SUDARSHAN
Outshine. Outdo.

# MISSION RISE

DRIVING SUSTAINABILITY TRANSFORMATION, CREATING LASTING VALUE

**ESG Report 2024-25**

# Mission Rise: Driving Sustainability Transformation, Creating Lasting Value

At Sudarshan, ESG journey is grounded with a clear purpose to harmonize business growth with environmental stewardship, social upliftment, and strong governance. As we embark on FY 2024-25, **"Mission Rise - Driving Sustainability Transformation, Creating Lasting Value"** forms the theme for our ESG Report FY2024-25, reflecting our commitment to push beyond incremental change toward systemic, enduring impact.

**Mission Rise** depicts our collective ambition to scale new heights while creating a meaningful impact through our operations. It represents our steadfast belief that growth is achieved by expanding operations, uplifting people, protecting the planet, and ensuring prosperity for all stakeholders.

**Driving Sustainability Transformation** conveys our commitment to integrate sustainability at the heart of our business strategy and decision-making. It indicates going beyond the incremental change to reimagine our processes, products, and partnerships through innovation and technology.

**Creating Lasting Value** reflects our purpose to ensure that every step of progress leaves a positive and enduring impact. Our environmental responsibility shall ensure pursuing continuous improvement in our environmental endeavours and our social stewardship shall ensure inclusive environment at our workplace, contributing holistic development for our communities and delivering high-performance and responsibly manufactured color solutions for our customers.

Our theme for this year, symbolizes our long-term vision to lead with purpose, act with integrity and innovate for a sustainable world. Our efforts are directed toward mitigating risks and unlocking opportunities that advance climate resilience, social well-being and ethical governance. Together with our stakeholders, we aspire to build a legacy where Sudarshan's growth becomes synonymous with collective well-being and enduring value for generations to come.

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# About the Report

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Sudarshan Chemical Industries Limited (Sudarshan) is a global leader of colorant solutions with a strong focus on sustainable innovations. The fourth edition of the ESG Report for FY 2024-25 outlines our momentum of sustainability program - bringing together detailed metrics, case studies, and focused interventions delivered during the year. The report documents advancement against defined ESG goals, evidencing how sustainability informs every facet of our operations.

In a landmark step towards global leadership, Sudarshan successfully completed the acquisition of the Heubach Group, a renowned Germany-based pigment manufacturer, through its wholly owned subsidiary in FY 2024-25. This strategic acquisition marks a transformative milestone in Sudarshan's growth journey, expanding its global manufacturing footprint, and positioning the merged entity among global leading pigment solution providers.

## Reporting Principles

This report is prepared in accordance with the following frameworks:

- Global Reporting Initiatives (GRI) Universal Standards, 2021; GRI 1: Foundation 2021, GRI 2: General Disclosures 2021, and GRI 3: Material Topics 2021
- United Nations Sustainable Development Goals (UNSDGs)
- Communication of Progress (COP) on the principles of the United Nations Global Compact (UNGC)
- The Business Responsibility & Sustainability Reporting (BRSR) framework by the Securities and Exchange Board of India (SEBI)
- Securities and Exchange Board of India (SEBI) (Listing Obligations and Disclosure Requirements Regulations, 2015)

## Reporting Scope and Boundary

The reporting period for sustainability performance is 1 April 2024 to 31 March 2025. The report encompasses Sudarshan's full business operations, including:

- Global Head Office, Pune
- Two manufacturing sites: Roha and Mahad
- Three R&D centres: Ambadvet (Pune), Roha, and Mahad

The ESG performance KPIs and data included in the report is presented for legacy Sudarshan and unified mission, purpose, values and product portfolio are presented for ONE Sudarshan, reflecting evolving identity of the merged entity.

## Forward Looking Statement

This report consolidates information based on reasonable assumptions and historical performance. The forward-looking statements summarize our projections and intended follow-ups on selected commitments. These projections are subject to change due to industry dynamics, local market conditions, regulatory developments, and related factors. As underlying assumptions may materially shift, the statements should not be interpreted as a guarantee of future results.

## Restatement

This report incorporates no restatement for the reporting year.

## External Assurance

The BRSR Report FY2024-25 has undergone external assurance by TUV India Private Limited, an independent third-party agency. The assurance was carried out in line with the ISAE 3000 (Revised) Assurance Standard under a limited assurance engagement. The ESG performance KPIs and data from externally assured BRSR FY2024-25 have been retained in our ESG Report FY 2024-25.

