuring the accuracy of the information in this report. They state that the disclosures are fair, clear and balanced.

Assurance

An Independent Limited Assurance Statement covering the BRSR Core parameters and sustainability disclosures included in the Integrated Annual Report for FY25 has been issued by SGS India Private Limited.

Feedback

BCML values feedback from its stakeholders as it helps strengthen its sustainability efforts. The feedback could be shared at esg@bcml.in.

Forward-looking statement

Certain sections of this report include forward-looking statements, which may be recognised through terms like 'could', 'should', 'would', 'believe', 'expects', 'may', 'will', 'estimates', 'plans', 'assumes', and 'anticipates' or negative variations. These statements involve risks and opportunities that may lie outside the Company's control or are based on the Company's current views and assumptions about future events.

ESG World Profile at BCML website

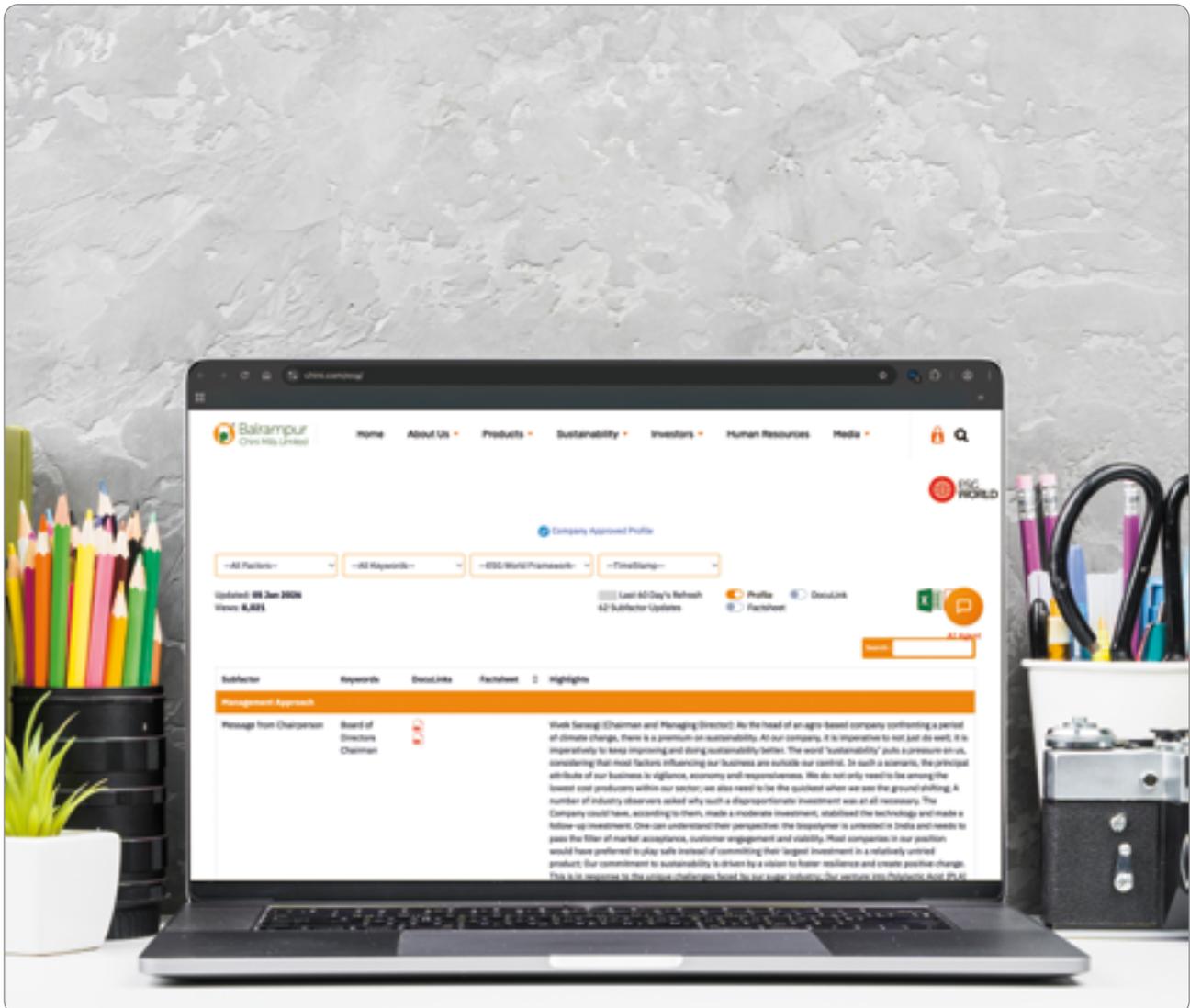
The Company hosts an online ESG World profile on its corporate website - a public, consolidated and easily accessible platform that presents its approach, initiatives and performance across Environmental, Social and Governance parameters. It serves as a

single point of reference for stakeholders to conveniently review and stay updated on the Company's evolving ESG commitments and disclosures.

This initiative enhances transparency and proactive communication with investors,

shareholders, financial institutions, regulators and other stakeholders, positioning the Company among the early adopters of a comprehensive digital interface for sharing organisation-wide sustainability efforts.

ESG World Profile Link: <https://chini.com/esg/>



Company Snapshot

Founded in 1975, Balrampur Chini Mills Limited (BCML) is among the largest integrated sugar manufacturing companies in India. BCML evolved from a conventional sugar production company to an integrated distillery and co-generation plant, well ahead of the peers.

The Company, being a pioneer in integrated value chains, connected through innovative technologies that help the sectors to be capital efficient, extending into a resource recycling business and maximizing return across all segments with its 360° sectoral excellence, has developed an expansive pool of products along with co-products spread amongst sugar, alcohol/ethanol, power, bagasse, and molasses.



Cane crushing

80,000

tonnes per day



Distillery

1,050

KL per day



Saleable co-generation

175.7

MW

Today, BCML stands as the leader in the sugar industry within India, driven by a commitment to innovation, operational excellence, and sustainable growth.

Manufacturing capacity

The Company has a cane crushing capacity of 80,000 tonnes per day, a distillery capacity of 1050 KL per day, and a saleable co-generation capacity of 175.7 MW. This robust infrastructure has improved operational efficiency,

emphasized its commitment to sustainable practices, and led to growth in the agri-based energy sector.

The Company has made investments in cutting-edge technologies to guarantee high-quality production while prioritizing

sustainability through the effective use of resources and renewable energy. This strategy has not only increased profitability but also focuses upon BCML's commitment towards environmental responsibility in the agri-based industry.

Vision, Mission, and Values

Vision

- Create the identity of one BCML (comprising units and corporate office)
- Create a personality extending beyond sugar
- Evolution from the entrepreneurial to the institutional
- More organic and amoebic - the ability to transform with speed
- Leadership to focus on strategic direction & professionals to address day-to-day operations
- Creating Centres of Excellence across functions
- Investing in peak performance predictability

Mission

- A great place to work (recognised as one beyond the sugar sector)
- A model agri-based energy company respected world over
- A Company that is a benchmark across functions and units
- A Company that creates leaders at every level
- A Company with a greater appetite to self-question

Values

- Driven by a passion to remain the benchmark
- Focus on doing what the Company is best at
- Driven by a culture of urgency
- Protecting farmer confidence
- Prudent de-risking

Products

Sugar

BCML operates 10 sugar factories in the eastern and central regions of Uttar Pradesh, with a combined crushing capacity of 80,000 tonnes of sugarcane per day.

Sugar produced
(in lakhs quintals)

97.07

FY25

112.18

FY24

Ethanol

The company operates five distilleries at Balrampur, Babhnan, Mankapur, Maizapur and Gularia, with an aggregate capacity of 1,050 KLPD, primarily dedicated to ethanol production.

Industrial Alcohol Production
(in crore bulk litres)

21.77

FY25

27.99

FY24

Power

The company generates green power by using bagasse, a byproduct, as fuel instead of environmentally harmful fossil fuels.

Power Generated
(in crore units)

81.81

FY25

89.77

FY24

Agri-inputs

Company transforms ash waste from incineration boilers into bio-potash granules, a vital fertilizer. It also produces press mud, a nutrient-rich organic manure. Together with bio-agents developed to enhance soil health, these initiatives support chemical-free farming.

Bagasse

A fibrous residue left after sugarcane stalks are crushed. It is used as a fuel source for producing renewable energy thereby reducing the usage of fossil fuels and contributing to the reduction of greenhouse gases.

DDGS

Distillers Dried Grains with Solubles, is a protein-rich by-product of ethanol production in our grain-based distillery and is utilized as animal feed. Particularly popular as poultry, swine, and cattle diet. They provide a valuable source of protein, energy, and nutrients for animal health.

PLA manufacturing (upcoming)

Balrampur Bioyug is India's first industrial scale PLA manufacturing project. The integrated greenfield plant, located in Kumbhi, will have a production capacity of 80,000 TPA. It is designed to operate on 100% renewable power and follows a closed-loop model that converts sugar into bio-compostable bioplastic.



At BCML, we strive to shape a future where innovation and sustainability move forward together. We are building a resilient future by transforming innovation into sustainable progress.

At Balrampur Chini Mills Limited, sustainability is not treated as a peripheral obligation or a compliance-driven exercise. It is embedded at the core of our strategy and serves as a powerful enabler of long-term value creation. Our approach reflects a deeply held belief that enduring success lies in the ability to continuously evolve, remain resilient in the face of change, and act with responsibility towards all stakeholders.

Operating within an industry characterised by regulatory complexity, price volatility, and climatic uncertainty, BCML has consistently chosen to move beyond conventional boundaries. We have done so by embracing technology, fostering innovation, and building collaborative ecosystems that deliver outcomes which are not only measurable, but meaningful. Sustainability, for us, is the discipline that strengthens our business model, sharpens our competitive edge, and reinforces trust across the value chain.

The macroeconomic environment for the sugar industry during FY25 remained dynamic and demanding. Global price fluctuations, evolving policy frameworks, and increasing climatic variability influenced sugarcane availability, production efficiency, and market realisations. At the same time, India's sugar sector continued to play a vital role in supporting rural livelihoods and advancing national priorities such as energy security through the ethanol blending programme. These parallel realities underscored the need for agility, foresight, and disciplined execution.

At BCML, we responded to this environment with clarity of purpose and strategic intent. We strengthened our cane development programmes by deepening farmer engagement, deploying scientific agronomy practices, and leveraging digital tools to enhance productivity and resilience at the farm

level. These initiatives create more stable and predictable outcomes for our farming partners, reinforcing the social foundations of our business.

In manufacturing and operations, our focus remained on optimising efficiencies and maximising resource utilisation. Continuous improvements in recovery rates, energy management, and water stewardship enabled us to reduce environmental intensity while sustaining operational performance. Our integrated model - spanning sugar, ethanol, co-generation, and emerging bio-based materials - allows us to extract greater value from every unit of agricultural input, strengthening both profitability and sustainability.

A key pillar of our forward strategy was the expansion of our distillery capacities, aligned closely with the Government of India's vision for a self-reliant and sustainable biofuel economy. Ethanol blending represents a powerful convergence of agricultural value creation, energy transition, and emissions reduction. By investing ahead of the curve, BCML positioned itself to support national objectives while building a diversified and resilient earnings profile. Similarly, now BCML has ventured into PLA which is the future requirement of a sustainable economy. PLA which will be made from sugar will not only help us diversify our product basket and de-risk but will also help us and the nation grow sustainably as it will effectively reduce

the pollution caused due to single use plastic which is non degradable.

Equally important is our alignment with globally recognised ESG frameworks and best practices. By integrating environmental, social, and governance considerations into decision-making, risk management, and performance monitoring, we are enhancing transparency, accountability, and stakeholder confidence. Sustainability at BCML is not static; it is a continuous journey of improvement, guided by data, governed by strong oversight, and driven by a long-term vision.

As we look ahead, our focus remains on integrating innovation with purpose. We will continue to harness digital transformation to improve operational excellence, invest in our people to build future-ready capabilities, and deepen our engagement with communities to ensure inclusive growth. Together with our stakeholders, we aim to create a legacy of responsible progress - one that connects today's achievements with tomorrow's possibilities, and positions Balrampur Chini Mills as a catalyst for a more sustainable and resilient future.

Vivek Saraogi

Chairman and Managing Director



At BCML, we grow together with our farmers, innovate responsibly, and create value that lasts for communities and the environment.

At Balrampur Chini Mills Limited, our growth philosophy is rooted in partnership - particularly with the farming communities that form the backbone of our integrated value chain. We believe that sustainable business success is inseparable from the prosperity of our farmers, the resilience of our ecosystems, and the well-being of the communities in which we operate. This conviction continues to guide our strategic decisions, operational priorities, and investments.

During FY25, we made meaningful progress on the BioYug Project, one of the most transformative initiatives in BCML's journey. Designed to manufacture bio-compostable, PLA-based bioplastics from renewable feedstock, BioYug represents a pioneering step in India's green materials ecosystem. More importantly, this initiative reflects our belief that agriculture-led industries can play a decisive role in addressing global challenges such as plastic pollution, climate change, and resource depletion - while creating new engines of growth.

Alongside industrial innovation, our focus on cane development remains firmly grounded in science, data, and collaboration. Over the past year, BCML has adopted a comprehensive scientific mapping approach by digitally mapping more than 10,000 villages across our command areas. This initiative captures real-time data on soil composition, land gradients, water availability, and climatic variations, enabling precision interventions and more informed agronomic decisions. By combining digital insights with on-ground engagement, we are improving productivity, optimising resource use, and strengthening the long-term resilience of sugarcane cultivation for our farmers.

However, sustainability at BCML extends well beyond technology and agriculture. We recognise that lasting impact is achieved only when economic progress is accompanied by social development and community empowerment. We focused our initiatives across

healthcare, education, skill development, and women's empowerment, with a strong emphasis on addressing local needs in rural regions. At the same time, we have envisioned scaling up infrastructure projects for solar electrification, water conservation, and sanitation, improving access to essential services and enhancing quality of life.

These interventions are not viewed as standalone CSR activities but as integral components of our broader development approach. By strengthening trust, improving livelihoods, and enabling inclusive growth, we aim to create shared value that benefits both communities and the Company over the long term.

As we look ahead, BCML will continue to embed sustainability at the core of its business strategy - one that proactively addresses climate risks, drives responsible innovation, and builds strong partnerships across the value chain. Our focus remains on delivering growth that is balanced, resilient, and inclusive, ensuring that the benefits of progress are shared equitably among farmers, employees, communities, and the environment.

Through this integrated approach, we are confident of building a future that is not only economically robust, but also socially meaningful and environmentally responsible.

Avantika Saraogi
Executive Director



Through prudent capital allocation and the proposed PLA venture, the Company is well-positioned to strengthen its earnings quality and create enduring stakeholder value.

FY25 was defined by resilience, discipline, and measured decision-making in an operating environment shaped by policy shifts, market volatility, and temporary restrictions on ethanol diversion. Despite these external challenges, Balrampur Chini Mills Limited demonstrated the strength of its integrated business model and its ability to adapt while maintaining financial stability and strategic momentum.

Revenue from operations during the year stood at ₹5,415.38 crore, while EBITDA reached ₹704.24 crore, reflecting effective cost optimisation, operational efficiencies, and the benefits of diversification across sugar, ethanol, and co-generation. Our focus on prudent financial management ensured that margins were protected even in a dynamic policy environment. In line with our commitment to shareholder returns, the Company continued its consistent dividend payout, declaring a dividend of ₹3 per share, while market capitalisation increased to ₹11,054.15 crore, underscoring investor confidence in BCML's long-term strategy.

A key priority during the year was disciplined capital allocation. We made significant progress on our capital investment programme, with targeted deployment towards the Poly Lactic Acid (PLA) project, which represents a transformational step in diversifying our portfolio into bio-based and sustainable materials. This investment is being executed with a clear focus on returns, risk management, and balance sheet strength. The PLA venture is expected to enhance earnings quality over time by adding a new, structurally attractive revenue stream aligned with global sustainability trends and growing demand for biodegradable alternatives to conventional plastics.

Throughout FY25, we maintained a strong balance sheet, supported by

controlled leverage, robust cash flows, and careful management of working capital. Our approach to capital structure remains conservative, ensuring adequate liquidity while preserving flexibility to pursue growth opportunities that meet our return thresholds and strategic objectives.

Looking ahead, we are cautiously optimistic about the operating environment. Improved cane availability, expectations of better sugar realisations, and stable ethanol demand provide a supportive backdrop for enhanced performance. At the same time, we remain mindful of inherent sectoral cyclicality and policy dependencies, and will continue to prioritise financial discipline, cost efficiency, and risk management.

With a strong foundation, a diversified portfolio, and a clear focus on sustainability-led growth, Balrampur Chini Mills is well positioned to deliver consistent financial performance, strengthen long-term resilience, and create sustainable value for shareholders and all stakeholders as we progress toward our long-term vision.

Pramod Patwari
Chief Financial Officer



At BCML, innovation drives our transition towards a circular and sustainable economy. Through the PLA initiative, we are leading India's shift towards bio-compostable and responsible materials.

Balrampur Chini Mills Limited is at a defining point in its transformation, where industrial capability and environmental responsibility are converging through sustainable material innovation. During the year, we made significant progress on our most ambitious initiative to date - the development of Poly Lactic Acid (PLA) manufacturing - which represents a strategic leap into the bio-based materials space and a new chapter in BCML's growth journey.

The PLA initiative is not merely a diversification of our portfolio; it reflects a deliberate long-term strategy anchored in innovation, sustainability, and value creation. With an investment outlay of approximately ₹2,850 crore, this project is among the largest greenfield investments ever undertaken by the Company. Once commissioned in FY27, the facility will rank among the largest single-location PLA plants globally, with a planned capacity of 80,000 tonnes per annum. This scale positions BCML as a pioneer in India's transition from fossil-based polymers to renewable, biodegradable, and compostable alternatives.

The project also aligns with the Government of India's BioE3 (Biotechnology for Economy, Environment & Employment) Policy, supporting high-performance biomanufacturing, strengthening the bio-based economy, and creating

sustainable value across the agri-industrial ecosystem.

PLA offers a compelling solution to the growing global challenge of plastic pollution. Derived from renewable agricultural feedstock, it combines performance with sustainability, making it a viable substitute for conventional plastics across multiple applications. Demand for biodegradable plastics is expanding rapidly, driven by regulatory action, brand commitments, and rising consumer preference for environmentally responsible materials. Against this backdrop, PLA opens significant opportunities for BCML in sectors such as packaging, textiles, food service, and consumer goods.

Equally important, the PLA project is deeply integrated into BCML's existing agro-industrial ecosystem, leveraging renewable energy, circular resource flows, and operational efficiencies. This

integration enhances environmental performance while strengthening the economics of the value chain.

Through the PLA initiative, Balrampur Chini Mills is moving beyond traditional sugar operations and entering a new phase of sustainable, innovation-led growth. As we progress toward commissioning, our focus remains on execution excellence, technology leadership, and building market readiness - ensuring that this venture delivers lasting value for customers, stakeholders, and the environment alike.

Stefan Barot
President - Chemicals



We believe
inclusive growth
and transparent
governance are
the foundation
of our long-
term success

At Balrampur Chini Mills Limited, strong governance and social responsibility are integral to the way we conduct business and make decisions. Our approach to Environmental, Social, and Governance (ESG) integration is founded on the belief that responsible practices enhance organisational resilience, build trust, and support sustainable value creation over the long term.

As part of this commitment, BCML has progressively embedded climate risk considerations into its risk management framework. This integration enables us to identify risks associated with climate change and strengthen resilience across our value chain - from agricultural sourcing to manufacturing operations. In line with our long-term ambition for a Net-Zero future, we have undertaken Life Cycle Assessments (LCA) of sugar, ethanol and sugarcane, allowing us to better understand environmental impacts, identify emission hotspots, and guide data-driven interventions for decarbonisation and resource efficiency.

Governance remains the cornerstone of our sustainability journey. We are committed to maintaining a robust and transparent governance framework that upholds the highest standards of accountability and ethical conduct. Our Board comprises a majority of independent directors,

supported by well-defined committees overseeing critical areas such as audit, risk management, nomination and remuneration, CSR, ESG oversight, and stakeholder relations. This structure ensures balanced decision-making, effective oversight, and alignment with regulatory and stakeholder expectations.

We continue to strengthen our governance practices through enhanced board diversity, structured succession planning, and continuous improvement in policies and internal controls. A key focus area is the alignment of executive remuneration with sustainability performance, reinforcing accountability and embedding ESG priorities into leadership incentives. These measures ensure that sustainability considerations are integrated not only into strategy, but also into performance evaluation and outcomes.

Beyond governance, our CSR initiatives reflect BCML's commitment to inclusive growth. Through focused programmes in education, healthcare, skill development, and rural infrastructure, we seek to create measurable social impact in the communities where we operate. Digital platforms such as the Balram App further enable transparent engagement with farmers by providing timely agronomic insights and support.

As we move forward, we remain committed to strengthening governance, deepening stakeholder engagement, and advancing social responsibility in a manner that is transparent, ethical, and impact-driven. We believe that by aligning business objectives with societal priorities, BCML can continue to build enduring trust, shared value, and long-term resilience.

Manoj Agarwal
Company Secretary and Head CSR



Stakeholder Engagement and Materiality Assessment

Stakeholder engagement

BCML's stakeholder engagement process ensures that the stakeholder expectations are systematically identified, prioritized, and integrated into materiality assessment and strategic decision-making.

Process of identification of key stakeholders



Process for Stakeholder Identification, Engagement, and Materiality Assessment

1. Desk research

Review of industry peers, best practices, global reporting standards to identify relevant E, S and G topics

2. Stakeholder identification

Consultation with management to identify stakeholder

3. Materiality surveys

Quantitative online survey among internal & external stakeholders

4. Analysis & interpretation

Ranking of topics and issues

5. Generation of materiality matrix

Informing business strategies, management processes and decision making

Government & Regulatory Authorities

Shareholders

Employees

Key stakeholders

Vendors (including farmers)

Customers

Communities

Engagement channels and frequency

A structured, transparent, and participatory approach towards stakeholder engagements is adopted at BCML. The key engagement channels include:

Government & Regulatory Authorities

Channels of Communication

- Communication with regulatory bodies (emails, meetings etc.)
- Regular compliance filings and disclosures
- Formal Dialogues
- Advocacy meetings through associates
- Engagement through industry associations and chambers

Frequency of engagements

- On-going / Need basis

Vendors (including farmers)

Channels of Communication

- Vendor & Farmer meets
- Training and awareness programs
- Pre-onboarding & Periodic Assessment
- Balram App
- Visits by cane personnel for on-ground support
- Video, training, and demonstration
- Email communication / Newsletter

Frequency of engagements

- Ongoing / Need basis

Shareholders

Channels of Communication

- Company website
- One-on-One meeting
- Annual General Meeting
- Investor/Analyst Meet
- Quarterly results
- Disclosures and Updates through Stock Engagement
- Press releases and Public Announcements

Frequency of engagements

- Quarterly / Need basis

Customers

Channels of Communication

- Market survey
- Company website and digital platforms
- Social media channels and online engagement
- Forums, meets

Frequency of engagements

- On-going / Need basis

Employees

Channels of Communication

- Awareness training
- Performance appraisals
- Annual employee satisfaction survey
- Grievance redressal mechanism
- Email Communication / Newsletters
- Portals / Intranet
- Surveys and Feedback Forms

Frequency of engagements

- On-going / Need basis

Communities

Channels of Communication

- Community outreach programmes
- Awareness drives
- Engagement through local NGO's
- Impact assessment partner's visit
- In-person meetings, monitoring personnel visits

Frequency of engagements

- On-going / Need basis

Materiality Assessment

BCML carried out a formal materiality assessment to identify the most critical topics for reporting purposes based on environmental, social, and governance (ESG) standards. This process involved engaging with internal and external stakeholders by conducting an online survey to determine key focus areas.

Material topics

Environment

- GHG Emissions
- Water Management
- Waste Management
- Energy Management
- Circular Economy
- Climate Change

Social

- Human Capital
- Occupational Health and Safety
- Community Engagement
- Supply Chain Management
- Product Quality
- Customer Relations

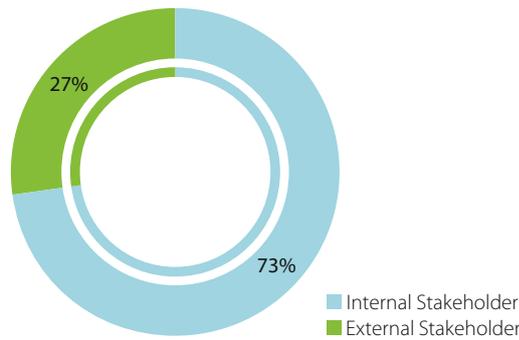
Governance

- Corporate Governance and Ethics
- Data Privacy & Information Security
- Risk Management
- Digitalization

Methodology

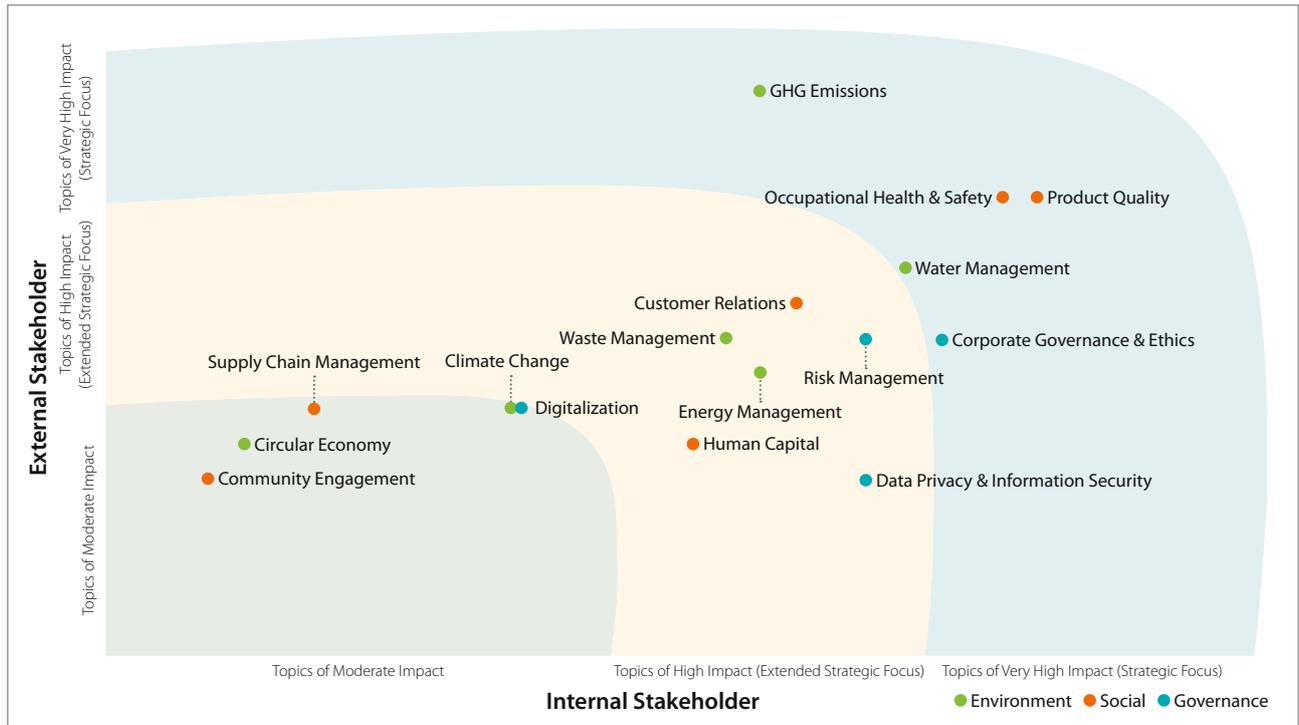
In today's evolving landscape, organizations are expected to address important economic, environmental, and social matters that warrant transparent reporting. These priorities guide strategy, communication, and the ESG Report, which outlines BCML's key impacts across these areas and supports informed stakeholder decision-making. The survey form was developed in English and Hindi for ease of use for external stakeholders.

Stakeholder Response Distribution



Materiality matrix

The insights gathered through this process support the development of BCML's ESG goals, targets, disclosure practices, and continuous stakeholder engagement. The material topics identified are as outlined in the chart below.



The matrix plots ESG topics based on their importance to internal stakeholders and impact on external stakeholders, enabling prioritisation of issues requiring strategic focus. Key strategic focus areas emerging from the assessment include GHG Emissions, water management, occupational health and safety, product quality, corporate governance and ethics. These topics are integrated into business planning, risk management

processes, and performance monitoring frameworks.

Topics such as energy management, waste management, community engagement, customer relations, human capital, data privacy & information security, risk management are categorized as high-impact areas, forming part of BCML's extended strategic focus and continuous improvement initiatives.

The results of the materiality assessment guide BCML's ESG priorities, disclosures, and strategic actions, ensuring consistency between stakeholder expectations, regulatory requirements, and business objectives. Material topics are reviewed periodically to maintain relevance in a dynamic operating and regulatory landscape.

Linkage of material topics with UN SDGs

Material topics	Alignment with UN SDGs	Key performance indicator	Reference in the Report/other published Reports
Environment			
GHG Emission	   	<ul style="list-style-type: none"> Scope 1 emissions Scope 2 emissions Scope 3 emissions 	GHG Emissions Management
Water Management	   	<ul style="list-style-type: none"> Total water withdrawal Water intensity per unit of production Reduction in freshwater withdrawal year-on-year Effluent Discharge % effluent treated and reused 	<ul style="list-style-type: none"> Water Management Waste Management BRSR FY25
Waste Management	  	<ul style="list-style-type: none"> Waste generated (hazardous & non-hazardous) Waste recycled (%) 	Waste Management
Energy Management	  	<ul style="list-style-type: none"> Total energy consumed Renewable energy share (%) Energy intensity per unit of production 	<ul style="list-style-type: none"> Energy Management BRSR FY25
Circular Economy	   	<ul style="list-style-type: none"> Product life extension measures 	Circular Economy
Climate Change	   	<ul style="list-style-type: none"> Climate risk 	<ul style="list-style-type: none"> GHG Emissions Management Decarbonisation Roadmap Risk Management
Social			
Human Capital	   	<ul style="list-style-type: none"> Gender diversity ratio Attrition rate Employee wellbeing initiatives undertaken Training hours per employee % employees trained 	<ul style="list-style-type: none"> Human Capital Human Rights Employee Wellbeing BRSR FY25
Occupational Health & Safety	 	<ul style="list-style-type: none"> Lost Time Injury Frequency Rate (LTIFR) Safety training hours per employee Implementation rate of safety audits 	<ul style="list-style-type: none"> Occupational Health & Safety BRSR FY25

Material topics	Alignment with UN SDGs	Key performance indicator	Reference in the Report/other published Reports
Community Engagement	      	<ul style="list-style-type: none"> CSR spend vs mandated requirement Beneficiaries impacted Social Impact indicators 	<ul style="list-style-type: none"> Community Development and impact stories Integrated Annual Report FY25
Supply Chain Management	   	<ul style="list-style-type: none"> Procurement from local suppliers BONSUCRO certification 	Supply Chain Management
Product Quality	 	<ul style="list-style-type: none"> % products meeting quality standards Number of quality audits conducted 	Product Quality & Safety
Customer Relations	   	<ul style="list-style-type: none"> Customer Grievance Redressal Number of product quality/safety incidents Number of data privacy breaches 	<ul style="list-style-type: none"> Ethical and transparent practices in product handling BRSR FY25
Governance			
Corporate Governance and Ethics	 	<ul style="list-style-type: none"> Board diversity (%) Number of Board meetings % independent directors ESG oversight at Board level Compliance breaches or penalties 	<ul style="list-style-type: none"> Board composition, diversity and expertise Integrated Annual Report FY25
Data Privacy & Information Security		<ul style="list-style-type: none"> Number of data breaches Compliance with IT security frameworks 	Cybersecurity and Data Privacy
Risk Management	   	<ul style="list-style-type: none"> Frequency of risk committee meetings Climate-related risk assessments conducted 	<ul style="list-style-type: none"> Risk Management Integrated Annual Report FY25
Digitalization	  	<ul style="list-style-type: none"> Number of Balram app installed 	Digitalization

Key ESG highlights

Environment



- Carbon neutrality target by 2047
- Net zero target by 2055
- Conducted LCA for sugar, ethanol & sugarcane
- Venture into manufacture of PLA

1,13,450
trees planted

99.03
% energy from
renewable sources

ISO 14001
certified

14.17
% reduction in water
withdrawal

43.29
% reduction in water
intensity

16
% reduction in Scope 1
& 2 emissions

Social



12.13

Average training hours per employee

7.41

Crore ₹ CSR spending (net after set off)

35

Water bodies rejuvenated

94.45

% employees retained

2.3

lakhs, lives touched through CSR initiatives

ISO 45001

certified

Governance



- Lead Independent Director
- All committees chaired by Independent Directors
- Voluntary ESG committee
- Zero data breaches

43

% Woman Directors on the Board

100

% ID composition in Audit Committee and NRC

MSCI ESG rating upgrade: Advancing sustainability leadership

BCML improved its MSCI ESG rating from BBB to A in 2024, a milestone in its commitment to sustainability and governance. MSCI ESG Ratings measure a company's resilience to long-term ESG risks, evaluating performance across environmental, social, and governance (ESG) criteria relative to its industry peers. Companies are scored on an industry-relative AAA-CCC scale, with higher scores reflecting a stronger management of ESG risks and opportunities.

Environment: The cornerstone of resilient ecological stewardship

Overview

For Balrampur Chini Mills Limited, the environment is central to resilient ecological stewardship, as the company's operations depend on natural resources such as water, soil, and agricultural biodiversity. By promoting sustainable sugarcane cultivation, efficient water and energy use, waste reduction, and renewable energy generation (such as co-generation and ethanol production), the company strengthens environmental resilience. Protecting ecosystems and supporting farming communities ensures long-term resource security, operational stability, and sustainable growth.

Key environment highlights

LCA carried out for sugar, ethanol & sugarcane	Bio circularity leading innovations	11.85 %, reduction in Scope 1 emissions	22.13 %, reduction in Scope 2 emissions
Water Audit by FICCI	45.32 %, reduction in water consumed	14.17 %, reduction in water withdrawal	87.45 % increase in re-use of waste

Other notable achievements

Developed a soil fertility map that helped track and plug soil deficiency

Signed an agreement with a specialised cane research institute in Coimbatore to enhance access to advanced research

Registered ICUMSA values of 15-20 across its sugar refineries, reflecting very low colour and high-quality refined sugar, and setting a sectoral benchmark for quality

Alignment of UN SDGs





At BCML, we value partnership as we work to deepen our ESG commitments and build a more sustainable future.

Climate-related challenges are becoming a major issue in recent times, and hence is encapsulated in the risk management metrics. Pro-active risk mitigation measures are being taken by the Company to minimize its effect.

BCML is working towards strengthening water stewardship, lowering emissions, and advancing circular practices across various sugar units and distilleries. The Company is adopting advanced practices, including drone-based foliar spraying, while continuously enhancing energy efficiency, waste utilisation, and overall resource management to strengthen its environmental performance.

At BCML, we value partnership as we work to deepen our ESG commitments and build a more sustainable future. The ESG and the Risk Management Committee is also strengthening

the governance system to minimize the adverse impact of any unforeseen climate change.

As BCML moves forward, the ESG performance continues to be the major focus of the Company's long-term strategy.

Chandra Kishore Mishra (Retd. IAS)

Independent Director

Former Secretary - Ministry of Environment, Forest and Climate Change

Chairperson - ESG Committee and Risk Management Committee

Balrampur Bioyug: The Era of Bio Circularity

BCML has initiated the development of India's first industrial-scale PLA production plant with a planned capacity of 80,000 TPA, which will be operational by last quarter of calendar year 2026.

Poly Lactic Acid (PLA) is a thermoplastic made from lactic acid, itself derived from carbohydrate fermentation. Unlike single-use plastics, PLA offers composting or recycling. For BCML, PLA paves the way for zero waste and Net-Zero.

The PLA project is being developed within BCML's broader energy-efficient ecosystem, which functions on nearly 100% renewable energy via bagasse-based co-generation. This places the BioYug PLA production line in a position to operate with a significantly low carbon footprint, further enhancing the environmental benefits of biopolymers.

Uses of PLA

Fossil dependency reduction



By substituting petro-plastics

Waste stream diversion



By utilising agricultural / by-product residues

End-of-life options



Through composting or industrial biodegradation

Advancing a circular Bioeconomy

PLA is globally recognized as one of the most promising and food-safe alternatives to single-use plastics (SUPs). PLA delivers the functionality of traditional plastic without the environmental burden. The PLA plant has been strategically designed for utilising a calibrated and incremental portion of cane-based feedstock, supported by existing efficiencies, integrated

operations, and long-term cane development initiatives. The PLA project will not compromise sugar or ethanol operations in terms of feedstock availability.

The proposed PLA facility has been designed as a fully integrated, single-location plant, supported by internal feedstock streams and powered entirely by renewable energy. This configuration enhances overall resource efficiency and

circularity, ensuring optimal utilisation of each unit of cane. PLA project is on track for commissioning, with technology selection, basic engineering, and vendor commitments progressing as planned.

From an environmental perspective, PLA has a clear advantage, it consumes less energy and generates significantly lower greenhouse gas emissions compared with

conventional plastics. This makes PLA a compelling alternative in the context of rising global urgency on climate change and circularity.

From a market perspective, PLA demand is expected to expand as regulatory enforcement of single-use plastic bans

strengthens and cleaner alternatives become widely available. With global demand for bioplastics growing at a faster rate, EPR frameworks and bio-economy policies, PLA is not a niche material but a core component of the future industrial ecosystem. Further, factors such as policy support, and

increasing consumer preference for sustainable materials are likely to drive growth and strengthen its market position over time.

Balrampur BioYug

BioYug, a venture by BCML, is dedicated to manufacturing Poly Lactic Acid (PLA). This initiative marks the establishment of India's first industry-scale bio-polymer plant, reinforcing BCML's commitment to sustainability and eco-friendly innovation.

The BioYug initiative represents a structural shift in integrating India's agricultural ecosystem with sustainable industrial manufacturing. The initiative leverages sugar-based feedstock to produce PLA, a bio-based, bio-compostable, and lower-emission

alternative to conventional fossil-derived plastics.

BCML's BioYug initiative integrates national and state policy priorities by enabling indigenous bio-manufacturing, advancing circular economy principles, reducing plastic pollution and fostering inclusive regional development.



Foundation stone laying ceremony of PLA manufacturing facility at Kumbhi, in presence of Shri Yogi Adityanath ji, Hon'ble Chief Minister of Uttar Pradesh



Balrampur BioYug launched by Mr. Devendra Fadnavis, Hon'ble Chief Minister of Maharashtra

Alignment with government initiatives

Policies & Programmes

- Atmanirbhar Bharat
- Viksit Bharat
- BioE3 Policy
- UP Bioplastic Policy
- Swachhata Hi Seva
- Aspirational District Programme

BCML Action

- Indigenous PLA manufacturing
- Sugarcane-based bio-materials
- Circular economy integration
- Renewable energy-powered operations
- Local sourcing & employment

ESG Outcome

- Reduced import dependence
- Climate-positive materials
- Plastic pollution mitigation
- Farmer income stability
- Regional economic upliftment
- Replacement of single-use plastics

Behavioural change and public awareness through BioYug

Bioyug on Wheels is India's first mobile awareness platform focused on PLA biopolymers. This pioneering initiative marks a significant step toward making sustainable living both accessible and practical for everyday citizens. Designed as a specially customized bus, the campaign travels across the country, halting at key destinations to engage directly with local communities. Through interactive exhibits and real-life product showcases, it simplifies the understanding of PLA—a compostable, plant-based substitute for single-use plastics. By reaching people in their own environments, Bioyug on Wheels aims to build awareness, influence behavior, and encourage the adoption of sustainable materials in daily life. The campaign aligns with the World Environment Day 2025 theme, advocating urgent and scalable action against plastic pollution, while supporting India's transition toward a greener, low-carbon future.

At every destination, the mobile platform delivers a compelling message: small,



conscious choices in consumption can create meaningful change. Following its successful launch in Mumbai in May 2025, Bioyug on Wheels has journeyed through major regions—including cities in Jharkhand, Madhya Pradesh, Gujarat, and Kerala—reaching stakeholders through immersive and knowledge-

driven experiences. These engagements feature live demonstrations, interactive installations, expert-led discussions, and collaborative interactions with academia, industry leaders, and policy influencers.

Strategic rationale

BCML's entry into bioplastics reflects India's growing emphasis on sustainable materials and its vision for a circular economy. To drive this transformation,

the Company has established a dedicated business segment within its Chemicals Division, focused on technology development, strategic partnerships, and market deployment of PLA.

The PLA initiative also reinforces BCML's broader packaging-sustainability objective by enabling a long-term shift towards compostable and recyclable biopolymers from fossil fuels.

Material properties and applications

PLA produced under BioYug is derived from sugar and is engineered for industrial composability, making it a viable alternative to single-use and short-lifecycle plastics. It is being developed for various applications, including packaging, foodservice products, and other consumer goods, and is suitable

for indoor usage with several end-of-life pathways, including composting and mechanical recycling.

From a sustainability perspective, PLA manufacturing supports material circularity and decarbonization by replacing fossil-based plastics with bio-based, compostable alternatives. This transition enhances the overall sustainability yield of sugarcane, aligning agricultural output with climate

action and the objective of the circular economy.

Through PLA, BCML is not merely diversifying its product portfolio but also strengthening its ability to generate more value, both financially and environmentally, from the same unit of agricultural input, thereby reinforcing its commitment to efficient resource utilization and long-term value creation for all stakeholders.

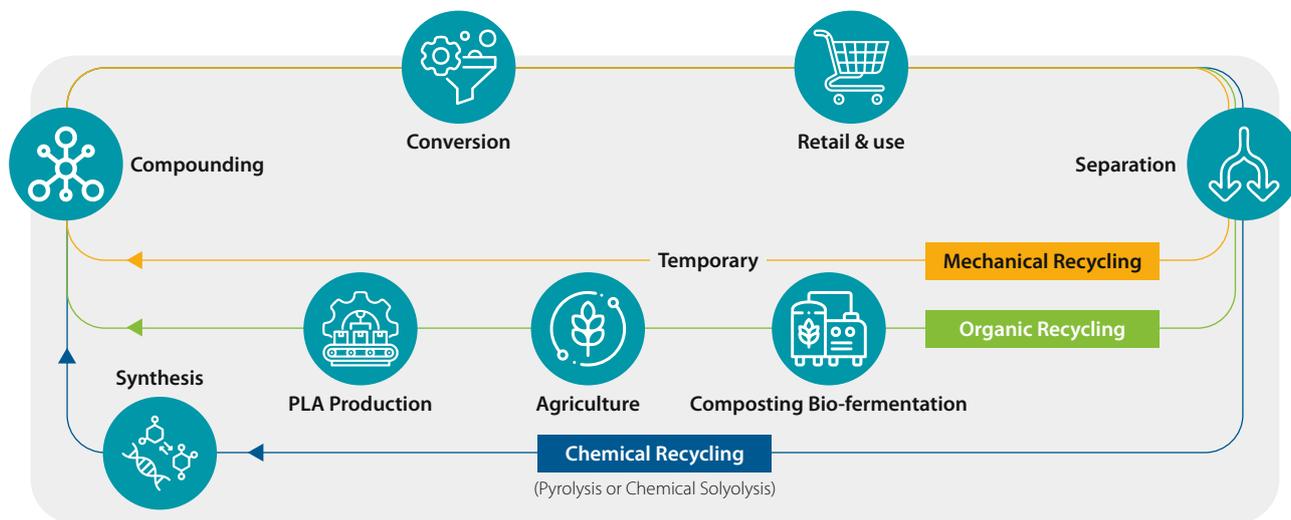
Circular economy and ESG linkage

PLA initiative plays a crucial role in BCML's circular economy framework by

transforming agricultural output into value-added materials, reducing plastic waste, and enabling safe end-of-life options. The advancement of plant-based polymers aids in decarbonisation,

reduces waste, and promotes resource circularity, emphasising BCML's dedication to low-carbon product innovation and eco-friendly manufacturing.

Circularity in PLA Products



Case Study

BioYug on Wheels: Driving Awareness and Adoption of Sustainable Materials

Background

As part of its broader BioYug initiatives, BCML is driving a successful transition from conventional plastics to bio-based alternatives. This shift goes beyond product innovation and requires strong stakeholder understanding, widespread acceptance, and meaningful behavioural change to enable long-term impact and adoption. While PLA offers a viable, compostable substitute for fossil-derived plastics, market adoption depends on awareness across consumers, businesses, policymakers, and value-chain participants. BCML conceptualised “BioYug on Wheels” as a mobile outreach and engagement platform to demonstrate the real-world applications of PLA and communicate the principles of bio-circularity.

Challenges

- Limited public awareness of bioplastics and their environmental benefits compared to conventional plastics.
- Perception barriers regarding performance, safety, and scalability of PLA in everyday applications
- The need to translate sustainability into tangible, experiential learning for a diverse stakeholder group

Response

As a first-of-its-kind mobile initiative, BCML brings PLA technology directly to communities, institutions, and enterprises. The platform showcases BioYug’s plant-based, compostable materials through live demonstrations and real-

world product applications across packaging, food service, and consumer goods. The initiative combines experiential displays, direct stakeholder engagement, and early-stage market enablement.