## Contact Us

We welcome your feedback and suggestions on any information/ disclosure presented in this report. Please feel free to contact us at: esg-internal@sudarshan.com

# Message from Chairman and Managing Director

GRI 2-22

## Driving Sustainability Transformation, Creating Lasting Value

At Sudarshan, we believe that sustainable growth is the only growth that truly lasts. Creating value for our stakeholders — our people, our communities, and our planet-has always been at the heart of our journey. This belief inspires our ambition to become a global color powerhouse driven by responsibility and innovation.

## A Transformational Year

This past year has been one of profound transformation, both strategically and operationally. Our ESG framework has been the critical lens through which we have navigated this change. Our growth goes hand in hand with our responsibility to lead sustainable development in our sector.

In March 2025, Sudarshan acquired Germany's Heubach Group, which had previously integrated Clariant's pigment business in 2022. This strategic milestone marks Sudarshan's focused pursuit of inorganic growth, bringing together three iconic pigment legacies-Sudarshan, Heubach, and Clariant Pigments—under one unified identity. With over 270 years of combined expertise, this integration has created ONE Sudarshan: a global leader in colorant solutions supported by unmatched technical depth, an expanded product portfolio, and trusted partnerships across coatings, plastics, inks, anticorrosion, and a range of specialty applications. This once-in-a-generation transformation elevates Sudarshan to one of the top pigment manufacturers worldwide, reaffirming our position as a leading player in the global colorants industry.

As we integrate new capabilities following the acquisition, we see sustainability as the unifying thread — the principle that connects our legacy, our technology, and our future. Together, we are creating a stronger, more resilient organization that leads with purpose and performs with integrity.

## Advancing ESG Commitments and Operational Excellence

Our commitment is validated by action and recognized through global certifications including ISO 9001, ISO 14001, ISO 45001, ISO 27001 and ISO 20400. But beyond these accolades, our progress is measured in tangible outcomes.

We continue to advance our resource efficiency, reduce our environmental footprint, and invest in greener technologies and processes. The study to identify key areas of improvement is currently underway, and a comprehensive evaluation of decarbonisation levers has been completed. These insights will guide our long-term roadmap to achieve our SBTi-aligned emission reduction target of 42.4% by 2030 (from the 2022 baseline).

Our ESG Policy continues to guide our actions across product sustainability, employee wellbeing, stakeholder engagement, and responsible governance. Water stewardship remains a core priority: in FY 2024–25, total water consumption reduced by 10% over.

FY 2023–24, driven by improved process control, enhanced water reuse, and optimization of cooling and utility operations. Our Roha and Mahad manufacturing sites remain equipped with advanced wastewater treatment systems to ensure compliance with environmental standards and minimize ecological impact. We also progressed on our energy-transition pathway by evaluating renewable energy integration opportunities across sites.

## Empowering People and Strengthening Governance

Our strength lies in our diverse teams spread across India, Europe, the Americas, and Asia. Guided by our REAPS values — Respect, Entrepreneurship, Agility, Passion, and Seva — we foster a culture of collaboration, inclusivity, and innovation. Anchored in these values, we are building a people-centric organization grounded in safety, learning, and mutual respect.
Our commitment to "Zero Harm" is reflected in our growing Process Safety Management (PSM) maturity, with a 74% PSM element score achieved against a target of 80%.

We take pride in nurturing a diverse and dynamic workforce, with women representing 23.4% of our employees and 50% of our workforce being under the age of 30 — striking a strong balance of experience and youthful energy. We remain committed to advancing gender diversity and equal opportunity across all levels of our operations.

Robust governance is the cornerstone of our long-term success. This year, we achieved the ISO 20400:2017 Sustainable Procurement Certification — a significant milestone that underscores our commitment to responsible supply chain management. An ESG evaluation tool has been rolled out to all critical suppliers, strengthening accountability and continuous improvement across our value chain. We also continue to engage actively with local bodies and stakeholders to foster transparency and shared progress.

## Looking Ahead: Creating Color Responsibly at Global Scale

As ONE Sudarshan, we now operate at an unprecedented global scale. This expansion broadens not only our capabilities but also the scope of our responsibility. We have begun defining the sustainability parameters that will guide ONE Sudarshan across regions, cultures, and operations. While building a unified, future-ready ESG framework at this scale is complex, we view it as a tremendous opportunity to create meaningful and lasting impact across the color value chain.