Impact

The programme has increased stakeholder awareness of PLA as a credible alternative to conventional plastics, promoted responsible material selection, and reinforced BCML’s circular economy strategy. By enabling behavioural change and strengthening ecosystem preparedness for sustainable materials, BioYug on Wheels contributes to national priorities on sustainability, waste reduction, and clean manufacturing, while establishing BCML as a leading proponent of sustainable materials adoption.

Life Cycle Assessment

Life cycle assessment (LCA) is a scientific method used to measure the environmental impact of a product, service, or process across its entire life span from raw material extraction to production, use, and end-of-life disposal. It evaluates all inputs, outputs and potential impacts at each stage, offering a holistic view of the product's environmental footprint.

BCML has completed a detailed Life Cycle Assessment for its major product stream, sugar and ethanol (produced at Kumbhi and Gularia units), to quantify its environmental impacts across defined system boundaries. BCML further expanded its LCA coverage by conducting a detailed, independent assessment of sugarcane produced at Kumbhi and Gularia.

LCA follows the ISO 14040 and ISO 14044 standards, which define four key stages:

Goal and Scope Definition

Goal: Conduct LCA for sugar, ethanol and sugarcane

System Boundary: Cradle-to-Grave/Gate

Life Cycle Inventory

Collecting data on inputs like materials, energy, and transport, and outputs such as emissions and waste

Life Cycle Impact Assessment

Converting the inventory data into measurable environmental impacts

Interpretation

Analysing results to draw conclusions and identify improvement areas.

LCA conducted for -

Sugarcane

Sugar

Ethanol

The study evaluated all relevant stages of cultivation, transportation, and resource use, providing unit-specific insights into emissions and impact hotspots. These findings enable the Company to refine its sustainability interventions and enhance its broader decarbonization strategy. For a comprehensive explanation of the methodology, boundaries, assumptions, and results, readers may refer to the detailed LCA section in the Integrated Annual Report, FY25.

Global Warming Potential (GWP) impact of 1kg of sugar production at the Kumbhi plant

Impact category	Unit	Total	Cradle to gate	Gate to grave
Climate change - Fossil - GWP	kgCO ₂ eq	0.086	-0.021	0.107
Climate change - Biogenic - GWP	kgCO ₂ eq	-1.631	-1.631	0.000
Climate change - Land Use - GWP	kgCO ₂ eq	-0.005	-0.005	0.000
Climate change - Total - GWP	kgCO ₂ eq	-1.549	-1.656	0.107

GWP impact of 1 kg of sugar production at the Gularia plant

Impact category	Unit	Total	Cradle to gate	Gate to grave
Climate change - Fossil - GWP	kgCO ₂ eq	0.129	0.043	0.086
Climate change - Biogenic - GWP	kgCO ₂ eq	-1.568	-1.568	0.000
Climate change - Land Use - GWP	kgCO ₂ eq	-0.004	-0.004	0.000
Climate change - Total - GWP	kgCO ₂ eq	-1.443	-1.529	0.086

GWP impact of 1 kg of sugarcane produced at Gularia and Kumbhi

Life cycle assessment (cradle-to-gate) results indicate that producing one kilogram of sugarcane yields net negative emissions, reflecting a positive environmental outcome. The Global Warming Potential (GWP) was -0.375 kgCO₂e/kg at Gularia and -0.383 kgCO₂e/kg at Kumbhi.

GWP impact of 1kg ethanol production at the Gularia plant

Impact category	Unit	Total	Cradle to gate	Gate to grave
Climate change - Fossil - GWP	kgCO ₂ e	0.220	0.110	0.110
Climate change - Biogenic - GWP	kgCO ₂ e	-0.735	-2.647	1.912
Climate change - Land Use - GWP	kgCO ₂ e	-0.007	-0.007	0.000
Climate change - Total - GWP	kgCO₂e	-0.523	-2.544	2.021

The LCA findings of sugarcane produced were subsequently used to recalibrate the sugar and ethanol LCAs conducted in the previous year. The revised results confirm that the production of sugar continues to exhibit a cradle-to-gate GWP of -1.656 kgCO₂e, while ethanol production demonstrates a net negative cradle-to-gate GWP of -2.544 kgCO₂e.

The overall net cradle-to-gate is -0.523 kgCO₂e ethanol produced. These outcomes reaffirm that BCML's sugarcane, sugar, and ethanol value chain delivers negative emissions across key life-cycle stages, reinforcing the Company's circular economy model and long-term decarbonization strategy.

Insights from the LCA also help BCML evaluate carbon intensity at the product level and inform the Company's decarbonization roadmap, which tends to expand its product-level footprint beyond core sugar and ethanol products to support future reporting and target setting.

Net cradle-to-grave for sugar production at Kumbhi:

-1.549

kgCO₂e/kg of sugar produced

Net cradle-to-grave for sugar production at Gularia:

-1.443

kgCO₂e/kg of sugar produced

Net cradle-to-grave for ethanol production at Gularia:

-0.523

kgCO₂e/kg of ethanol produced

Case Study

How LCA Strengthens BCML's Climate Strategy

Background

BCML has been expanding its environmental data capabilities in line with BRSR Leadership Indicators. As part of this effort, the Company also undertook a Life Cycle Assessment (LCA) for sugarcane produced at its Kumbhi and Gularia units.

Challenge

Sugarcane cultivation involves multiple emission sources from fertiliser use and irrigation to transportation and field operations. Without a scientific evaluation, identifying the exact contributors to environmental impact can be difficult, limiting BCML's ability to

design targeted interventions for decarbonisation.

Response

An independent agency conducted the LCA following ISO 14040 and 14044 guidelines. The study covered the full life cycle boundary, from land preparation and input use to field emissions and cane transportation. It quantified all material and energy inputs, emissions, and outputs, then assessed their impact through standard LCIA methodologies. The assessment provided a product-level, unit-specific profile for both Kumbhi and Gularia.

Impact

The LCA gave BCML a clearer understanding of its environmental footprint, helped identify emission hotspots, and highlighted improvement levers such as optimising fertiliser application, enhancing soil-carbon management, and improving logistics efficiency. These insights now feed directly into BCML's climate strategy, enabling more focused interventions in the supply chain, greater accuracy in emission baselines, and a stronger foundation for future Scope 3 reduction targets.

Water Management

14.17%

decrease in water withdrawn

45.32%

decrease in water consumed

32.87%

increase in treated water discharge

Overview

BCML has continued to strive towards water conservation through various advanced technologies and sustainable practices. The company's operations makes use of groundwater sources; however, continuous efforts are being made to minimise withdrawal and maximise reuse through process optimisation, technology upgrades, and zero liquid discharge systems.

BCML's Water Conservation Policy promotes efficient use, prioritises reuse and recycling, and emphasize on use of latest technological advancements with focus on water conservation.

Water Management

During FY25, water withdrawal has reduced by 14.17%. Reflecting ongoing process optimisation, reuse of treated effluents, and wider adoption of condensate recovery systems. Total water consumption has reduced by 45.32%, owing to higher process efficiency and increased condensate reuse across distilleries and co-generation plants. The reduction is achieved through improved process efficiency, higher recovery of condensate water from distillation operations, and recycling of treated water in auxiliary processes such as boiler feed, washing, and cooling.

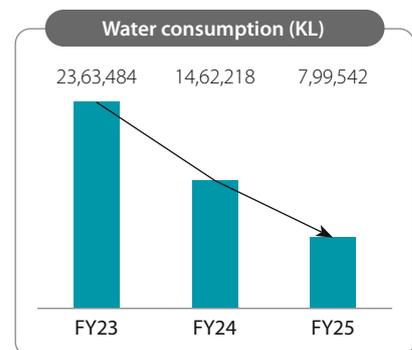
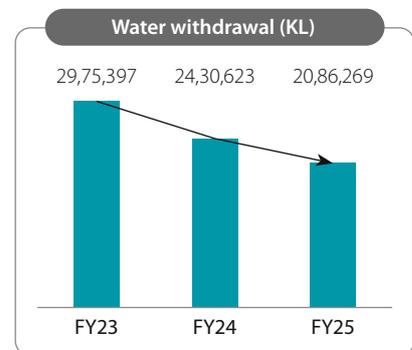
BCML has also introduced drone-based foliar spraying across its cane command area, using nano urea, nano DAP, and targeted crop-protection inputs to improve nutrient uptake, reduce chemical use, and strengthen plant health with far greater efficiency than traditional ground application.

Advanced Effluent Treatment Plant (ETPs) and Condensate Polishing Units (CPUs), enable maximum reuse of treated

effluents. The treated water is reused within the process for boiler feed and other industrial applications, reducing the dependence on fresh water sources. The Company's distilleries operate with Zero Liquid Discharge (ZLD) systems, ensuring that no untreated effluent is released outside plant boundaries.

Total treated water discharged stood at 12,86,727 KL as against 9,68,405 KL in the previous year. Of this, 4,70,921 KL was discharged to surface water post-treatment, and 8,15,806 KL was supplied to third parties, post treatment, for reuse. All discharges complied with statutory norms prescribed by the State Pollution Control Board. Water audit were conducted for the sugar units and distilleries by FICCI.

Water intensity has decreased by 43.20% compared to the previous reporting period, driven by initiatives implemented at the manufacturing sites. *None of the 10 operational units is in a water-stress area.*



Energy Management

99.03

% energy sourced from renewable sources

2.32

Crepe ₹ invested in energy conservation equipments

5.88

% reduction of energy intensity per rupee turnover over the past 3 years

Overview

BCML aims at enhancing energy efficiency and reducing consumption. Over 99% of BCML's total energy consumption in FY25 came from renewable sources.

The Company maintains one of the lowest steam-to-bagasse ratios in the sector, reflecting strong operational efficiency and a sustained focus on optimising energy utilisation. During Sugar Season 25, the Company reduced steam consumption as percentage of cane from 42.16% to 39.21% through targeted upgrades across milling and boiler system. An investment of ₹2.32

crore in energy conservation equipment during the year further underscores the Company's commitment to resource efficiency and decarbonization.

The co-generation segment utilises bagasse as a renewable fuel for power generation. This bagasse-based co-generation delivers dual benefits by reducing carbon emissions and lowering dependence on grid electricity. Beyond improving internal energy efficiency, co-generation supports the supply of reliable and sustainable energy in rural areas, while aligning with the Government of India's emphasis on promoting clean and green energy sources.

Utilisation of alternate sources of energy

Trial utilisation of sugarcane trash with bagasse in boilers to reduce overall fuel consumption.

Installation of solar lighting at cane purchase centres, supporting decentralised renewable energy adoption.

Introduction of a new PLA boiler design capable of operating on multiple fuels with a high-pressure cycle.

GHG Emissions Management

11.85

% reduction in Scope 1 emissions

22.13

% reduction in Scope 2 emissions

22.24

% reduction in Scope 3 emissions

Overview

BCML is committed to minimising its environmental footprint through process efficiency, renewable energy integration, and responsible manufacturing. BCML has conducted GHG Inventorization for the second consecutive year, with support from an independent agency. The Company's decarbonization approach focuses on minimizing Scope 1 and Scope 2 emissions by optimizing energy efficiency across all operational units.

BCML has made significant investments in emission control infrastructure, including Electrostatic Precipitators (ESPs), bag filters, and wet scrubbers.

All boiler stacks are continuously monitored online, ensuring strict compliance. These measures have effectively reduced emissions to levels well below regulatory limits.

BCML achieved consistent improvements in emission intensity metrics across financial and operational parameters:

- 16.7% reduction in GHG intensity per rupee of turnover.
- 11.5% reduction in GHG intensity per tonne of cane crushed

Scope 3 emission reduction

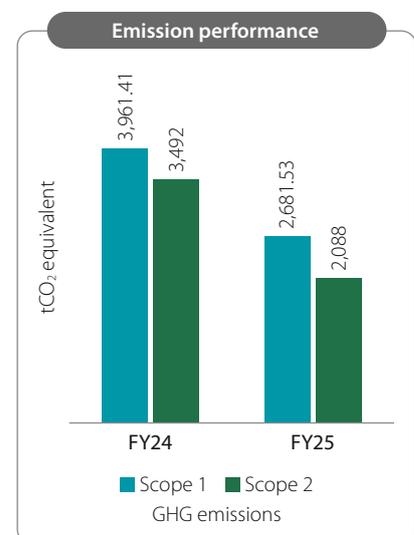
BCML recognises that a significant portion of its total carbon footprint lies beyond its direct operations, within its value chain. Similar trends are observed in all the peers, both national and international.

As part of the GHG inventorisation, the Company has identified upstream and downstream emission hotspots across its supply chain and product life cycle across 10 categories. Through continuous collaboration across the value chain, BCML intends to progressively lower its Scope 3 emissions intensity, aligning with its overall sustainability goals.

Governance and monitoring

The ESG Committee provides Board-level oversight while the Corporate Technical Team at Haidergarh monitors and implements operational measures. Together, they ensure that regulatory compliance is maintained, and emission reduction initiatives are effectively executed across the organization.

BCML monitors its greenhouse gas emissions through a structured Environmental Management System (ISO 14001:2015), ensuring regular measurement, reporting, and continuous improvement in performance.



Decarbonization Roadmap

Overview

BCML continues to advance its commitment toward a low-carbon future through a structured decarbonization roadmap aligned with India's Net Zero target by 2070. The Company has pledged to achieve carbon neutrality by 2047 and net zero by 2055, integrating this vision into its operational and strategic framework.

BCML's decarbonization programs centres across raw material sourcing,

manufacturing efficiency, and logistics optimisation. At the supply-chain level, sugarcane cultivation sequesters approximately 4.07 million tonnes of CO₂ annually, providing a natural carbon sink embedded in BCML's upstream footprint.

The decarbonization roadmap focuses on three key levers: energy efficiency, renewable transition, and carbon credit utilisation; supported by measurable performance indicators. In FY25, total energy consumption reduced by 7.7%

where renewable energy contributed to 99.03% of the total energy mix, predominantly from bagasse-based co-generation.

BCML has extended carbon accounting to include Scope 3 emissions, identifying emission hotspots across logistics, raw material sourcing, and waste management. Based on this assessment, the Company is formulating quantitative, time-bound reduction targets for indirect emissions.

Strategy and key focus areas

Energy Efficiency

- Optimise energy consumption across all manufacturing operations
- Introduce advanced, energy-efficient technologies and equipment
- Enhance fuel and logistics efficiency in transportation systems
- Strengthen energy management practices in office and administrative facilities.

Renewable Energy and Electrification

- Gradually replace fossil fuel use with renewable energy sources such as biomass
- Transition company-owned and contracted fleets toward electric mobility
- Promote the adoption of electric vehicle (EVs) for internal and external transport operations

Carbon Credit Utilisation

- Generate carbon credits through biomass-based and renewable energy projects
- Collaborates with government agencies under the national Carbon Credit Programme
- Participate in voluntary carbon markets to offset residual emissions
- Encourage the use of Agri-residues as a renewable energy source to reduce carbon intensity.

Blending of diesel with biofuel for use in DG sets

Switching to R-32 Air Conditioners/HVAC from R-22

Transitioning from petrol and diesel cars to EV cars

Transitioning from diesel tractors to Electric tractors

Decarbonisation interventions

Switching to biogas instead of LPG for cooking

Used of banked electricity

Credits through biomass projects

Use of Agri residue from farmers

Afforestation

Waste Management

17.92

% reduction in COD of discharge water

4.06

% reduction in BOD of discharge water

3.56

% reduction in TSS of discharge water

Overview

BCML continues to advance circular economy practices through systematic waste reduction, recycling, and reuse initiatives across its integrated sugar and distillery operations. In FY25, the Company generated a total of 97,370.29 tonnes of waste, including construction and demolition waste (6167.24 tonnes), and improved waste accounting systems.

During the reporting period, 41.41% of the total waste generated was recovered through recycling, reuse and other recovery operations, reflecting the Company's continued focus on responsible waste management and circular resource utilisation.

Use of solid waste

The boiler ash from our incineration units is turned into potash granules and supplied to farmers and fertilizer makers. Ash from sugar operations is used for low-lying land reclamation.

- ETP sludge is applied as bio-manure.
- DDGS is sent for cattle feed.

Wastewater management

Effective wastewater management is a core component of our environmental stewardship. We are committed to treating and managing wastewater generated from our operations in

accordance with applicable regulatory standards, with a focus on reducing environmental impact and protecting local water resources.

Decrease in COD, BOD, and TSS of discharge water, shows significant improvement in effluent water quality, reflecting better treatment efficiency and environmental performance.

Circular Waste Management

BCML's approach to waste and packaging management emphasises circularity through the use of by-products such as bagasse, press mud, and molasses, while

progressively transitioning to biodegradable and recyclable packaging materials. During FY25, the Company achieved 100% compliance with its Extended Producer Responsibility (EPR) obligation.

BCML continues to repurpose industrial by-products: bagasse for energy generation, molasses for ethanol, and fly ash and press mud into potash-rich fertiliser. CO₂ from ethanol fermentation is captured and converted into dry ice, reducing greenhouse gas emissions and generating additional revenue streams.

Way forward

BCML has implemented a comprehensive set of processes to reclaim, reuse, recycle, and safely dispose off products and by-products across its operations:

Plastic Waste Management: Plastics are segregated, reused and disposed off via authorized vendors in compliance with India's Plastic Waste Management

Rules, 2016, including Extended Producer Responsibility (EPR).

E-waste Management: E-waste is tracked through inventory systems and disposed off via CPCB/SPCB approved recyclers.

Hazardous Waste Handling: Includes safe storage, labelling, manifest tracking, and disposal through authorized TSDFs,

as per the Hazardous Waste Management Rules, 2016.

Bio-medical Waste: Disposed off through authorized recyclers in line with regulatory norms.

Construction & Demolition Waste: Recycled for use in concrete, road base, or landfills.

Circular Economy



Overview

BCML's operations follow a strong circular economy philosophy, where every major by-product is converted into a useful input, reducing waste and strengthening resource efficiency. A central pillar of this approach is waste-to-energy. Bagasse, generated during sugarcane crushing, is used as a renewable fuel in BCML's co-generation units, meeting almost the entire power and steam demand of its operations. This avoids the need for fossil fuels and enables the Company to maintain one of the highest proportions of renewable energy in the industry. Distillery waste streams are treated through bio-methanation, producing biogas that is used as a clean fuel in granulation plants for manufacturing potash-rich fertilisers.

BCML's circularity strategy extends to responsible packaging and product-recovery systems. BCML is actively co-creating solutions by partnering with government agencies to implement model projects in composting and chemical recycling, demonstrating that circular systems can be effectively deployed not just in research labs or major urban centres, but also in the heart of rural India.

By closing the loop on materials, energy and water, BCML creates meaningful environmental benefits, improves operational performance and advances a circular economy model that supports long-term sustainability.

Biodiversity Stewardship

Overview

We recognise that biodiversity is fundamental to the health of our planet and the resilience of business operations. As part of this stewardship, we have integrated biodiversity considerations into

our sustainability strategy. Across its operations, BCML promotes the use of processing residues and natural by-products, supporting soil regeneration and reducing environmental impact.

BCML is strengthening its biodiversity commitments through afforestation and site-specific ecological programs. In FY25, the Company planted 1,13,450 trees under its ongoing green cover expansion, supporting carbon sequestration and ecosystem resilience.

The plantation programme prioritized a carefully selected mix of species, including fruit-bearing saplings such as mango and guava, drought-resistant varieties, timber species, hardy, low-maintenance plants, and trees that provide fuel and fodder. This thoughtful diversity reflects a balanced afforestation approach that integrates ecological restoration with tangible benefits for local communities.

From a sustainability perspective, the inclusion of fruit, fodder and fuel species supports long-term food security, supplementary income generation and everyday resource needs for rural households, while simultaneously enhancing biodiversity and reducing pressure on natural forests. The emphasis on water-efficient, low-maintenance species

aligned with the region's agro-climatic conditions, improves sapling resilience and survival rates while minimising ongoing maintenance requirements.

Overall, this integrated approach demonstrates a shift towards climate-resilient and community-centric plantation models, strengthening both the ecological impact of the initiative and long-term community ownership of green cover enhancement efforts.

Dense Miyawaki and general plantations are established, boosting native tree cover and creating habitat diversity. These plantations support rapid vegetation growth, improve soil structure, and promote biodiversity recovery.

Groundwater restoration initiative aims to improve water availability and promote long-term water sustainability.

These efforts form a core part of BCML's natural capital strategy and align with its broader environmental priorities.



Ek Ped Maa Ke Naam

The Maizapur unit conducted a tree plantation drive titled "Ek Ped Maa Ke Naam," during which approximately 56,850 trees were planted. Each tree was dedicated to the mother of the individual who

planted it, making the initiative both meaningful and personal. This programme went beyond creating green cover and supporting local biodiversity by encouraging employees to form a personal bond

with nature, nurturing a sense of ownership, pride and a lasting commitment to environmental stewardship.

Support to local Gaushala

As part of its broader commitment to environmental sustainability and community well-being, BCML supported local Gaushala (cow shelter) in Balrampur by contributing towards the procurement of fodder. In regions where stray or undernourished

cattle can pose challenges to agriculture, road safety and public spaces, strengthening Gaushalas helps ensure that animals are cared for in a safe and organised environment. This, in turn reduces pressure on open grazing lands and mitigates soil degradation

caused by uncontrolled livestock movement.

Through this intervention, BCML reinforces the link between animal welfare, ecological balance and sustainable rural livelihoods.

Sustainability Governance

Environmental governance at BCML is embedded within a strong oversight and accountability framework designed to ensure regulatory compliance, operational discipline, and continuous improvement across all units. At the operational level, Environment Management Cells (EMCs) have been constituted at all Units to enable continuous monitoring, implementation, and management of environmental compliance and sustainability initiatives.

To ensure timely monitoring and reporting in line with Consent to Operate (CTO), Consent to Establish (CTE), and Environmental Clearance (EC) conditions, a Nodal Officer has been appointed at the Lucknow corporate office. The Nodal Officer coordinates closely with unit-level teams, external environmental consultants and third-party environmental monitoring laboratories to ensure 100% regulatory compliance and timely submission of statutory reports.

In alignment with state emission norms and regulatory requirements, CCTV

cameras are being installed on all stacks across sugar units and distilleries (25 chimneys). This system enables real-time, remote monitoring for unit officials, while providing parallel access to the Corporate Technical Team (CTT) to facilitate prompt corrective actions in the event of any abnormal observations, thereby strengthening transparency and accountability.

Further reinforcing compliance governance, BCML has developed an Environmental Compliance Tracker covering all sugar and distillery units. Based on this tracker, the Corporate Technical Team undertakes regular verification of compliance status, enabling proactive identification and resolution of gaps. The continued strengthening of unit-level Environment Management Cells ensures systematic monitoring and effective execution of environmental responsibilities.

Water management is governed under BCML's broader ESG framework, with oversight provided by the Board-level

ESG Committee. The Company has assessed its operational footprint and confirmed that none of its facilities are located in water-stressed regions, thereby mitigating exposure to physical water risks. The ESG Committee, chaired by Mr. Chandra Kishore Mishra (Retd. IAS), former Secretary, Ministry of Environment, Forest and Climate Change, oversees environmental performance and resource-efficiency initiatives. On-ground implementation of EHS measures is led by Mr. Praveen Gupta, Whole-time Director, through the Corporate Technical Team based at Haidergarh.

Together, these governance mechanisms reflect BCML's structured and accountability-driven approach to environmental management, ensuring regulatory adherence, risk mitigation, and long-term sustainability performance across its operations.

Way Forward

Going forward, the Company aims to strengthen its sustainability governance framework by further embedding ESG principles into decision-making processes. We aim to enhance Board-

level oversight, supported by clear accountability structures across business functions.

BCML will continue to strengthen its water stewardship practices through the expansion of rainwater harvesting

structures, groundwater recharge projects, and real-time water monitoring systems. The Company aims at improving water-use intensity in line with its increasing production scale, maintaining 100% ZLD compliance.



Case Study

Managing climate risks in sugarcane procurement and production

Background

Sugarcane is the backbone of BCML's integrated sugar, ethanol, and power operations, and the Company relies on a stable supply of high-quality cane from its farming communities. In recent years, weather behaviour across Uttar Pradesh, BCML's primary sourcing region, has become increasingly erratic, with delayed monsoons, concentrated rainfall, prolonged dry spells, and rising temperatures. These shifts have started to influence crop growth patterns, sucrose accumulation, and harvest timing, creating new uncertainties for both farmers and BCML's manufacturing units.

Challenges

Highly variable climate conditions disrupts the natural growth cycle of sugarcane. Late monsoons and uneven rainfall reduces early growth, while intense heat periods lowers sucrose content and cause moisture stress during critical maturation phases. This leads to inconsistent cane quality,

fluctuating supply volumes, and irregular crushing windows. For BCML, these variations translate into operational inefficiencies. Supply unpredictability also affects daily mill scheduling and creates pressure on upstream logistics and downstream production planning.

Response

BCML adopted a multi-pronged resilience strategy to stabilise supply and protect operations. The cane development teams intensified farmer engagement on climate-smart practices, including guidance on drought-tolerant varieties, precision irrigation, soil health improvement, and pest-disease management. At the factory level, BCML strengthened water security by scaling condensate recovery, installing condensate polishing units, constructing rainwater lagoons, and supporting village pond rejuvenation. Process optimisation initiatives improved steam-to-bagasse ratios and energy efficiency, reducing the impact of fluctuating cane quality. The Company also undertook Life Cycle

Assessments and hotspot analysis to understand climate-linked emission drivers and refine its long-term adaptation strategy.

Impact

These interventions helped BCML maintain stable operations despite weather-driven supply shocks. Water consumption reduced significantly due to higher reuse levels. Farmers benefited from improved agronomic resilience, reducing the risk of climate-driven crop loss and supporting more consistent delivery to mills. Operational disruptions decreased, and the Company strengthened its long-term resource security and sustainability performance. The integrated approach improved BCML's environmental footprint while reinforcing business continuity in the face of accelerating climate variability.

Social: The core of people first practices

Overview

At BCML, we believe our people are the foundation of our success and the drivers of long-term growth. We are committed to building strong social capital based on trust, collaboration, and respect. Our focus remains on skill development, employee engagement, and maintaining a safe and healthy workplace through continuous training and awareness initiatives. Diversity and inclusion are integral to our culture, supported by equal opportunity policies, initiatives to increase women's participation, and a

zero-tolerance approach to harassment. Through these efforts, we strive to create an empowered, inclusive, and high-performing workforce.

Salient Features

- Occupational Health and Safety Management System has been implemented to ensure a structured approach to workplace safety
- Regular assessments are conducted to identify and mitigate work-related hazards and risks

- Comprehensive measures are in place to maintain a safe and healthy work environment
- Life insurance and compensatory benefits are provided to support employees and their families
- Mechanisms are established for workers to report safety concerns and withdraw from situations that pose health or safety risks
- Corrective actions are undertaken promptly to address safety incidents and prevent recurrence

Key highlights

6020

Permanent Workforce

83.60

% cane sourced from local farmers

Zero

cases related to human rights and POSH have been reported or filed in the past three financial years.

7.41

Creore ₹ CSR spending (net after set off)

Bonsucro

Certified

289

Employees hired in FY25

3.7

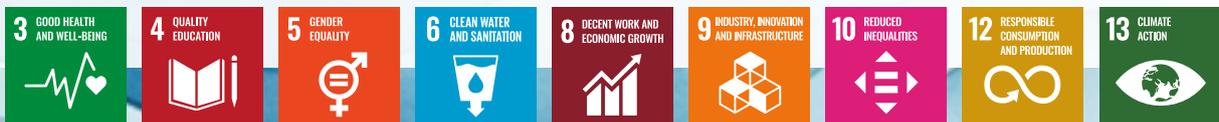
times increase in female workforce from FY23

Safety Audits

by external agencies

The Company consistently maintains one of the lowest downtimes in the Indian sugar sector.

Alignment of UN SDGs





A defining feature of BCML's CSR approach is its emphasis on empowering and strengthening rural communities

At Balrampur Chini Mills Limited, we firmly believe that corporate responsibility encompasses our duty to contribute meaningfully to society, strengthen communities, and create long-term value that is inclusive, ethical, and sustainable. BCML's CSR philosophy is grounded in inclusive development, measurable impact, and the conviction that responsible business can be a catalyst for positive social transformation.

In FY25, BCML reaffirmed its commitment to inclusive and sustainable growth by deploying ₹7.41 crores (net after set off) towards impactful CSR initiatives that strengthened rural communities and created measurable social value. This exceeded the statutory requirement under the Companies Act, 2013. These resources were deployed across various projects spanning education, healthcare, skill development, and women's empowerment, with a strong emphasis on addressing the priority needs of rural communities in our areas of operation. The Committee regularly reviews project effectiveness, fund utilization, and impact metrics to ensure accountability and alignment with statutory and stakeholder expectations. The programmes are designed to deliver outcomes that

are relevant, scalable, and enduring, contributing to improved livelihoods and social resilience.

A defining feature of BCML's CSR approach is its emphasis on empowering and strengthening rural communities. The Company works closely with local stakeholders, community institutions, and implementation partners to ensure transparency, accountability, and long-term ownership of initiatives. This collaborative approach enables us to tailor interventions to local realities while ensuring that benefits effectively reach the intended beneficiaries. Through the CSR initiatives, we have touched over 2.3 lakh lives, serving around 2,100 villages, reinforcing our commitment to inclusive growth and community empowerment.

The Nomination and Remuneration Committee complements this framework by aligning leadership development, succession planning, and remuneration structures with long-term sustainability and responsible growth objectives.

Going forward, BCML aims to deepen outcome-based impact measurement, integrate sustainability metrics into leadership accountability, and expand collaborative partnerships to enhance rural resilience and inclusive economic participation.

Veena Hingarh

Independent Director

Chairperson - NRC and CSR Committee

Human Capital

1483

Total Permanent Employees

61.54

% increase in female employees

12.13

Person hours, average training hours

0.31

% cost Incurred on Employee Well-being

289

Total Employees hired in FY25

0.38

LTIFR

~21.78

% employees had been associated with the Company for five years or more as of 31st March, 2025.

Overview

At BCML, we consider our people the main driver of our success and the driving force behind our growth and transformation. The Human Capital strategy is centred on building a skilled, engaged, and future-ready workforce that upholds the

Company's values of integrity, collaboration, and excellence. The company is actively working to improve female representation across its workforce and thereby address gender inequality arising from its industrial operations and its geographical presence in Uttar Pradesh.



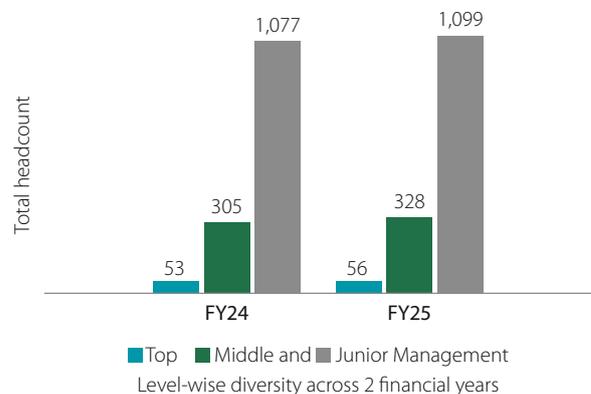
Balrampur aims at enhancing the workplace environment, fostering a supportive space where employees can grow in their careers, learn continuously, and enjoy their professional journey.



BCML aims to create a positive work environment that fosters a strong work-life balance for all employees.

Recognising the value of diverse perspectives, BCML continues to introduce initiatives that attract, retain, and empower women through focused recruitment drives, targeted training programmes, and flexible work arrangements. These efforts aim at building a balanced and progressive work environment where women can contribute meaningfully across various functions. By fostering inclusivity and equal opportunity, BCML is gradually transforming workforce dynamics and strengthening organisational resilience through diversity.

Workforce diversity and composition



Human Rights

63%

employees received training on the Human Rights Issues policy.

Zero

human rights-related cases have been reported or filed in the past three financial years.

Human Rights Policy

Board level oversight ensured by ESG Committee.

Overview

BCML continues to prioritise employee growth and capability enhancement as a key driver of organisational excellence. During FY25, the Company deepened its focus on responsible workplace practices, with 48.67% of workers trained on human rights policies and related issues, reinforcing awareness of ethical conduct, equal opportunities, and respect across the organisation. No human rights-related complaints or cases were reported during the year, underscoring the Company's commitment to maintaining a fair, safe, and respectful work environment.

This commitment is underpinned by BCML's Human Rights Policy and POSH Policy, which together provide a robust framework for fair

employment practices, ethical conduct and workplace dignity. The Human Rights Policy promotes merit-based recruitment, transparent performance management, continuous learning and compliance with labour laws, ensuring equal opportunity and consistency across operations. Complementing this, the POSH Policy, aligned with the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013, establishes a zero-tolerance approach, with clearly defined reporting, investigation and redressal mechanisms, confidentiality, safeguards and non-retaliation provisions. Through these policies, BCML reinforces an inclusive, respectful and accountable work culture that supports employee wellbeing and sustainable organisational performance.

Employee Well-being

Overview

The Company is committed to fostering a safe, inclusive, and supportive workplace that promotes the physical, mental, and social well-being of employees and their families. A range of structured initiatives is implemented across units to strengthen employee engagement, enhance skills, and reinforce a strong culture of health and safety.

Sports and recreational activities

To encourage physical fitness, teamwork and work-life balance, the Company organises regular sports activities across units. These include cricket matches, badminton tournaments for both white-collar and blue-collar employees and their families, promoting inclusivity and family engagement, fostering camaraderie, stress relief and cross functional interaction.

Technical training and knowledge sharing

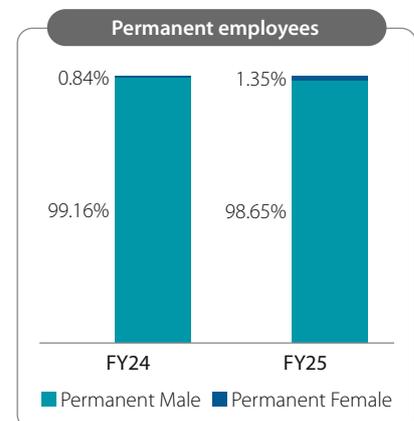
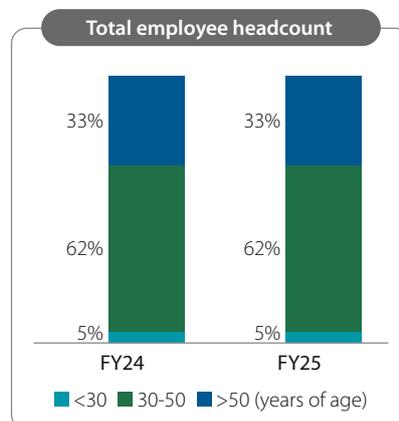
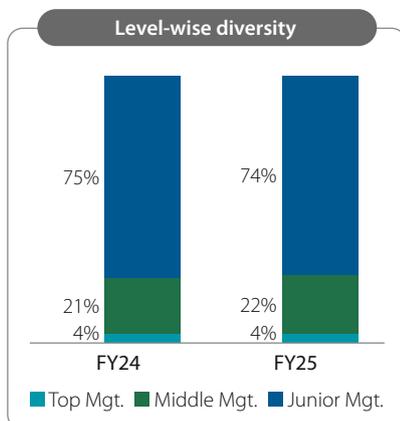
As part of its continuous learning framework, technical training programmes are conducted at every Unit. These sessions include structured brainstorming and knowledge-sharing discussions focused on the adoption of best engineering practices, operational efficiency and practical problem-solving, thereby strengthening technical capabilities across teams.

Family-Inclusive Cultural Celebrations

To foster a sense of community and belonging, the Company actively involves employees' families in celebrations such as Hariyali Teej, Christmas, various Ladies Club activities and other cultural occasions. Such family-inclusive initiatives contribute to higher morale and a deeper sense of belonging - reflecting our commitment to fostering a supportive and people-centric work culture where employees feel valued both professionally and personally.

Diversity, equity, and inclusion

BCML employs 14 individuals with disabilities, and continues to improve accessibility across its offices and units through the installation of ramps, lifts, and inclusive design measures. BCML's Code of Conduct and Human Rights Policy promote non-discrimination and equal opportunities, supported by gender-neutral recruitment practices, equitable pay, and training on inclusivity.





We, at BCML, believe that a safe workplace is the foundation of a productive and sustainable organisation.

At BCML, safety is deeply ingrained in our values and operational philosophy. Beyond regulatory compliance, it reflects our responsibility towards protecting the well-being of every employee, worker, and partner across our operations. We, at BCML, believe that a safe workplace is the foundation of a productive and sustainable organisation.

In FY25, we strengthened the Occupational Health & Safety Management System through improved assessments, wider training coverage and regular audits and emergency response drills across all units. I am further pleased to share that as part of our continual commitment to safety, we also got certified for ISO 45001:2018 for Occupational Health and Safety. We recorded low LTIFR during this year, which demonstrates our employees' discipline, vigilance, and shared commitment to maintaining the highest standards of safety. We, at BCML, believe that a safe workplace is the foundation of a productive and sustainable organisation.

We are also expanding the use of digital tools for safety monitoring and training to promote continuous learning and real-time oversight across our facilities.

As we move forward, our focus will remain on continuous improvement, behavioural safety & training, and the overall well-being of everyone associated in achieving our vision of Zero Harm and ensuring that every person returns home safely each day.

Praveen Gupta
Whole Time Director

Occupational Health and Safety

Overview

At BCML, safeguarding the health and safety of our employees, contract workers, and partners is a core organisational priority. We believe that a safe workplace is fundamental to operational excellence, productivity, and employee well-being. Our approach to Occupational Health and Safety (OHS) is built on prevention, continuous improvement, and shared responsibility. We strive to foster a culture where safety is ingrained in everyday actions and

decision-making, supported by robust systems, regular training, and transparent reporting. Through consistent monitoring, BCML aims to achieve its goal of zero harm while ensuring a healthy, secure, and resilient work environment across all its operations.

Safety is the main focal point, as workers are handling hazardous materials and operating heavy machinery, so strict adherence to safety protocols is essential to prevent accidents and ensure their well-being.

EHS Policy

The Company's dedicated EHS Policy commits to upholding the highest standards of environmental stewardship, health protection, and workplace safety across all its operations. It recognises that environmental protection and OHS are fundamental to the business success and stakeholder confidence. The Policy ensures that every business unit integrates health and safety considerations into daily operations,

and implements control measures in safeguarding all personnel and communities. Continuous improvement, compliance with applicable laws and standards, and regular training all form core elements of the policy. Through this framework, the company aims at delivering safe operations, protecting people and the planet, and building long-term value for its stakeholders.

At BCML, accountability and collaboration define our EHS approach.

Every employee, contractor, and visitor shares equal responsibility for maintaining a safe and secure workplace. Together, we are committed to building a culture of safety, preserving the environment, and driving sustainable growth. While considering the career advancement of employees, management takes into account their EHS performance as well as that of their sub-ordinates.

Employee safety activities

At BCML, employee health and safety remain a core organisational priority. Guided by a comprehensive Environment, Health, and Safety (EHS) Policy. The Company aims for zero harm to people and the environment.

Governance and oversight

The ESG Committee is chaired by Mr. Chandra Kishore Mishra, Independent Director (Retd. IAS). Safety performance is reviewed quarterly by the Board and forms a key component of management

KPIs and KRAs. Detailed presentation on employee health and safety, including near-miss reports and preventive actions is presented in Board meetings.

Training and awareness

The Company provides mandatory and job-specific safety training for all employees to promote safety and efficient work practices. Periodic safety programmes are arranged, extending the reach of the awareness sessions for employees' families, covering subjects such as electrical safety, handling LPG

etc. The safety culture is strengthened through ongoing workshops, engaging sessions, and visual communications throughout the workplace.

Leadership and implementation

The safety function is led by Mr. Praveen Gupta, Whole-time Director, supported by a qualified team of 42 safety professionals across all units. The Corporate Technical Team (CTT) provides strategic guidance on EHS matters, integrating expertise from engineering, process, and quality departments.



Fire safety training to employees' families

Haidergarh and Akbarpur units have been developed as Model Plants on Basic Safety Compliances and now horizontal replication is under progress for the balance 8 units.

Monitoring and reporting

BCML monitors safety performance through defined indicators that track incidents, near misses, unsafe behaviours, and corrective actions. Every unit is equipped with a Safety Committee that includes an equal number of members from both workers and management to assess and enact safety enhancements. Information from all units is compiled monthly and periodically reported to the Board for supervision and ongoing improvements.

Infrastructure and investment

BCML continues to invest in advanced safety infrastructure, including 360-degree machine guards, modern firefighting systems, and specialised protective gear such as self-contained

breathing apparatus and fire proximity suits. Through continuous training, leadership engagement, and systematic monitoring, BCML fosters a safety-first culture where every employee shares responsibility for maintaining a safe, healthy, and compliant workplace.



Safety display board

Few Initiatives taken up by BCML

On-the-job training and TBT (Toolbox talk)

Safety Induction and Gate Pass System for Contract Workers

Special focus on Earthing Management

Introduced the Acrophobia test (Height Pass Testing)

Onsite training on work at Height & Material Lifting

A pre-recorded safety song is played during the change of shifts

Safety Orientation with AV Video for visitors has started

Haidergarh and Akbarpur units have been developed as Model Plants on Basic Safety compliances

Integrating HIRA

BCML recognises that a strong operational risk management framework is foundational to business continuity, employee safety, and environmental stewardship. BCML has been certified with ISO 45001 (Occupational Health and Safety Management System) and ISO 14001 (Environmental Management System) to carry out this in letter and spirit.

BCML uses Hazard Identification and Risk Assessment (HIRA) as a structured process of Risk Assessment at its units at periodic intervals. It encompasses a comprehensive assessment of both routine and project-related risk, which defines control measures for minimising health, safety, and environmental impacts.

This alignment of ISO with the risk assessment process supports BCML's EHS governance by enabling:

- Proactive hazard identification across unit and office locations, equipment and work activities

- Structured risk evaluation and prioritisation based on severity and exposure potential
- Mitigation and planning aligned to operational controls, emergency preparedness and training
- Documentation and continuous review in line with ISO 45001 and ISO 14001 expectations

By embedding ISO-HIRA within its EHS management systems, BCML reinforces

a safety-first culture, strengthens compliance with statutory requirements, and enhances operational resilience. The linkage between hazard assessment and systematic risk control also contributes to BCML's confidence in its industrial processes, supporting not only safer workplaces but also improved environmental outcomes across its value chain.



HIRA training imparted to employees

Case Studies

1. Introduction of Helmet Stickers (Name & Blood Group)

To enhance workplace safety and improve emergency response effectiveness, Helmet Stickers displaying the employee's Name and Blood Group are being introduced for all personnel, including employees and workers. The initiative aims to ensure quick identification and facilitate timely medical assistance in the event of an accident or medical emergency.



Helmet with blood group stickers provided to personnels

2. Mandatory Use of High-Visibility Reflective Jackets

To enhance workplace safety and ensure clear visual identification of personnel during operations, the use of High-Visibility Reflective Jackets is declared MANDATORY for all employees, contract workers, visitors, and vehicle operators within operational areas.

Purpose of the mandatory reflective jacket policy

- Improved visibility of workers during day and night operations.
- Reduced risk of accidents involving vehicles, machinery, and material handling equipment.
- Enhanced safety of personnel during low-light, foggy, rainy or dusty conditions.

Compliance Guidelines

- Jackets must be high-visibility fluorescent (Green / Orange) with retro-reflective strips.
- Jackets should be always worn within designated operational areas.
- Damaged, faded or non-reflective jackets must be replaced immediately.



Mandatory use of High-Visibility Reflective Jackets

- Supervisors / line managers are responsible for ensuring 100% compliance.

Non-compliance will be treated as a violation of site safety rules and dealt with as per the organisation's disciplinary procedure.

3. Online/ Offline Safety Training Modules

To promote a strong safety culture and ensure that all personnel are uniformly trained in essential fire & safety requirements, online safety training modules have been introduced for white-collar employees across the organisation. These trainings are designed to enhance safety awareness, strengthen compliance, and provide flexibility for self-paced learning without disrupting operational schedules.

Purpose of the Initiative

- To build safety ownership of white collar employees.
- To ensure all personnel understand organisational fire & safety expectations and legal compliance requirements.

- To standardise the training process across multiple locations and departments.
- To enable continuous learning through refresher and advanced level modules.

Training Modules Include

- Safety Induction for Office & Field Staff.
- Incident / Near-Miss Reporting & Learning Culture.
- Electrical Safety.
- Industrial Hygiene & Chemical Safety (role-based).
- Emergency Response & First-Aid Awareness.
- ISO 14001 & ISO 45001 Awareness Modules.

Key Features of the Online Training Platform

- Self-paced learning accessible via laptop / PC.
- Video lectures, interactive animations, and scenario-based learning.
- Post-module quizzes to assess understanding.

Compliance & Monitoring

Non-completion will be flagged during safety audits and performance reviews.



Online Training Completion Certificate provided to employees

4. Introduction of Cut-Resistant Gloves

To strengthen hand safety and reduce laceration-related incidents, cut-resistant gloves have been introduced across all relevant operational areas. The initiative focuses on enhancing protection for employees involved in activities where hand injuries are most likely to occur—such as metal handling, cutting operations, fabrication, machining, glass handling, maintenance work, and material movement.

A risk-based assessment (HIRA) was carried out to identify job functions requiring improved hand protection. Based on the assessment, gloves with cut-resistance certification were selected to ensure adequate protection against abrasion, cuts hazards.

Before rollout, awareness sessions and toolbox talks were conducted to educate employees on:

- Possible hazards and hand injury trends.
- Protection levels of cut-resistant gloves.

- Cleaning & maintenance requirements.
- Limitations of the PPE and conditions for replacement.

To ensure sustained compliance, supervisors were instructed to enforce mandatory use in identified job roles. The fire and safety team performed periodic monitoring to prevent misuse (e.g., using damaged gloves or substituting non-approved gloves). A tracking system was established to replace worn-out gloves based on inspection and worker feedback.

Since implementation, an improvement has been noted in safe work practices and a reduction in first aid and recordable hand injuries, reinforcing the importance of the initiative. The introduction of cut-resistant gloves has contributed significantly to strengthening the organization's "hand safety culture" and protecting the workforce during high-risk activities.



Worker working with Cut Resistant Gloves

5. Special Mock Drill under coordination with local government and with NDRF/SDRF at our Kumbhi and Balrampur units.

To reinforce emergency preparedness and strengthen disaster response capability, a Special Emergency Mock Drill was successfully organized at both Kumbhi and Balrampur units under the supervision and coordination of the local district administration and National/State Disaster Response

Forces (NDRF/SDRF). The exercise focused on assessing real-time response efficiency during large-scale emergencies and improving interoperability with external statutory agencies.

The mock drill scenario was developed based on high-risk operational activities specific to each unit and included potential outcomes requiring immediate evacuation, rescue, and fire-fighting response. The drill followed the requirements of the District Crisis Management Plan and the On-Site Emergency Plan of the organization.

Key Objectives of the Drill

- Evaluate readiness of emergency response teams.
- Assess accuracy and speed of onsite evacuation and communication protocol.
- Test coordination with external emergency agencies (Fire, Police, Medical, NDRF/SDRF).
- Enhance decision-making capabilities of the Incident Control Team and Site Main Controller.
- Identify improvement areas for emergency infrastructure and manpower preparedness.



Safety Mock Drill

Major Components of the Exercise

Activation of On-Site Emergency Plan

- Emergency siren sound, Incident Response Structure activated.
- Emergency control room fully operational during the exercise.

Evacuation and Rescue Demonstrations

- Safe and orderly evacuation of employees, contractors and visitors.
- Live demonstration of rescue techniques by NDRF/SDRF personnel using specialized equipment.

Fire-Fighting and Tactical Response

- Engagement of internal fire team along with government fire brigade.
- Water-foam monitors, hoses, BA sets, and first-aid fire extinguishers deployed.

Medical Triage and First-Aid

- Casualty management and medical assistance arrangement at triage area.

- Coordination with government medical services for ambulance movement.

Communication & Media Handling

- Situation reporting to district authorities at defined intervals.
- Controlled media interaction and information dissemination.

Observation & Feedback Session

Following the drill, a joint debriefing session was held with:

- District Administration authorities
- NDRF/SDRF team leaders
- Factory Emergency Response Team (ERT)
- Senior management and Unit Heads

Strengths and improvement opportunities were documented, including:

- Response time analysis
- Command and control efficiency

- Emergency equipment deployment effectiveness
- Workforce awareness and discipline during evacuation

An Action-Improvement Plan was formulated with responsibilities and closure timelines to address identified gaps.

Outcome & Impact

- Improved coordination with external emergency response agencies.
- Strengthened responsiveness of internal Emergency Response Teams.
- Enhanced confidence and awareness among employees for crisis situations.
- Reduction of response time and better operational discipline during emergencies.
- Increased overall emergency preparedness at Kumbhi and Balrampur units.

Training and Development

Overview

Skill development is an ongoing focus at BCML, focusing at building a capable and future-ready workforce. Leadership workshops are organized in alignment with the organization's competency framework, while post-training feedback mechanism helps assess their effectiveness. BCML also collaborates with expert agencies for conducting vision and goal alignment workshops, and its leadership teams regularly attend advanced training and coaching programmes at premier institutes.



Safety training

Various external agencies were involved in carrying out the EHS training for the BCML team:



NATIONAL SAFETY COUNCIL OF INDIA

Safety Culture & Behaviour Safety by NSCI (National Safety Council of India)



CPCB

Process Safety training by CPCB and RLI Kanpur



The Safety Master

Safety Leadership & Risk Assessment for Sectional Heads by TSM Gurgaon



L&T Electrical & Automation

Electrical Safety at home by L&T Electrical & Automation



NFE
NATIONAL FEDERATION OF ENGINEERS FOR ELECTRICAL SAFETY

Electrical Safety by NSF (National Federation of Engineers for Electrical Safety)

Celebrating 50 Years of Sweet Sustainability and Excellence



Balrampur proudly marked its 50th anniversary, a significant milestone reflecting five decades of growth, resilience, and value creation since the Company's inception in 1975.

To commemorate this landmark year, the celebration was integrated with the BCML Technical Excellence

Awards, underscoring the Company's commitment to innovation, operational excellence, and continuous improvement.

As part of the celebrations, BCML felicitated long-serving employees who have dedicated over 25 years of service to the organisation. It reflects

the Company's strong emphasis on employee loyalty, institutional memory, and workforce stability. These long-tenured employees have contributed significantly to operational continuity and the cultivation of a values-driven workplace.



Excellence in CSR + ESG - Maizapur



Highest Spring +Autumn Planting - Kumbhi



Mr. Vinay Khanna- honoured for over 25 years of dedicated service



Health & Safety (Sugar) - Haidergarh



Cultural event



Community Development and Impact Stories

CSR Vision

To contribute for bringing social and economic change to the underprivileged sections of the society in an equitable and sustainable manner, and to contribute for livelihood enhancement initiatives for the weaker sections of the society. In doing so, we believe that we are contributing to develop the quality of human life and making a better India.

CSR Scorecard



Health and well-being

6

Auxilliary Nursing Midwife (ANM) centres renovated

50,000+

Patients benefitted

3

Public healthcare facilities supported



Environment

1,13,450

Trees planted

65,000+

People benefitted

75

Solar street-lights installed



Education

18,000+

Students benefitted

28

Schools covered for infrastructure support

66

Schools where a science lab was introduced



Community development

85,000+

Individual benefitted



Sustainable livelihood and empowerment

2,000+

villages served

4,038

Farmers supported with equipment & training

CSR focus areas

Quality Education	Sustainable Livelihood	Quality healthcare	Rural development and transformation	Environment sustainability
<ul style="list-style-type: none"> Mobile Science Lab Development of school infrastructure Supporting ITIs Scholarship support to underprivileged students 	<ul style="list-style-type: none"> Livelihood support with Agriculture Equipment Water Conservation & Irrigational support Skill Development of women through training and equipment support Adult Literacy Program 	<ul style="list-style-type: none"> Support for Maternity and Childcare Services Distribution of mosquito nets, woollen blankets and conduct of fogging operation Renovation and infrastructural betterment of ANM centres Ambulance Support 	<ul style="list-style-type: none"> Renovation of public toilets Beautification and betterment of public places High-mast lights installation Installation of water purifiers and coolers at public places Construction of culvert. 	<ul style="list-style-type: none"> Miyawaki afforestation and tree plantation. Provided fodder to Gaushala. Installation of solar lights



Learning beyond textbooks with BCML



Farmer with Power Weeder

Major implementing partners for BCML in carrying out their CSR projects	Balrampur Foundation	Agastya International Foundation	Rotary Foundation (India)
	Garden Reach Institute For The Rehabilitation And Research (GRIRR)	TathaGat	Purkal Youth Development Society
			Trysis Foundation

Strengthening Maternal Healthcare Services in Gularia

Reality

Yasmin (35 years) is a resident of Sanda village, a few years ago, when she was pregnant, the village and nearby areas lacked a properly equipped delivery centre. Basic facilities required for safe institutional delivery were either unavailable or inadequate. Women from the village had limited access to reliable maternal healthcare services, making childbirth a matter of concern and uncertainty for families.

Challenge

At the time of own delivery, the available healthcare facilities were poorly equipped and unable to provide a safe and comfortable environment for childbirth. Essential infrastructure such as uninterrupted power supply, proper beds, and adequate ventilation was missing. Families faced uncertainty due to limited preparedness of the centre to handle deliveries, especially during emergencies. This lack of

basic amenities and reliable systems increased stress for expectant mothers and their caregivers and reduced confidence in institutional delivery services.

Outcome

This year, they came to Gularia for her sister-in-law's child birth delivery and the centre is significantly strengthened and upgraded. The centre is now equipped with essential infrastructure such as beds, fans, and inverter backup, ensuring uninterrupted power supply and

a comfortable environment for mothers. Currently, the centre conducts around 121 deliveries every month and caters to nearly 40 OPD patients daily. The interventions undertaken by Balrampur Chini Mills Limited have significantly strengthened the facility, reduced dependence on unsafe delivery alternatives, facilitated timely institutional deliveries, and ensured safer, more dignified maternal healthcare for women from the surrounding villages.



Women Empowerment through Skill Development and Livelihood Support

Reality

Puja Devi is a 29-year-old resident of Kumbhi village. Prior to the intervention, she did not have any formal vocational training or a steady source of income. Like many women in rural areas, her role was largely confined to household responsibilities, and the family depended on limited sources of income. Expenses on stitching and tailoring of clothes for the household added to the financial burden,



while opportunities for skill-based livelihood within the village were minimal.

Challenges

The key challenges faced by Puja Devi included lack of employable skills, absence of access to vocational training, and no means to invest in income-generating tools. Without technical knowledge or equipment such as a stitching machine, she was unable to convert her interest in tailoring into a livelihood option. Limited exposure and financial

constraints restricted her ability to contribute economically to her household.

Outcome

Through the 15-day stitching training programme organized by Balrampur Chini Mills Limited, Kumbhi Unit, Puja Devi received structured skill development along with certification. Upon successful completion of the training, she was also provided with a stitching machine, enabling her to immediately apply her skills.

Today, Puja Devi stitches clothes for herself and her family, significantly reducing household expenses. Additionally, she earns a regular income by stitching clothes for other villagers. This intervention has enhanced her financial independence, strengthened her confidence, and enabled her to contribute meaningfully to her family's livelihood while creating a sustainable income source within the village.

Strengthening Technical Education through Smart Classroom Infrastructure at ITI Kumbhi

Reality

The Industrial Training Institute (ITI), Kumbhi caters to students pursuing technical and vocational education. Prior to the intervention, the institute did not have access to smart classroom facilities. The existing classroom infrastructure was basic and inadequate, with insufficient and uncomfortable seating arrangements. Teaching and learning were largely dependent on conventional methods, limiting student engagement and effective knowledge delivery, especially for technical subjects that benefit from visual and interactive tools.

Challenge

The absence of a smart classroom environment posed significant challenges for both students and instructors. Poor seating arrangements made it difficult for students to sit comfortably and focus during long sessions. The lack of digital teaching aids restricted interactive learning, demonstrations,



and audio-visual explanations. These gaps affected the overall classroom experience and limited exposure of students to modern learning methods aligned with industry requirements.

Outcome

Through the intervention by Balrampur Chini Mills Limited, a smart classroom was established at ITI Kumbhi. The support included the provision of chairs with writing pads and the installation of an interactive touch panel with PA system. The upgraded classroom now caters to

approximately 100 students, offering a comfortable seating arrangement and a technology-enabled learning environment. This transformation has improved student engagement, enhanced teaching effectiveness, and provided access to modern instructional tools for the first time at the institute. The initiative has significantly strengthened the learning ecosystem at ITI Kumbhi, contributing to better educational outcomes and skill development.

Supply Chain Management

32,137+

Vendors (excluding cane growers)

Less than 10

days payment cycle of cane suppliers

15,300

awareness programmes for value chain partners

Supply Chain and Responsible Sourcing Policy

Among the first Indian sugar companies to implement digital payments or cane purchases.

Sampled soil for free across 10,000+ villages for customised cane management response

Supply chain and responsible sourcing policy

BCML's Supply Chain and Responsible Sourcing Policy establishes clear expectations for ethical, legal, and sustainable conduct across its supplier network. The policy also emphasises environmental responsibility, requiring suppliers to improve energy efficiency, manage hazardous materials carefully, and adopt pollution-prevention and resource-efficiency practices. The supply chain team of the Company is responsible for reviewing matters covered in this policy.

Procurement practices at BCML

Balrampur Chini Mills is playing a vital role in driving rural economic growth. The company does not have a separate preferential procurement policy. Direct sourcing of the sugarcane is carried out from small and marginal farmers. Its operations inherently support vulnerable communities, with about 83.6% of sugarcane procurement by

value coming from local farmers within state-designated cane areas. The value of cane procured rose from ₹3052.87 crore in FY22 to ₹3777.56 crore in FY25, underscoring BCML's sustained commitment to rural prosperity. Through transparent procurement practices, timely digital payments, and farmer training initiatives, the Company continues to promote inclusive growth and equitable value distribution across its supply chain.

Further, diversion of sugarcane to alternative buyers is minimised through a structured and farmer-centric approach that includes timely payments, efficient transport and labour arrangements, and effective indent planning and management. In addition, growers are sensitised on the importance of maintaining their basic cane quota, while strong, personalised relationships are maintained with individual farmers to build trust, ensure loyalty and secure consistent cane supplies.

Supply chain management initiatives

The Company promotes sustainability through resource conservation, process efficiency, and ethical sourcing, while ensuring strict adherence to human rights and zero tolerance for child labour or forced labour. Collaboration with local suppliers enhances productivity, reduces costs, and strengthens community engagement. Through Bonsucro certification, BCML validates sustainable farming practices and reinforces its leadership in fair, transparent, and environmentally responsible supply chain management.

Kisan Meetings and farmer capacity building

Under the Kisan Meeting programme, the Company's cane team regularly engages with farmers across their respective cane zones, covering multiple villages. These interactions focus on building farmer capacity through practical guidance on best agronomic practices, including regular field maintenance, efficient



Vehicles equipped with high visibility reflector to improve safe cane transport

irrigation and water management, timely application of fertilisers and nutrients, pest and disease management, use of quality seed material, and safe harvesting practices.

Growers are encouraged to maximise the area under sugarcane cultivation through a holistic farmer engagement approach that includes timely and transparent payments, prompt procurement of harvested cane, and the strengthening of long-term relationships through regular village and factory-level interactions. The Company also provides comprehensive technical support across the crop cycle, works continuously to improve yields through the identification and adoption of high-yielding and future-ready cane varieties, and extends support to farmers during times of need, reinforcing trust, resilience and sustained participation in sugarcane cultivation.

The interactions emphasise the direct link between scientific crop management and improved yields, reinforcing the importance of sustainable farming practices in enhancing farm productivity and supporting the long-term prosperity and resilience of the farming community.

Cane Bike Rally - Krishak Jagrukta Abhiyaan

As part of the Krishak Jagrukta Abhiyaan, the Company organised Cane Bike Rally to raise awareness among farmers on the importance of improved sugarcane cultivation practices. The rally served as an outreach initiative to encourage higher productivity through the adoption of scientific farming methods, timely crop management and best agronomic practices, reinforcing the Company's commitment to farmer engagement and sustainable agricultural development.

Reflector distribution programme

Reflector Distribution Programmes at our Units aims to enhance road safety for farmers transporting sugarcane, particularly during night-time hours. By equipping vehicles with high-visibility reflectors, the initiative aims to reduce accident risks and ensure safer movement of cane-laden vehicles. This programme reflects the Company's continued commitment to farmer welfare, community safety and responsible engagement across its operational regions.

Supply chain responsibility

BCML upholds responsible sourcing and supply chain practices in line with national and international standards. The Company is an active member of 22 trade and industry bodies, including the Federation of Indian Chambers of Commerce & Industry (FICCI), Indian Sugar Mills Association (ISMA), and Uttar Pradesh Sugar Mills Association (UPSMA), reflecting its commitment to collective efforts that assess and manage supply chain risks.

In FY25, BCML organised about 15,300 awareness programmes reaching nearly 90% of its value chain partners, with a strong focus on farmers. These sessions promoted sustainable sourcing, responsible agricultural practices, human rights awareness, and adherence to Bonsucro standards. The Company's Rauzagaon unit is Bonsucro certified, and certification for the Kumbhi unit is in progress.

Product quality and safety

BCML remains dedicated to upholding the highest standards of product quality and safety across its operations. The



Cane Bike Rally - Krishak Jagrukta Abhiyaan

Mankapur, Rauzagaon, and Kumbhi units are certified under FSSC 22000, which integrates HACCP principles to ensure robust food safety management and alignment with global best practices.

To enhance employees' expertise in quality management, BCML conducts regular, structured training sessions on food safety, hygiene practices, Good Manufacturing Practices (GMP), and ISO standards. Attendance and review records are maintained for each session to ensure traceability and drive continuous improvement.

In accordance with FSSAI requirements, sugar quality is tested twice a year through NABL-accredited laboratories, complemented by in-house analyses and third-party audits. The Company also operates dedicated laboratory focused on soil testing and tissue culture, supporting consistent quality across the entire value chain.

Responsible manufacturing and innovation

BCML's manufacturing approach is built on the principles of safety, sustainability, and efficiency. The Company's integrated

management systems enable continuous monitoring, process optimisation, and strict adherence to quality standards across all ten operational sites.

While maintaining consistent compliance with FSSAI standards remains the core priority, BCML is actively pursuing innovations that promote the use of sustainable and natural inputs, aiming to further minimise the environmental impact of its production processes.

Ethical and transparent practices in product handling

BCML upholds ethical, transparent, and responsible practices in product handling to safeguard customer trust and ensure consistent quality. The Company follows rigorous quality assurance protocols throughout manufacturing and distribution. Although quantitative service quality indicators are not yet reported, BCML's strong system for audits, certifications, and employee training ensures ongoing compliance with all relevant safety and quality requirements. Further, all the customer grievances received, were redressed in a timely manner.

Associate membership

Major trade and industry chambers/associations

Indian Sugar & Bio-energy Manufacturers Association

U.P. Sugar Mills Association

U.P. Sugar Mills Cogen Association

Confederation of Indian Industry

Federation of Indian Chambers of Commerce

Indian Chamber of Commerce

Bharat Chamber of Commerce

Young President Organisation

IMC Chamber of Commerce & Industry

Material Recycling Association of India (MRAI)

Governance: The bed rock of Balrampur's sustainability

Overview

Robust governance forms the cornerstone of BCML's sustainable business practices. The company upholds the highest standards of integrity, transparency, and accountability in all its operations, guided by a well-defined governance framework and ethical leadership. The structure ensures an effective oversight by the Board of Directors, supported by specialised committees that monitor key aspects of performance, compliance, and risk management.

Key highlights

57

% of Non-Executive
Directors

3

Women Directors present
on the Board

9.65

Crete ₹ invested in
digitalisation

Robust Risk
Management

Presence of Lead
Independent Director

KRA of EDs linked
to ESG KPIs

Alignment of UN SDGs



Other notable achievements

6

buybacks in 9 years

BRSR

Assurance voluntarily undertaken

1900

₹ crores, invested in gross block in five years ending FY25

10

Years, consistent declaration of dividend (from FY17 onwards)

The core principles of the governance structure at BCML



Accountability



Transparency



Integrity



Social Responsibility



Environment and Regulatory Compliance

The Company has put in place a strong and forward-looking ESG governance framework, reflecting its voluntary commitment to integrating sustainability into strategic decision-making. An ESG Committee has been constituted since 2022, demonstrating early and proactive Board-level oversight of ESG matters. The Committee was chaired by the Chairman and Managing Director (CMD) till 15th May 2025, ensuring direct leadership involvement in shaping the Company's sustainability agenda. With effect from 16th May 2025, the Committee is chaired

by Mr. Chandra Kishore Mishra, (Retd. IAS), Independent Director and former Secretary, Ministry of Environment, Forest and Climate Change, bringing deep regulatory, policy, and environmental expertise to ESG oversight.

During FY25, the ESG Policy was formally approved, further strengthening the Company's governance architecture for sustainability. Going beyond regulatory requirements, the Company has voluntarily undertaken the following initiatives

- Life Cycle Assessments (LCA) for sugar, ethanol and sugarcane,
- Computed Scope 3 greenhouse gas emissions, and
- Developed a structured decarbonisation roadmap.

Collectively, these initiatives reflect a disciplined, and long-term approach to ESG management, underpinned by strong Board oversight, transparency, and a clear focus on climate resilience and sustainable value creation.



Strong governance is driven by a diverse and independent Board, with Committees chaired by Independent Directors.

The Company's commitment to providing vigorous oversight of financial integrity, internal controls, and risk management is steadfast. The Company also ensures that ESG considerations are integrated into decision-making.

The Company remains steadfast in its commitment to rigorous oversight of financial integrity, internal controls, and risk management. ESG considerations are embedded in decision-making.

BCML has strengthened its governance practices through deeper stakeholder engagement, robust committee deliberations, and independent third-party assurance of ESG disclosures. These measures have enhanced accountability and reinforced trust among investors, regulators, employees, and the communities it serves.

Strong governance is driven by a diverse and independent Board, with Committees chaired by Independent Directors.

Management is receptive and responsive to matters discussed in Board and Committee meetings and ensures timely action on all points.

By embedding transparency, ethical conduct, and sustainability into its governance framework, the Company promotes accountability, balanced oversight, and stakeholder trust.

Dr. Indu Bhushan (Retd. IAS)

Lead Independent Director

Chairperson - Audit Committee



The Committee will continue to focus on strengthening communication frameworks and enhancing the quality & accessibility of investor disclosures.

At BCML, effective stakeholder engagement is core to our governance framework. The Stakeholders Relationship Committee (SRC) plays a critical role in ensuring that investor concerns are addressed with transparency, timeliness, and fairness.

The Committee oversees the redressal of investor grievances, reviews the effectiveness of investor service mechanisms, and monitors processes that facilitate shareholder participation, including voting and disclosures.

Beyond grievance management, SRC supports BCML's stakeholder engagement framework. The Committee will continue to focus on strengthening communication frameworks and enhancing the quality & accessibility of investor disclosures.

These efforts are fundamental to reinforcing investor confidence, protecting shareholder rights, and upholding the highest standards.

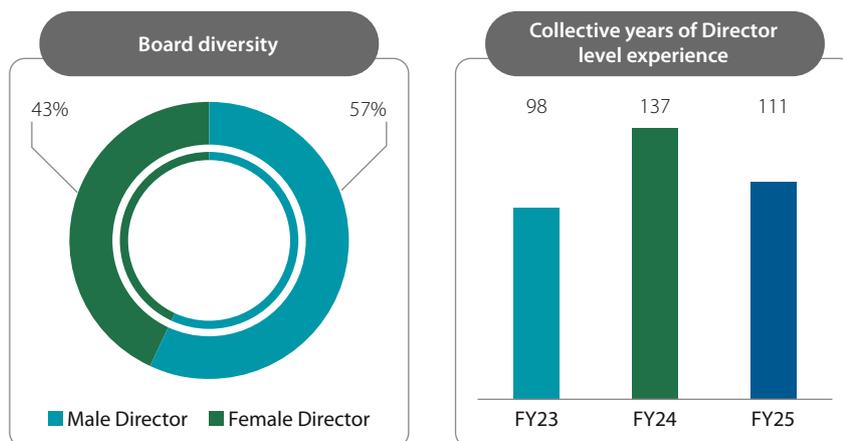
Mamta Binani

Independent Director

Chairperson - Stakeholders Relationship Committee

Board Composition, Diversity and Expertise

With well-structured committees and an active oversight mechanism, the Board provides strategic direction, monitors performance, and upholds compliance with regulatory and ethical standards.



Board Independence and Governance

Committee	Independence	Chaired by
Audit Committee	100%	Lead Independent Director
Nomination and Remuneration Committee	100%	Independent Director
Risk Management Committee	57%	Independent Director
Stakeholders Relationship Committee	50%	Independent Director
Corporate Social Responsibility Committee	40%	Independent Director
Environmental, Social and Governance Committee	50%	Independent Director

BCML upholds strong governance principles with a Board structure that ensures objectivity, independence, and effective oversight. During FY25, the Board comprised four Independent Directors and three Executive Directors, including three women directors out of seven board members. BCML continues to maintain its Board composition in full compliance with the requirements of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

The Lead Independent Director plays a pivotal role, ensuring that governance remains proactive, balanced, and aligned with the interests of all stakeholders. Through this governance framework, BCML continues to strengthen Board Independence, promote diverse perspectives, and uphold the highest

standards of ethical leadership and corporate integrity.

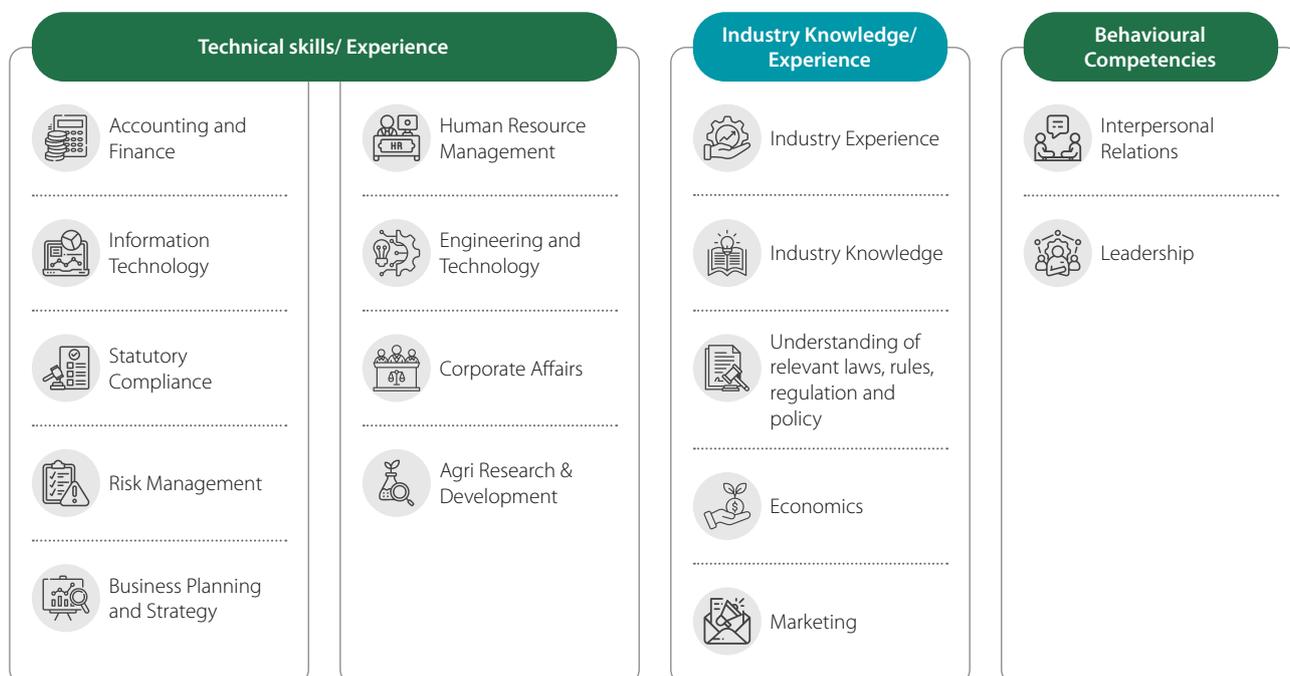
During the year, the Board met 7 times. Significant decisions aimed at enhancing the company's ESG performance, governance systems, and operational resilience taken at Board meetings include:

- Designation of Dr. Indu Bhushan (Retd. IAS) as Lead Independent Director
- Mapping of CSR activities with ESG using UNSDG for impact assessment purposes
- ISO 14001:2015 and ISO 45001:2018 certifications
- Approval of decarbonisation road map and life cycle assessment of our products, sugar, and ethanol

- KRA of EDs linked to ESG targets
- Amendments in the Code of Conduct to regulate, monitor, and report trading by Designated Person and their Immediate Relatives in terms of SEBI (PIT) Regulations, 2015
- Amendment of Risk Management: Framework and Policy
- Approval of Human Rights Policy
- Approval of Supply Chain and Responsible Sourcing Policy
- Approval of ESG Policy
- Amendment in the Policy on Materiality of Related Party Transactions and on dealing with Related Party Transaction

Board expertise

The Board of Directors of the Company has identified the following core skills, expertise and competencies required by the Company to function effectively in the context of business.



Our Board of Directors

Directors name	Qualification	Experience
<p>Mr. Vivek Saraogi Chairman and Managing Director</p>	<p>Mr. Saraogi is a commerce graduate from St. Xavier's College, Kolkata.</p>	<p>Mr. Saraogi was one of the youngest presidents of the Indian Sugar Mills Association. He served as Chairman of Indian Sugar Exim Corporation Limited and was a former committee member of FICCI and the Indian Chamber of Commerce in Kolkata. He drives his team to excellence and under his leadership, the Company has won various coveted awards.</p>
<p>Dr. Indu Bhushan Lead Independent Director</p>	<p>Dr. Indu Bhushan is an ex-Indian Administrative Service (IAS) officer (1983 batch, Rajasthan Cadre). He is an alumnus of the prestigious Indian Institute of Technology, Banaras Hindu University (IIT-BHU), from where he completed his B.Tech in Electrical Engineering and Indian Institute of Technology (IIT) Delhi from where he completed his Post Graduate Diploma in Control System and Instrumentation. He holds a Ph.D. in Health Economics and is a Master of Health Sciences from John Hopkins University, USA and is also a Chartered Financial Analyst (CFA).</p>	<p>Dr. Bhushan served as the Chief Executive Officer (CEO) of National Health Authority (NHA) and Ayushman Bharat - Pradhan Mantri Jan Arogya Yojna (AB-PMAY). With a career span of over four decades across multiple sectors, Dr. Bhushan served for nine years in the IAS prior to working as Senior Economist with the World Bank group and then moved to Asian Development Bank (ADB) in 1997. He served as Director-General, Strategy and Policy Department and has led ADB's engagement with several Asian economies including People's Republic of China. He administered and provided oversight to sectors like energy, environment, natural resources and agriculture, transport, public management, financial and regional cooperation and urban-social development.</p>
<p>Mr. Chandra Kishore Mishra Independent Director</p>	<p>Mr. Mishra is a retired Indian Administrative Service Officer (1983 batch). He graduated from St. Stephen's College, Delhi University, Mr. Mishra also holds a Post Graduate Diploma in Media Law and has completed advanced leadership programs.</p>	<p>Mr. Mishra had a distinguished career in public service, notably serving as Secretary in the Ministry of Environment, Forest and Climate Change, where he played a pivotal role in India's climate change initiatives and policy interventions related to pollution and air quality. He was also Secretary in the Ministry of Health & Family Welfare, and held additional charge of the Ministry of AYUSH. As Additional Secretary & Mission Director of the National Health Mission, he spearheaded one of the world's largest public health programs. He is globally recognised for his efforts in advancing Indian public health, particularly through the implementation of 'Mission Indradhanush' the largest immunisation campaign for children in India. He contributed significantly in ministries like Textiles, Defense, MSME, Health, and Environment.</p>

Directors name	Qualification	Experience
Ms. Veena Hingarh Independent Director	<p>Prof. Veena Hingarh is a Chartered Accountant and Company Secretary from India. She is also a Chartered Accountant from UK, a CIMA UK and a CGMA (USA). She is a Certified Information System Auditor from ISACA (USA) and has a post graduate diploma in systems management. In addition, she has a Master's qualification in Science. She has a chequered academics career and has been a rank holder in all her academic and professional examinations.</p>	<p>Prof. Hingarh is the Director in South-Asian Management Technologies FZC, Dubai and South Asian Management Technologies Foundation, a National State Board of Accountancy (USA) accredited institution focused on research, training and strategic consulting services in finance, IT, and risk management. She is an associate consultant and trainer with Moody's Analytics, Informa Middle-East, Fitch Learning, KPMG Middle East and Ken Knowledge. She is a member of the Financial Reporting Review Board, ICAI. She has over 26 years of result-oriented consultancy and corporate training experience.</p>
Ms. Mamta Binani Independent Director	<p>Ms. Binani is a lawyer by profession and had been a Practising Company Secretary for over 21 years. She specialises in corporate and insolvency laws. She has represented the institute at various forums in many countries in the matters of contemporary laws, governance and corporate social responsibility. She is a Commerce Graduate, Law Graduate and a Fellow Member of the Institute of Company Secretaries of India. She is also the first registered Insolvency Professional in the country.</p>	<p>Ms. Binani has more than two decades of rich experience in Corporate Consultation & Advisory, Insolvency laws, Due Diligence, Secretarial & Legal functions. She was the President of the Institute of Company Secretaries of India (ICSI) for the year 2016 and was only the second lady President of ICSI in the illustrious history of the Institute. She is the Vice President of the Kolkata National Company Law Tribunal Bar Association, the Chairperson of the Merchant Chamber of Commerce-Legal Affairs Council and is the Co-Chair of the Restructuring Committee on Stressed Assets of Indian Chamber of Commerce.</p>
Ms. Avantika Saraogi Executive Director	<p>Ms. Saraogi graduated with distinction (Cum Laude) and B.A. Hons. from Scripps College in Claremont, California, USA.</p>	<p>Ms. Saraogi is leading the functions of sugarcane development, procurement, grower relations, strategy, technology, mechanisation, and others. She sees sugarcane as the new oil, with untold value-addition potential through products and by-products. She is dedicated to promoting sustainability and reducing the environmental impact of sugarcane cultivation. She has conceived the PLA project, marking a significant step towards sustainable innovation in Indian sugar industry.</p>
Mr. Praveen Gupta Whole Time Director	<p>Mr. Gupta has earned his MBA from IIM Kolkata in 1984 after completing his Mechanical Engineering from the Delhi College of Engineering, Delhi. He is an alumnus of the Birla Public School, Pilani.</p>	<p>Mr. Gupta has 43 years of work experience, including 17 years at Balrampur Chini Mills Limited. He is a seasoned leader with extensive experience in Environment, Health & Safety (EHS), driving the Company's EHS strategy and operations and providing strong leadership to the Corporate Technical Team at the Haidergarh Unit.</p>

Committee Membership and Expertise

The Company's Board consists of knowledgeable individuals who have the necessary skills and expertise, enabling them to make impactful contributions to the Board and its Committees. (constitution as on 29th June, 2025)



Mr. Vivek Saraogi

Chairman and Managing Director

Member

- Environmental, Social and Governance Committee
- Corporate Social Responsibility Committee
- Risk Management Committee
- Stakeholders Relationship Committee
- Committee
- Executive Committee



Dr. Indu Bhushan

Lead Independent Director

Chairperson

- Audit Committee

Member

- Environmental, Social and Governance Committee
- Corporate Social Responsibility Committee
- Risk Management Committee
- Nomination & Remuneration Committee



Mr. Chandra Kishore Mishra

Independent Director

Chairperson

- Environmental, Social and Governance Committee
- Risk Management Committee

Member

- Audit Committee

Expertise in



Expertise in



Expertise in





Ms. Veena Hingarh

Independent Director

Chairperson

- Corporate Social Responsibility Committee
- Nomination & Remuneration Committee

Member

- Environmental, Social and Governance Committee
- Risk Management Committee
- Stakeholder Relationship Committee
- Audit Committee

Expertise in



Ms. Mamta Binani

Independent Director

Chairperson

- Stakeholders Relationship Committee
- Executive Committee*

Member

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

Expertise in



Ms. Avantika Saraogi

Executive Director

Member

- Environmental, Social and Governance Committee
- Corporate Social Responsibility Committee
- Risk Management Committee
- Stakeholders Relationship Committee
- Executive Committee

Expertise in



Mr. Praveen Gupta

Whole Time Director

Member

- Environmental, Social and Governance Committee
- Corporate Social Responsibility Committee
- Risk Management Committee

Expertise in



* when present

Board Committees Oversight

Overview

Robust corporate governance is executed through the Board and its five statutory and two non-statutory Committees. All the Committees play a crucial role in executing its Terms of Reference (ToR) through designated tasks. ToR is reviewed annually by the Board to monitor its effectiveness in the present day. The Board's decision are in alignment with Company's sustainability strategy.

Board committee oversight effectiveness

The Board and its committees operate with a high degree of independence, professionalism, and accountability for ensuring effective oversight. Board composition maintains an optimal balance with 57% non-executive independent directors, ensuring robust checks and diverse perspectives. All the Board Committees are chaired by Independent Directors.

This governance structure is complemented by a rigorous performance evaluation process. The effectiveness of the Board, its committees and individual directors is reviewed annually, while meeting discipline remains strong, with attendance levels consistently close to 100%. These practices ensure that oversight responsibilities are discharged with consistency and transparency.

Within this framework, the Audit Committee plays a central role in safeguarding financial integrity and risk governance. It comprises of four independent directors, who also serve on the boards of other

leading listed companies. Despite these multiple responsibilities, their commitment to BCML remains undiminished, as evidenced by consistently high attendance and active participation in well-structured, pre-scheduled meetings with clearly defined agendas.

To further strengthen the quality of oversight, Committee members continually enhance their competencies through specialised capacity-building initiatives. Notably, members have participated in the IICA-NFRA Directors' Certification Program for Audit Committee Members, jointly organised by the Indian Institute of Corporate Affairs (IICA) and the National Financial Reporting Authority (NFRA). This advanced training equipped directors with deeper expertise in financial reporting, internal controls, risk management and regulatory compliance, thereby reinforcing the Committee's effectiveness and the Company's overall governance standards.

Governance Policies

Governance Policies	Description	Alignment with UN SDG
Environmental, Social, and Governance Policy	Provides the overall framework for embedding ESG principles in business decision-making, ensuring that environmental protection, social responsibility, and ethical governance are built into how BCML operates.	
Environment, Health, and Safety Policy	Commits to ensuring safe working conditions, protecting employee health, and reducing environmental harm.	
Water Conservation Policy	Focuses on efficient water usage, reducing waste, protecting water bodies, and enhancing water recycling/treatment.	
Policy on Prevention of Sexual Harassment	Ensures a workplace free from sexual harassment. Provides reporting, investigation, and remediation mechanisms.	
Human Rights Policy	To foster an organisational culture grounded in respect for human rights and a commitment to preventing any form of human rights violation.	
Supply Chain and Responsible Sourcing Policy	Encourage suppliers to adopt and uphold strong Environmental, Social, and Governance (ESG) standards across their supply chain operations.	
Corporate Social Responsibility (CSR) Policy	Promotes inclusive social, economic, and environmental development, with a focus on sustainable livelihoods, women's empowerment, quality education, healthcare, rural advancement, environmental sustainability, and climate action.	

Governance Policies	Description	Alignment with UN SDG
BCML Code for Fair Disclosure	Ensures transparent and equitable disclosure of unpublished price-sensitive information in compliance with SEBI regulations.	
Policy on Anti-Bribery	Prohibits bribery and corruption; aims for integrity in all dealings (internal & external).	
Policy on Selection and Remuneration of Directors, KMP and Other Employees and on Board Diversity	The eligibility criteria for Director qualifications, board diversity, and performance-linked remuneration.	
Vigil Mechanism Policy	Promotes the reporting of unethical practices, fraud, or any form of misconduct within the organisation.	
Risk Management: Framework & Policy	Develop a risk management framework to recognise and mitigate potential business risks.	
Code of Conduct and Business Ethics	Establishes standards of ethical behaviour for Directors, senior management, and employees.	
Code of Conduct to Regulate, Monitor and Report Trading by Designated Persons and their Immediate Relatives	Defines rules for overseeing, monitoring, and reporting trading activities of designated individuals to prevent insider trading.	
Dividend Distribution Policy	Describes the guidelines for dividend distribution in compliance with SEBI regulations.	
Policy for Determination of Materiality of Events/Information	Provides a framework for identifying and reporting material events or information in accordance with SEBI regulations.	
Policy for Preservation of Documents	Provides guidelines for document preservation and destruction as per SEBI and legal requirements.	
Policy on Materiality of Related Party Transactions and on dealing with Related Party Transactions	Maintains transparency and regulatory compliance in dealings with related parties in line with the Companies Act and SEBI regulations.	
Policy on Succession Plan for the Board and Senior Management	Ensures a structured and planned succession process for appointments to the Board of Directors and Senior Management.	

Business Ethics and Integrity

Zero bribery/corruption cases reported

Vigil Mechanism Policy

Policy on Code of Conduct and Business Ethics

BCML promotes a culture of integrity through its Code of Conduct and Business Ethics, applicable to all employees and directors. Regular training, digital access via the Darwin Box portal, and annual compliance certification by the Chairman and Managing Director reinforce accountability and ethical governance across all levels.

Overview

BCML maintains a strong Vigil Mechanism (Whistleblower) Policy, offering employees a safe and confidential means in reporting any inappropriate behaviour. This mechanism strengthens transparency, accountability, and

ethical conduct throughout all operations. Over the past several years, there have been no incidents of corruption or bribery reported. The Anti-Bribery Policy requires all employees and directors to comply with strict ethical standards, and any breaches are promptly addressed by the Chairman and Managing Director or the Audit Committee.

Code of Conduct

BCML's Code of Conduct fosters a culture of transparency and ethical accountability, encouraging employees to report any improper activity without fear. The Company has maintained a record of zero corruption or bribery incidents in recent years, demonstrating the strength of its governance framework. Compliance with the Code is reaffirmed annually through a declaration and certification issued by the Chairman and Managing Director, reinforcing a tone of integrity from the top. To strengthen ethical awareness, all employees undergo Code of Conduct training, and key policies are accessible through the Darwin Box portal. Regular communication, awareness sessions, and oversight mechanisms ensure ongoing adherence to ethical and legal standards across the organisation.

The Code is divided into different sections underscoring expected Code of Conduct from Employees, Senior Management, Executive Directors and Non-Executive Directors

Section I underscores that all employees must act in support of national interests, comply with India's economic and legal frameworks, and maintain a fair, discrimination-free, merit-based workplace. BCML emphasises protecting shareholder interest, ensuring integrity, prohibiting insider trading, avoiding conflicts of interest, and mandating disclosure of personal relationships in employment referrals.

Section II defines the Senior Management's duties, including fostering skill development, promoting operational awareness, and establishing a vigilance mechanism. They are responsible for upholding ethical standards, ensuring compliance with governance norms, and encouraging employees to report unethical conduct.

Section III focuses on the ethical obligations of Executive Directors, aiming for integrity, active board participation, and sound decision-making. Directors are expected to not disclose any confidential information.

Section IV sets out guidelines on assessing the performance of Non-Executive Directors in ensuring accountability and good governance. Directors are expected to exercise their responsibilities in a bonafide manner in the interest of the Company.

Fair treatment, inclusion and human rights

The Company promotes a culture that values diversity and inclusion, ensuring that employment decisions are based solely on merit, performance, and organisational needs. Efforts are made to provide a safe and supportive environment for employees from all backgrounds, including persons with disabilities, women, and under-represented groups. BCML continuously reviews its workplace practices in preventing any form of discrimination or bias and in strengthening accessibility across its facilities. Training and awareness programs are conducted to sensitise employees about respect, inclusivity, and workplace equality.

Cyber Security and Data Privacy

From farmer to factory to boardroom, our digital infrastructure transforms real-time data into lasting organisational intelligence.

In today's knowledge-driven economy, safeguarding what we know is as crucial as continuous learning, we protect our intellectual advantage with utmost diligence.

Zero
data breaches

3
trademarks registered for PLA under different classes

Overview

At BCML, the protection of intangible assets, process expertise and digital infrastructure are regarded as key strategic priorities. The strong IT and cybersecurity policy applies to all employees and is accessible internally. Regular training is conducted to ensure compliance and awareness among employees regarding IT system usage, supplemented by periodic e-learning courses. The Company follows all related data privacy laws, with no reported data breaches.

BCML has strengthened its cyber security by developing AI-powered firewalls, upgrading to Layer 3 switches. Regular awareness sessions keep employees alert and prepared. Both internal and external vulnerability tests are carried out to spot fix risks early. There have been no customer complaints related to data privacy or cyber security.

BCML manages cyber risk through its Risk Management Committee, which has identified and included Cyber Security and IT risk in the Company's

Risk Register. The risk is assessed using an impact-likelihood matrix and plotted on a risk heat map, where it is scored to reflect its relative severity and priority. Based on this assessment, cyber risk has been classified as a medium-level risk supported by robust controls. Comprehensive mitigation plans have been developed and are being implemented to further strengthen our risk posture and ensure proactive oversight of evolving cyber threats.

Protection of Intellectual Property

In today's interconnected digital ecosystem, cybersecurity extends beyond data and network defenses to include the protection of intellectual property.

Major trademarks registered



Risk Management

Overview

At BCML, effective risk management is central to responsible business conduct and long-term value creation. The company operates in a dynamic environment shaped by climate variations, market volatility, evolving regulations and stakeholder expectations. Managing these uncertainties proactively is crucial for sustaining operational efficiency, financial performance, and a social license to operate a risk intelligent culture.

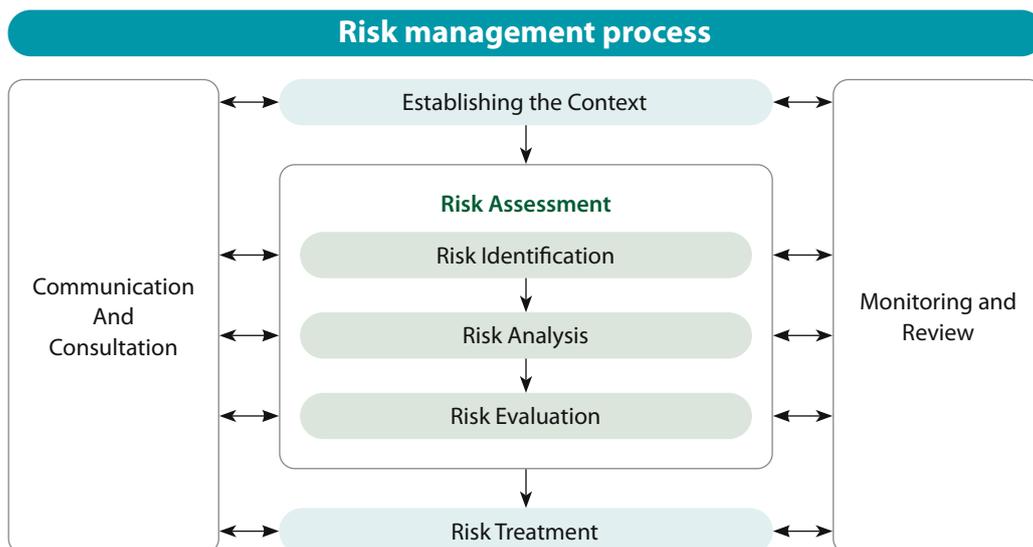
BCML perceives risk management as a strategic facilitator for resilience and expansion. The organisation incorporates risk identification, evaluation, and reduction throughout all business sectors, from the production of sugar, ethanol to co-generation and the focus on PLA bioplastics initiatives. ESG factors are integrated into the enterprise risk framework, allowing for the assessment of environmental, social, and governance risks alongside operational and

financial risks. Guided by the defined policy and strong Board oversight, BCML conducts regular reviews, internal audits, and scenario analyses to anticipate emerging risks and align mitigation measures with business goals. This strategy is founded on principles of prudence, transparency, and ongoing improvement, guaranteeing and leveraging opportunities for innovation and sustainable development.

The risk management framework is adopted as per ISO Standard 31000: Risk Management-Principles and guidelines and is in line with recommendations of the Committee of Sponsoring Organizations of the Treadway Commission (COSO). The Framework comprises of:

- Risk Management Process
- Risk Management Organization Structure

The broadly categorised process adopted by BCML is as shown.



Establishing the context

Establishing the context helps determine the parameters that needs to be taken into account when managing risks. The understanding of external context helps in ensuring that the objectives and concerns related to external stakeholders are considered while identifying a potential risk. It includes social, political, legal, regulatory, financial, technological, economic, natural, and competitive environments. While, analysis of internal context guides how the risk management process should be aligned with the organisation's culture, processes, structure and strategy.

Risk assessment and Treatment

Risk assessment is the overall process of risk identification, risk analysis/ estimation and risk evaluation. Risk treatment follows risk assessment.

Risk identification	Risk analysis	Risk evaluation	Risk treatment
Identify exposures and uncertainties affecting strategic, operational, financial, knowledge, and compliance areas. Classify business activities to ensure all risks are recognised and maintained in a risk register	Assess risk based on likelihood and impact. Consider multiple consequences, existing controls, and influencing factors.	Compare analysed risks with established criteria to decide which risks need treatment and their priority, considering legal, regulatory, and stakeholder tolerance.	Select and implement measures in managing risks using: <ul style="list-style-type: none"> Avoidance Reduction Sharing Retention

Communication and consultation

Engagement with the internal and external stakeholders throughout the risk process. Share information on risks, causes, consequences, and mitigation measures to guarantee and recognise the alignment in decision-making.

Monitoring and review

Continuously evaluate risk management effectiveness through

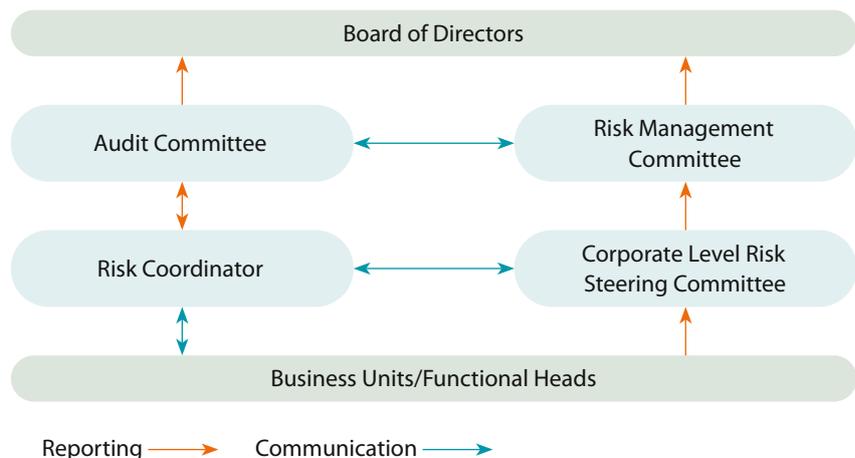
- Tracking key risk indicators and progress against the risk plan

- Reviewing framework, policy, and context relevance
- Reporting risk status and adherence to policy
- Using structured analytical tools for assessment.

Risk management governance structure

Based on the risk management framework outlined earlier, it is essential to define the governance structure that ensures clear accountability, oversight, and effective implementation of risk management across the organisation.

At Balrampur, all Board members serve on the Risk Management Committee (RMC), bringing diverse expertise across finance, operations, compliance and strategy. Their collective insight ensures a holistic approach to identifying and mitigating risks. During FY25, two RMC meetings were held.



Risk Unit Owners	Risk registers are reviewed for identifying any emerging or new risks along with the existing controls in mitigating them. Based on this, a unit-level risk evaluation report is prepared half-yearly and submitted to the Risk Co-ordinator.
Risk Co-ordinator	Provides the Corporate Level Risk Steering Committee with a detailed briefing that includes: <ul style="list-style-type: none"> ▪ A list of business-relevant risks, highlighting any newly identified risks and actions taken on both existing and new risks ▪ A prioritised overview of risks, emphasising the key strategic and operational risks facing BCML ▪ The root causes and mitigation plan for these key risks ▪ An update on the effectiveness of implemented mitigation measures for the key risks identified to date.
Corporate Level Risk Steering Committee	A report is submitted on a half-yearly basis to the Risk Management Committee, which covers: <ul style="list-style-type: none"> ▪ Overview of the risk management process ▪ Key observations on risk management activities, including newly identified risks and action taken ▪ Status of effectiveness of mitigation plans for key risks.
Risk Management Committee	After reviewing the report submitted by the Corporate Level Risk Steering Committee, the Committee deliberates on the same and communicates to the Audit Committee/Board any risks that require further discussion or deliberation.
Audit Committee	The Committee oversees financial risks through established internal financial controls and audit mechanisms. There is close coordination between the Audit Committee and the Risk Management Committee in ensuring effective oversight of the company's financial risk management responsibilities.
Board of Directors	The Board oversees the establishment and implementation of adequate system of risk management policy and reviews risk governance and monitoring mechanisms. The Risk Management Policy is also reviewed at least once every two years to ensure its continued relevance and effectiveness.

Identified risks and mitigation

Risks evaluated based on Impact Likelihood criteria and Risk Heat Map

Risk	Risk mitigation plan
Cane Availability & Sugar Recovery Risk	Farmers are encouraged to maintain and expand cane area through timely payments, assured procurement, continuous engagement via village and factory meetings, and provision of technical support. Irrigation support is strengthened in low rainfall conditions, while flood-tolerant varieties are recommended in waterlogged areas. In order to achieve minimum cut to crush time, we ensure that supply tickets to growers are given timely so that they have sufficient time for harvesting & their supply is not failed, help growers in providing labour if there is shortage, ensuring availability of vehicles for growers to help them bring cane to centre / gate from field, making proper arrangements of labour & transport at cane purchasing centres.
Cane Price Increase Risk	The Company works with industry associations and government bodies to advocate a pricing framework that aligns cane prices with sugar market realisations. Regular consultations with policymakers aim to promote a rational and mutually beneficial pricing mechanism for both farmers and industry.

Risk	Risk mitigation plan
Industry Cyclicity Risk	Business diversification is pursued through value-added products, including PLA. By optimising by-product utilisation and leveraging its integrated business model, BCML moderates exposure to sugar price fluctuations by diverting production to ethanol and co-generation. Government interventions, export policies and minimum support pricing further mitigate cyclical impacts.
Technological Obsolescence Risk	Machinery usage is periodically reviewed to identify obsolete equipment. Continuous investments are made in modern plant and machinery to improve efficiency, with ongoing replacement and upgradation of critical assets.
Project Execution Risk	Day-to-day monitoring of projects is done by the management, supported by external consultants, to ensure adherence to timelines, cost controls and quality benchmarks.
PLA Project Execution Risk	Project scope, milestones and responsibilities are clearly defined. Robust governance is ensured through structured planning, due diligence of vendors, design validation using advanced software, disciplined procurement and logistics planning, resource readiness, geotechnical assessment, safety protocols, inventory management and structured commissioning and testing processes.
Cyber Security & Information Technology Risk	Only licensed software is permitted. Centralised data backups, timely patch management, firewalls, endpoint protection, encryption, and strong authentication protocols are implemented. Disaster recovery systems, offsite backups and periodic drills ensure resilience against cyber incidents, system failures and natural disasters.
Sustainable Risk (ESG)	Investments are made in energy efficiency, waste management, effluent treatment, sustainable cultivation practices and carbon footprint reduction.
Environmental Risk	Energy-efficient equipment is adopted, recycling efforts are expanded and waste treatment facilities upgraded. Tree plantation, water conservation projects, community engagement and training on sustainability are undertaken to reduce environmental impact and improve resource efficiency.
Safety Risk	Comprehensive safety policies, regular SOP training, mandatory PPE usage, periodic equipment inspections, incident reporting systems, safety audits and strict enforcement mechanisms are implemented to foster a strong safety culture.
Internal Control Risk	SOPs are established across functions and monitored rigorously. Internal and external audits are conducted periodically, with continuous regulatory review and coordination between statutory and internal auditors to ensure control effectiveness.
Regulatory Clampdown Risk	Proactive investments are made in environmental protection infrastructure, emissions control and water recycling. A zero-tolerance approach to non-compliance is supported by strong review mechanisms and continuous monitoring.
Asset Health Risk	Critical assets are regularly assessed using advanced diagnostic techniques such as thermography, oil analysis, acoustic testing and sensor-based monitoring. Preventive maintenance, documentation, audits and periodic structural reviews ensure operational reliability and longevity.
Human Resource Risk	Talent acquisition, retention, continuous skills development, diversity and inclusion, health and safety protocols, structured performance management, emergency preparedness and succession planning ensure workforce stability and leadership continuity.
Government Policies Risk	Government's intervention in the last couple of years has been on the positive side. Government Policy on ethanol blending also insulates the Company against adverse sugar price realisation / as well as excess sugar production / inventory.
Business Interruption Risk	This was more in the context of Covid; since the same is over, this is not relevant now. However, the Company has a comprehensive approach to tackle any unforeseen exigencies hampering the operations of business. Senior level management team looks after crisis management.

Agricultural risk management at BCML

Background

The core business of BCML relies heavily on sugarcane cultivation. The productivity and sustainability of operations are based on healthy cane crops resilient to pests, diseases and climate vulnerability

Challenge

Overreliance on a single cane variety can make the Company vulnerable to the risks of disease outbreaks, pest invasions, and climate-related challenges, which will jeopardise yield stability and long-term viability.

Response

BCML has implemented a multi-level strategy for mitigating the risk:

- Diversifying the crop mix so that no single variety accounts for cultivation
- Promoting disease-free planting through TISSUE CULTURE LABS

- Encouraging mechanisation to boost farm productivity
- Collaborating with Cane Research Institute in developing resilient cane varieties.
- Strengthening soil health management through in-house soil testing laboratories that analyse micronutrient levels and issuing Soil Health Cards to growers with customised nutrient

recommendations based on soil requirements

Impact

These actions have reduced the susceptibility of BCML's sugarcane operations to disease and climate-related challenges, improved productivity, and bolstered the resilience and sustainability of the Company's agricultural supply chain.



Tissue Culture Lab

Nurturing high-potential talent for leadership - The journey of Mr. Rama Shanker Prasad, Unit Head-Tulsipur

Background

Balrampur Chini Mills Limited recognises that long-term organisational strength is built through sustained investment in people. The Company's talent strategy focuses on identifying high-potential (HiPot) employees, developing leadership capabilities internally and ensuring continuity through structured succession planning.

Challenge

With a growing and diversified operational footprint, BCML required

a strong internal leadership pipeline to ensure business continuity, institutional knowledge retention, and operational excellence at the unit level. Retaining capable talent and preparing future leaders for critical roles remained a strategic priority.

Response

Mr. Rama Shanker Prasad's career progression reflects BCML's commitment to developing talent from within. He joined the Company in 2004 and, through consistent performance, skill enhancement, and leadership development, was entrusted with increasing levels of responsibility over the years. Recognised as a high-potential employee, he was supported through on-the-job learning, cross-

functional exposure, and leadership opportunities, culminating in his appointment as Unit Head of Tulsipur.

Impact

Mr. Prasad's journey demonstrates the effectiveness of BCML's talent-retention and succession-planning framework. By nurturing internal talent and enabling career progression, the Company ensures leadership continuity, preserves organisational knowledge and strengthens operational stability. This approach also reinforces employee engagement, loyalty and performance culture, while building a robust pipeline of future leaders for critical roles.

Business Continuity and Disaster Readiness

Overview

BCML has implemented a comprehensive Business Continuity Plan (BCP) to ensure a swift and coordinated response during crises. The plan outlines a structured crisis management framework, clear communication channels, and regular training across all levels of the organisation in enabling timely and effective action in unforeseen situations.

The disaster recovery approach is designed to achieve a well-defined

recovery objective, reinforcing its commitment towards operational continuity and minimal downtime. The process involves damage assessment, recovery, and communication. Functional testing is then conducted to verify effectiveness, with shared accountability between process owners, operational teams, and the IT department. Through this structured framework, BCML ensures business continuity, data resilience, and consistent operational performance even under disruptive conditions.

Awards, Certifications and Ratings



Best Performing Unit Award (Sugar Sector) at the prestigious National Energy Conservation Awards, instituted by the Ministry of Power and presented by Hon'ble President of India



Organisation with Innovative CSR Practices Award at The Eastern India Leadership Awards



Great Indian ESG Organisation of the Year - Manufacturing of Sugar and Ethanol



Best ESG Reporting & Transparency Award of the Year at the Indian CSR Award



Excellence in BRSR Reporting Award at 4th ICAI Sustainability Awards FY25



Golden Peacock Award for Corporate Social Responsibility - 2025



Bonsucro Certification

Bonsucro is the leading global sustainability platform with the purpose of collectively accelerating the sustainable production and use of sugarcane, focusing on climate action, human rights, and value in the supply chain.

The Company's Rauzagaon unit has been re-certified with the prestigious Bonsucro certification, indicating sustainable cane sourcing and a responsible production process. In addition, the Bonsucro certification at our Kumbhi unit is under process.



ISO Certification(s)

BCML has been certified with ISO 14001:2015 (Environmental Management System) and ISO 45001:2018 (Occupational Health & Safety Management System) certifications.

ISO 14001 systematically helps manage and reduce environmental impact, and ISO 45001 enhances workplace safety and employee well-being across units. These certifications reflect the company's commitment to responsible manufacturing practices, compliance with regulatory requirements, and continuous improvement in environmental and safety performance.



FSSC Certification

The Food Safety System Certification (FSSC 22000) is a globally accepted standard for food safety management. BCML has achieved FSSC 22000 certification for its 3 units: Kumbhi, Mankapur, Rauzagaon, demonstrating that its food safety system meets rigorous international requirements. This certification underscores the company's commitment to producing safe, high-quality sugar products and maintaining rigorous hygiene and sanitation practices throughout its production processes.

ESG Ratings received

<p>Crisil ESG Ratings & Analytics</p> <p>62 (Category Strong)</p>	<p>MSCI ESG RATINGS</p> <p>A</p>	<p>SES ESG SCORE</p> <p>70.9 (Grade B+)</p>
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ESG ratings

Our significant progress in the ESG performance is reflected in recent evaluations by leading rating agencies.

MSCI has upgraded our ESG rating from BBB to A.

CRISIL has assigned an ESG rating of Crisil ESG 62 (under the category: Strong)

Stakeholders Empowerment Services (SES) has assigned an ESG score of 70.9 (Grade B+).

These improved ratings reflect the collective efforts of our teams and the progress we are making in embedding ESG considerations into our strategic decision-making. These ratings demonstrates progress across multi-dimensional ESG criteria and positions us well among our peers.

Credit Rating received

<p>Crisil Ratings</p> <p>AA+ (Long term)</p>	<p>Crisil Ratings</p> <p>A1+ (Short term)</p>
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Credit ratings

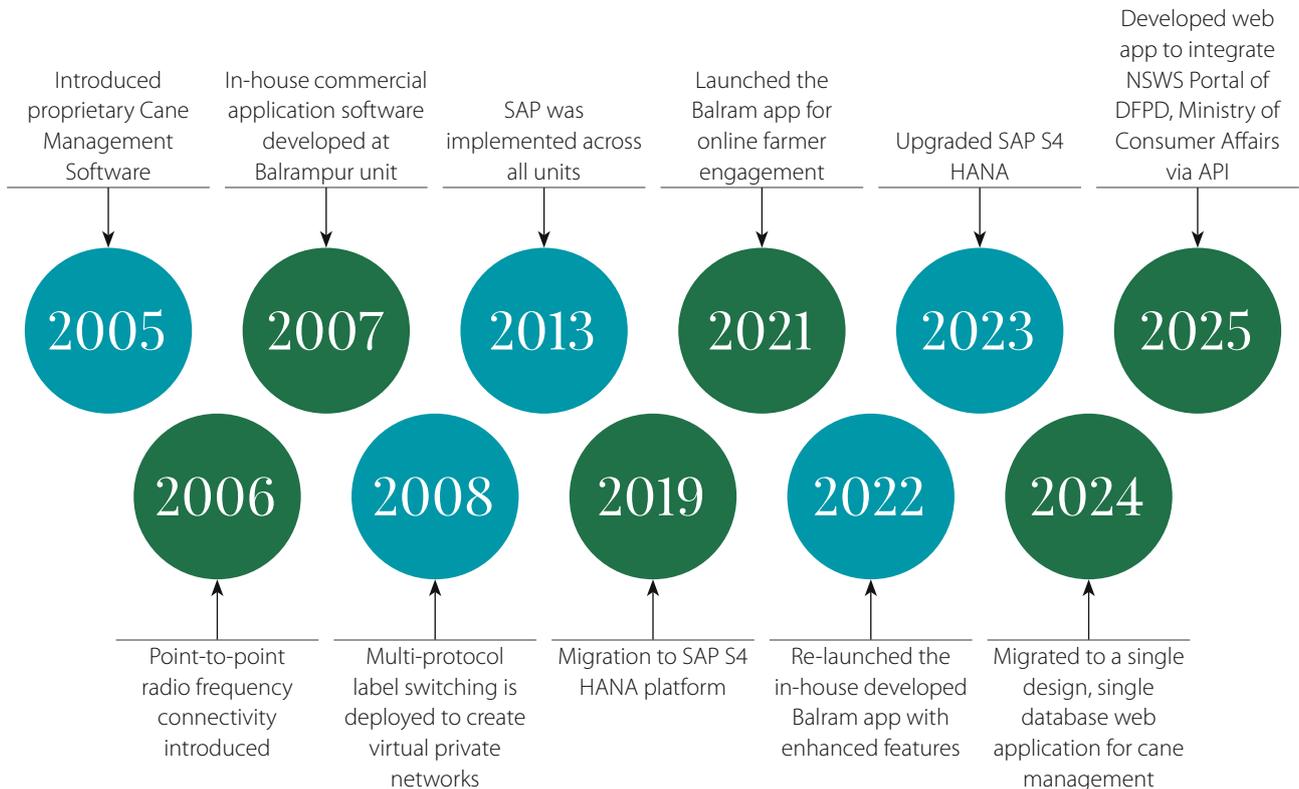
The Company's creditworthiness was reaffirmed with a long-term credit rating of AA+ with stable outlook and a short-term rating of A1+ by CRISIL. These ratings reflect the Company's strong financial profile, capital structure, and consistent operating performance. The ratings rank among the highest within India's sugar sector, underscoring BCML's resilience, liquidity position, and effective risk management practices.

Digitalization

Softwares utilised for robust Governance

Dess Digital Portal for Board and Committee Meetings	Darwin Box for Human Resource Management	My Insider and My UPSI for Insider Trading Compliances	Utkarsh for Learning & Development
My ESOPs for ESAR and RSU	E-BRSR tool for reporting BRSR compliances	Balram App for farmers, Cane Management Software	TeamLease Regtech for Legal Compliances

Journey of Digitalization at BCML



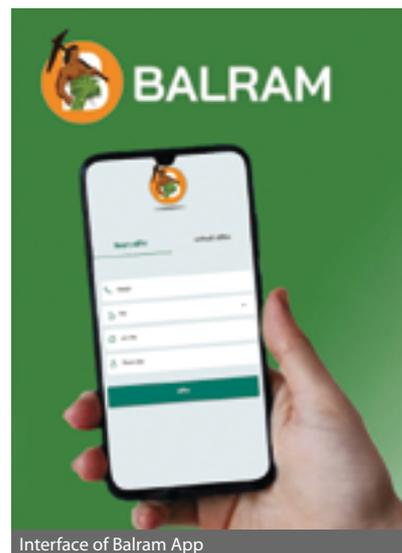
In an industry traditionally driven by manual processes, BCML emerged as a pioneer in recognising the importance of digitalisation and institutional memory in aligning with the acquired units.

BCML is one of the pioneers in India's sugar industry in developing a proprietary cane management software. In 2021, BCML introduced the Balram App to facilitate a seamless digital engagement with farmers, offering virtual support, transparent communication, and real-time access to agronomic data. This software introduced structure and efficiency to a complex supply chain.

These solutions have greatly enhanced traceability and competitiveness

across the sugarcane value chain. The cane monitoring application has been upgraded with advanced technology, enabling real-time monitoring on an integrated organisational platform.

Innovation remains at the core of BCML's operation. The Company continued to strengthen its digital transformation agenda, with digitalisation spend increasing from ₹5.50 crore in FY24 to ₹9.65 crore in FY25, reflecting a focused investment in technology-driven operational efficiency and governance. By investing proactively in technology infrastructure and process automation, the Company is building a more efficient, scalable, and future-ready operational environment.



Interface of Balram App

2,38,855 downloads of Balram app across all 10 Unit areas

29,401

at Balrampur

36,724

at Babhnan

15,760

at Tulsipur

13,816

at Haidergarh

24,951

at Akbarpur

17,353

at Mankapur

24,802

at Rauzagaon

26,811

at Kumbhi

27,780

at Gularia

21,457

at Maizapur

Key features of the Balrampur App

Category Name	Features
Home Page	Latest announcements and updates
Ganna Kheti Handbook	Complete guidance on seeds, cultivation, pests, fertilizers and modern techniques
Anurodh	Direct query submission to mill; CFA responds within the app
Weather Information	Real-time forecasts for rainfall, storms and temperature
Fertilizer Calculator	Recommends fertilizer type and quantity based on field and variety
Announcement	All factory notices and updates via push alerts
Agricultural Machinery Information	Details of tools needed and availability near the farmer
Payment	Mill parchis, supply tickets and payment status

Finance – the edifice of Governance

Overview

Financial management at BCML is firmly rooted in the Company's commitment towards sustainable and responsible growth. It reflects the company's prudent financial management, profitability, and ability to reinvest earnings into strategic initiatives that strengthen competitiveness and resilience and thereby provide steady returns to stakeholders. During FY25, BCML maintained a strong balance

sheet and demonstrated financial discipline while continuing to invest in modernisation, innovation, and diversification. The Company's financial strategy is guided by a balanced approach that ensures steady shareholder returns, responsible reinvestment in business expansion, and transparent tax contributions that support economic development in the regions where it operates.

Use of financial capital for value creation

A significant portion of its financial resources is channelled into modernising manufacturing infrastructure, upgrading technology, and improving operational efficiency across sugar, ethanol, and co-generation units. The Company continues to invest in energy-efficient systems, automation, and process optimisation to reduce the production costs and environmental footprint. BCML allocates capital towards expanding renewable energy and bio-based material initiatives, including its upcoming PLA bioplastics project. The company also supports research and development, digitalisation, and data-driven systems in strengthening productivity, transparency, and decision-making. Beyond profitability, BCML views financial capital as an enabler of broader value that fosters innovation, environmental responsibility, and governance excellence while ensuring

steady returns to shareholders and contributions to national development through transparent and responsible tax practices.

Inclusion of ESG performance in top management compensation

To strengthen the integration of sustainability into our leadership accountability framework, the Executive Director's performance evaluation is linked to ESG KPIs. A defined percentage of CMD, ED and WTD's compensation is contingent upon achieving key ESG targets and KPIs.

This linkage ensures that the leadership decisions and business performance are aligned with the company's sustainability objectives. The Board periodically reviews these ESG parameters and their weightage to ensure they remain relevant and ambitious in driving responsible growth.

Advancing ESG initiatives

BCML places a growing emphasis on ESG frameworks to channel financial capital into sustainable and responsible business practices. The Company's ESG-aligned practices support initiatives such as waste reduction, circular economy transitions, and enhanced supply-chain sustainability, ensuring long-term environmental stewardship and community well-being. BCML invests in technologies and solutions that enhance environmental performance and operational efficiency - including energy-efficient machinery, precision agriculture, and advanced waste-to-energy technologies - which reduce environmental impacts while strengthening business resilience.

Effective utilisation of Financial Capital

(in ₹ crore)

Particulars	FY23	FY24	FY25
Revenue from operations and stock adjustments	4,676.02	6,256.64	5,674.11
Add: Other income	62.79	74.00	32.16
Value-added	4,738.81	6,330.64	5,706.27
Less: cost of materials consumed (including purchase of stock-in-trade)	3,419.40	4,579.83	4,116.74
Less: other manufacturing expenses	380.50	492.08	448.22
Equals gross value-added	938.91	1,258.73	1,141.31
Less: Depreciation and amortisation expenses	129.50	166.36	172.54
Exceptional items	-	-	-
Equals net value-added	809.41	1092.37	968.77
Allocation of net value-added			
To Employees	363.79	398.56	404.91
To Government (via taxes)	140.37	176.98	126.52
To Bankers (via interest)	48.65	83.63	93.46
To Investors (via dividend)	50.84	60.52	60.57
To Investors (via buy-back)	81.85	-	-
To the Company (via retained earnings)	123.91	372.68	283.31

Key financial numbers

Particulars	FY23	FY24	FY25
Overhead/Revenue from operations (%)	15.95	15.92	15.75
EBITDA/Revenue from operations (%)	10.98	14.05	13.00
Interest/Revenue from operations (%)	1.04	1.49	1.73
Interest cover (times)	10.53	9.40	7.54
PBDT/Total revenue (%)	11.28	13.88	11.87
TCI/Total revenue (%)	5.77	7.89	6.39
Return on net worth (%)	9.97	14.32	10.18
Return on capital employed (%)	12.55	17.22	11.83

Balance Sheet ratios

Particulars	FY23	FY24	FY25
Debt-equity ratio	0.21	0.14	0.16
Inventory turnover (days)	177	169	202
Current ratio	1.31	1.43	1.29
Quick ratio	0.13	0.08	0.07
Asset turnover (total revenue/total assets)	0.94	0.99	0.85
Fixed asset coverage ratio	4.25	5.82	4.73
Debt-service coverage ratio	1.93	3.13	3.34

Growth numbers

Particulars	FY23	FY24	FY25
Growth in turnover (%)	(3.72)	19.89	(3.19)
Growth in EBITDA (%)	(26.78)	53.45	(10.42)

Per share data

Particulars	FY23	FY24	FY25
Basic EPS (₹)	13.51	21.47	17.04
Diluted EPS (₹)	13.51	21.47	16.98
CEPS (₹)	19.87	29.72	25.59
Dividend (₹ per share)	2.50	3.00	3.00
Book Value (₹)	142.53	162.56	177.37
Net Indebtedness (₹)**	30.60	22.86	28.80

** Only on long-term borrowings

Capacities in FY25

Particulars	Sugar crushing (tonnes of cane per day)	Distillery (Kilolitres per day)	Installed co- generation capacity (megawatts)	Saleable co- generation capacity (megawatts)	Agro (Metric tonnes)
Balrampur	12500	330	53.05	27.25	50
Babhnan	10000	100	27.76	10.00	-
Tulsipur	7000	-	9.00	2.00	-
Haidergarh	5000	-	23.25	20.95	-
Akbarpur	7500	-	18.00	11.00	-
Mankapur	8000	100	43.60	30.00	100
Rauzagaon	8000	-	25.75	23.00	-
Kumbhi	10000	-	32.70	23.00	-
Gularia	8000	200	38.86	23.50	100
Maizapur	4000	320	16.50	5.00	-
Total	80000	1050	288.47	175.70	250

TCFD Index

Section	Question	Summary	Section
Governance	a. Describe the Board's oversight of climate-related risks and opportunities	<p>BCML's Board exercises oversight of climate-related risks and opportunities primarily through its Board-level ESG Committee and the Risk Management Committee, supported by the Audit Committee. The ESG Committee is responsible for:</p> <ul style="list-style-type: none"> Monitoring ESG performance, Climate resilience, and Ensuring alignment with regulatory and global best practices like decarbonization. The governance framework further integrates ESG and climate risks into the enterprise risk management system, with periodic reporting to the Risk Management Committee, and ultimately the Board. The Risk Management Committee reviews half yearly risk report to oversee that key risks and mitigation plans are in place. It ensures that policies related to sustainability and climate remain relevant and effective. 	<ul style="list-style-type: none"> Governance and Monitoring Risk Management
	b. Describe the management's role in assessing and managing climate-related risks and opportunities	<ul style="list-style-type: none"> ESG and RMC of the Board are jointly responsible for assessing and managing climate risk. At the Unit level, Unit Heads are responsible for day-to-day operational risk mitigation (including acute physical climate risk mitigation). Top management and the President-Chemicals Division are responsible for identifying and assessing climate-related opportunities, especially PLA-based products, which could potentially help BCML in achieving Net Zero. These are reviewed periodically, with reports consolidated by the Corporate Level Risk Steering Committee and escalated to the Risk Management Committee. 	
Strategy	a. Describe the climate-related risks and opportunities the company has identified	<p>BCML has identified the following climate-related risks and opportunities. In the near term, BCML identifies physical climate risk such as flooding, which affects sugarcane growth, sucrose content, cane availability, and factory efficiency. These risks can lead to fluctuations in raw material quality, increased water and energy intensity, and operational disruptions. In parallel, transition risk (like regulatory and compliance risks) will become more complex and cumbersome to comply with. In the long term, the Company identifies transition risks associated with decarbonization requirements, tightening climate regulations, and stakeholder expectations for low-carbon products. At the same time, BCML recognises major opportunities in renewable energy, biofuels (ethanol blending), circular economy solutions, and the development of PLA (bio-based bio-compostable materials), which support a low-carbon and resource-efficient business model.</p>	Managing climate risks in sugarcane procurement and production

Section	Question	Summary	Section
	b. Describe the impact of climate-related risks and opportunities on the company's businesses, strategy, and financial planning	Climate-related risks will directly affect BCML's core operations, particularly sugarcane procurement, manufacturing efficiency, and resource consumption. Variability in weather patterns may impact cane quality, water demand, and energy use, creating operational and cost pressures. These risks have driven the Company to develop a Water Conservation Policy, which helped BCML in reducing water consumption by approx. 45% and groundwater withdrawal by approx. 14%. BCML has also adopted renewable energy, 99.03%. In financial planning, climate risks and opportunities influence capital allocation towards sustainability-led projects. Significant capital expenditure has been allocated to the PLA project, energy-efficient technologies, emissions control, water recycling, and resource-efficient operations. This will help BCML towards achieving net zero.	Managing climate risks in sugarcane procurement and production
Risk Management	a. Describe the company's processes for identifying and assessing climate-related risks	BCML has identified near and long-term climate-related physical and transition risk at the Unit level and product level by appointment of reputed Third-party agencies and through a consultative method.	
	b. Describe the company's processes for managing climate-related risks	BCML manages physical climate-related risks, such as flooding and earthquake as part of the Unit-level Emergency Risk Management plan. It is reviewed periodically and any gaps identified are addressed in the planning process. The Company manages transition risks associated with decarbonization requirements, tightening climate regulations, and stakeholder expectations for low-carbon products. The RMC Committee, supported by the ESG, identifies such risks periodically. BCML manages climate-related risks through integrated operational and strategic measures, including investments in energy efficiency, water conservation, waste management, and carbon footprint reduction, supported by regular audits and monitoring.	Risk Management
	c. Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the company's overall risk management	BCML has fully integrated climate-related risks into its enterprise risk management (ERM) framework. Unit-level risk owners maintain risk registers and submits half yearly risk reports to the Risk Co-ordinator. The Corporate-level Risk Steering Committee deliberates on the same. These are then reported to the Risk Management Committee and escalated to the Audit Committee or the Board of Directors, if the need be. The Board conducts annual reviews of key risks and mitigation plans, ensuring that climate risks are embedded in governance, oversight, and strategic decision-making.	
Metrics & Targets	a. Disclose the metrics used by the company to assess climate-related risks and opportunities in line with its strategy and risk management process	BCML assesses climate-related risks and opportunities using operational and environmental performance metrics, including Scope 1, Scope 2, and Scope 3 greenhouse gas emissions, energy consumption and efficiency, water consumption, waste management, and results from Life Cycle Assessments (LCA) to identify emission hotspots across the value chain.	Lifecycle Assessment
	b. Disclose scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks	BCML discloses its Scope 1 and Scope 2 emissions from operations and energy use and has also assessed Scope 3 emissions across key upstream (7) and downstream (3) categories.	
	c. Describe the targets used by the company to manage climate-related risks and opportunities and performance against targets	BCML has pledged to achieve carbon neutrality by 2047 and net zero carbon emissions by 2055, aligning itself with India's national goal of reaching Net Zero by 2070. These targets reflect BCML's unwavering commitment to environmental stewardship and climate action.	GHG Emissions Management

SASB Index

Topic	Accounting metric	Unit of measure	Code	Response / location
Greenhouse Gas Emissions	Gross global Scope 1 emissions	Metric tons (t) CO ₂ e	FB-AG-110a.1	
	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	N/A	FB-AG-110a.2	GHG Emission Management
	Fleet fuel consumed, percentage renewable	Gigajoules (GJ), Percentage (%)	FB-AG-110a.3	
Energy Management	(1) Operational energy consumed, (2) percentage grid electricity, (3) percentage renewable	Gigajoules (GJ), Percentage (%)	FB-AG-130a.1	Energy Management
Water Management	(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	Thousand cubic meters (m ³), Percentage (%)	FB-AG-140a.1	
	Description of water management risks and discussion of strategies and practices to mitigate those risks	N/A	FB-AG-140a.2	Water Management
	Number of incidents of non-compliance associated with water quantity and/or quality permits, standards, and regulations	Number	FB-AG-140a.3	
Food Safety	Global Food Safety Initiative (GFSI) audit (1) non-conformance rate and (2) associated corrective action rate for (a) major and (b) minor non-conformances	Rate	FB-AG-250a.1	
	Percentage of agricultural products sourced from suppliers certified to a Global Food Safety Initiative (GFSI) recognized food safety certification program	Percentage (%) by cost	FB-AG-250a.2	Supply Chain Management: Product Quality & Safety
	(1) Number of recalls issued and (2) total amount of food product recalled	Number, Metric tons (t)	FB-AG-250a.3	
Workforce Health & Safety	(1) Total recordable incident rate (TRIR), (2) fatality rate, and (3) near miss frequency rate (NMFR) for (a) direct employees and (b) seasonal and migrant employees	Rate	FB-AG-320a.1	BRSR FY25
Environmental & Social Impacts of Ingredient Supply Chain	Percentage of agricultural products sourced that are certified to a third-party environmental and/or social standard, and percentages by standard	Percentage (%) by cost	FB-AG-430a.1	
	Suppliers' social and environmental responsibility audit (1) nonconformance rate and (2) associated corrective action rate for (a) major and (b) minor non-conformances	Rate	FB-AG-430a.2	Supply Chain Management
	Discussion of strategy to manage environmental and social risks arising from contract growing and commodity sourcing	N/A	FB-AG-430a.3	
GMO Management	Discussion of strategies to manage the use of genetically modified organisms (GMOs)	N/A	FB-AG-430b.1	Product quality and safety (FSSAI certification)
Ingredient Sourcing	Identification of principal crops and description of risks and opportunities presented by climate change	N/A	FB-AG-440a.1	
	Percentage of agricultural products sourced from regions with High or Extremely High Baseline Water Stress	Percentage (%) by cost	FB-AG-440a.2	Sustainability as an operating principle

GRI Index

Gri standard disclosure	Description	Section	Linkage to section No.
GRI 2: General Disclosures 2021	2-1 Organizational details	Board Composition, Diversity and Expertise	Board Independence and Governance
	2-2 Entities included in the organization's sustainability reporting	About the report	Reporting Scope and boundary
	2-3 Reporting period, frequency and contact point		Reporting Cycle
	2-4 Restatements of information		Responsibility Statement
	2-5 External assurance		Assurance
	2-6 Activities, value chain and other business relationships	Human Capital	Reporting Scope and boundary
	2-7 Employees		Workforce diversity and composition
	2-8 Workers who are not employees		BRSR Sec. A
	2-9 Governance structure and composition	Board Composition, Diversity and Expertise	Committee Membership and Expertise
	2-10 Nomination and selection of the highest governance body	Integrated Annual Report FY25: Board's Report	Selection and nomination of Senior Management including KMP
	2-11 Chair of the highest governance body	Board Composition, Diversity and Expertise	Committee Membership and Expertise
	2-12 Role of the highest governance body in overseeing the management of impacts		
	2-13 Delegation of responsibility for managing impacts		
	2-14 Role of the highest governance body in sustainability reporting		
	2-15 Conflicts of interest	Business Ethics & Integrity	Code of Conduct
	2-16 Communication of critical concerns	Business Ethics & Integrity	Code of Conduct
	2-17 Collective knowledge of the highest governance body	Board Composition, Diversity and Expertise	Committee Membership and Expertise
	2-18 Evaluation of the performance of the highest governance body	Corporate Governance Report	Performance Evaluation and Criteria
	2-19 Remuneration policies	Governance Policies	
	2-20 Process to determine remuneration	Corporate Governance Report	Performance Evaluation and Criteria
	2-21 Annual total compensation ratio	Corporate Governance Report	Performance Evaluation and Criteria

Gri standard disclosure	Description	Section	Linkage to section No.
	2-22 Statement on sustainable development strategy	Sustainability as strategic clarity	Performance evaluation and Criteria
	2-23 Policy commitments	Governance Policies	
	2-24 Embedding policy commitments	Governance Policies	
	2-25 Processes to remediate negative impacts	Integrated Annual Report FY25: BRSR	
	2-26 Mechanisms for seeking advice and raising concerns	Integrated Annual Report FY25: BRSR	Principle 3
	2-27 Compliance with laws and regulations	Regulation is the floor, not the ceiling	
	2-28 Membership associations	Supply Chain Management	Associate membership
	2-29 Approach to stakeholder engagement	Stakeholder Engagement and Materiality Assessment	Stakeholder engagement
	2-30 Collective bargaining agreements	Integrated Annual Report FY25: BRSR	Principle 3
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Stakeholder Engagement and Materiality Assessment	Material Topics
	3-2 List of material topics		
	3-3 Management of material topics		
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Integrated Annual Report FY25	Financial Capital
	201-2 Financial implications and other risks and opportunities due to climate change		
	201-3 Defined benefit plan obligations and other retirement plans		
	201-4 Financial assistance received from government		
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Integrated Annual Report FY25: BRSR	Principle 5
	202-2 Proportion of senior management hired from the local community		
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Community Development and Impact Stories	
	203-2 Significant indirect economic impacts		
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Supply Chain Management	Procurement practices at BCML
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Integrated Annual Report FY25: BRSR	Principle 1
	205-2 Communication and training about anti-corruption policies and procedures		
	205-3 Confirmed incidents of corruption and actions taken		

Gri standard disclosure	Description	Section	Linkage to section No.		
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Integrated Annual Report FY25: BRSR	Principle 7		
GRI 207: Tax 2019	207-1 Approach to tax	Finance - the edifice of governance			
	207-2 Tax governance, control, and risk management				
	207-3 Stakeholder engagement and management of concerns related to tax				
	207-4 Country-by-country reporting				
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Integrated Annual Report FY25			
	301-2 Recycled input materials used	Integrated Annual Report FY25: BRSR	Principle 2		
	301-3 Reclaimed products and their packaging materials	Integrated Annual Report FY25: BRSR	Principle 2		
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Energy Management			
	302-2 Energy consumption outside of the organization				
	302-3 Energy intensity			Integrated Annual Report FY25: BRSR	Principle 6
	302-4 Reduction of energy consumption				
	302-5 Reductions in energy requirements of products and services				
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Water Management			
	303-2 Management of water discharge-related impacts				
	303-3 Water withdrawal			Integrated Annual Report FY25: BRSR	Principle 6
	303-4 Water discharge				
	303-5 Water consumption				
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	GHG Emissions Management			
	305-2 Energy indirect (Scope 2) GHG emissions				
	305-3 Other indirect (Scope 3) GHG emissions				
	305-4 GHG emissions intensity			Integrated Annual Report FY25: BRSR	Principle 6
	305-5 Reduction of GHG emissions				
	305-6 Emissions of ozone-depleting substances (ODS)				
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions				
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Waste Management			
	306-2 Management of significant waste-related impacts				
	306-3 Waste generated			Integrated Annual Report FY25: BRSR	Principle 6
	306-4 Waste diverted from disposal				
	306-5 Waste directed to disposal				

Gri standard disclosure	Description	Section	Linkage to section No.
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Supply Chain Management	Supply chain and responsible sourcing policy
	308-2 Negative environmental impacts in the supply chain and actions taken		
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Integrated Annual Report FY25: BRSR Human Capital	Sec. A
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Integrated Annual Report FY25: BRSR	Principle 3
	401-3 Parental leave	Integrated Annual Report FY25: BRSR	Principle 3
GRI 402: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	Integrated Annual Report FY25: BRSR	
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Occupational Health and Safety Integrated Annual Report FY25: BRSR	Principle 3
	403-2 Hazard identification, risk assessment, and incident investigation		
	403-3 Occupational health services		
	403-4 Worker participation, consultation, and communication on occupational health and safety		
	403-5 Worker training on occupational health and safety		
	403-6 Promotion of worker health		
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships		
	403-8 Workers covered by an occupational health and safety management system		
	403-9 Work-related injuries		
	403-10 Work-related ill health		
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Integrated Annual Report FY25: BRSR	Principle 3 and 5
	404-2 Programs for upgrading employee skills and transition assistance programs		
	404-3 Percentage of employees receiving regular performance and career development reviews		
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Board composition, diversity and expertise	
	405-2 Ratio of basic salary and remuneration of women to men	Integrated Annual Report FY25: BRSR	Principle 5
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Integrated Annual Report FY25: BRSR	Principle 5

Gri standard disclosure	Description	Section	Linkage to section No.
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Integrated Annual Report FY25: BRSR	Principle 4
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Integrated Annual Report FY25: BRSR	Principle 5
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Integrated Annual Report FY25: BRSR	Principle 5
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	Human Rights	
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	BCML's operational footprint does not extend to any of the States or regions designated under Schedule V or Schedule VI of the Constitution of India.	
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs 413-2 Operations with significant actual and potential negative impacts on local communities	Community Development Integrated Annual Report FY25: BRSR	Principle 8
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria 414-2 Negative social impacts in the supply chain and actions taken	Supply Chain Management Integrated Annual Report FY25: BRSR	Supply chain and responsible sourcing policy Principle 5
GRI 415: Public Policy 2016	415-1 Political contributions	Integrated Annual Report FY25	Financial Statement, Other Expense
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories 416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Supply Chain Management	Product quality and safety
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling 417-2 Incidents of non-compliance concerning product and service information and labeling 417-3 Incidents of non-compliance concerning marketing communications	Integrated Annual Report FY25: BRSR	Principle 9
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Integrated Annual Report FY25: BRSR	Principle 9

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The purpose
of business is
not to profit
from causing
problems,
but to profit
from solving
them.

Michael Porter

Professor, Harvard Business School

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