Looking forward, our ambition is clear: to position Sudarshan as a catalyst for sustainable transformation within the global pigments industry — creating color responsibly, innovating with purpose, and upholding the highest standards of stewardship. Together with our stakeholders, we remain committed to driving sustainability transformation and creating lasting value, ensuring that the future we build is defined by responsibility, inclusivity, and enduring progress.

**Thank You,**
**Rajesh Rathi**
**Chairman and Managing Director**

# Our Sustainability Highlights: FY 2024-25

## Business Accountability

**50%**

women at Board level up from 20% in FY2023-24

**100%**

ISO Certified **(ISO - 9001,14001, 45001 & 27001 )**

Robust data security practices: **Periodic Vulnerability Assessment & Penetration Testing (VAPT)** conducted

**ISO 20400** (Sustainable Procurement) certified

## Environmental Responsibility

**51%**

Purchased electricity consumption from renewable sources

**10%**

Reduction in Total Water Consumption Over FY 2023-24

**3.05 Mn GJ**

Total Energy Consumption

**7.18* $tCO_2e$/MT**

GHG emissions Intensity

**69.3%**

Of total waste was diverted away from landfill

## Manufacturing Excellence

**1,26,346 MT**

Total raw material consumption

**8,132 MT**

Total packaging material consumption

**22.32%**

Products Covered by Sales in the Lifecycle Impact Assessment

## Strengthening Social Inclusiveness

**23.4%**

Total female employees in our workforce

**50%**

Young workforce (<30 years of age)

**100%**

Employees received code of conduct and POSH training

**1,20,904**

Lives impacted through CSR initiatives compared to 77,365 in FY 2023-24

**INR 20.46 Mn**

Spent towards CSR initiatives

Received **Responsible Care logo**

*Considering scope 1 and 2 emissions

# Accolades for Sustainability Excellence

Recognized as a **"Promising Brand in the Chemical Industry"** by Times Power Brand, 2024

Mahad plant has been awarded the "**PRASHANSA PATRA**" in the Manufacturing Sector (Group B) at National Safety Council's Safety Award 2024

EEF Global Sustainability Award 2023 in Platinum Category - The EEF Global Sustainability Award 2023 in Platinum category for our approach toward Sustainability and ESG

Awarded "**Best Sustainable Rural Development Initiative of the Year**" at Global CSR, Sustainability and ESG Awards 2024

14th CII National HR Excellence Award 2023-24

Score of B (Management Band) on CDP Climate Change and CDP Water Security Assessments in FY24 and FY25

CSR Film "**From Good to Great: Quality Education with ISO Certifications,**" won in the Education category at the 3rd Socio Corpo CSR Film Festival

Received Vibrant Rotary CSR Conclave and Awards 2024 for outstanding contributions to environmental sustainability

Sudarshan has achieved EcoVadis Silver rating in FY25 (74/100)

Certified as a **Great Place to Work** for 5 years consecutively

Recognized with "**Most Preferred Workplace for Women FY2025-26**"

# About Sudarshan

GRI 2-1

## Our Guiding Framework: Purpose, Mission, Values

### Purpose

Unleashing Vibrancy, Joy & Possibilities

### Mission

Being the inspirational leader of the colorants industry delivering breakthrough results for all our stakeholders through reliable and sustainable solutions

### Our Strengths

**120+ countries**
Global Market Presence

**4,000+**
Customers Served Worldwide

## GROWING TOGETHER WITH OUR VALUES (REAPS)

### Respect

"Listen actively and embrace diversity"

I actively listen to others with empathy, valuing diverse perspectives and letting the best idea win

I communicate openly and honestly with all my colleagues and stakeholders thereby fostering an environment of trust and learning

I acknowledge and celebrate the contributions of my colleagues and stakeholders

### Entrepreneurship

**"Spot it, own it do it!"**

I take ownership and initiative to achieve breakthrough results

I take risks and learn from both successes and failures

I continuously seek opportunities for improvement and innovation in everything I do

### Agility

**"Act quickly!"**

I act with a sense of urgency

I collaborate effectively across teams to facilitate quick decision-making

I course-correct quickly when required and find pragmatic solutions

### Passion

**"Put your heart in everything you do"**

I demonstrate enthusiasm for my work and inspire people though my positive energy

I leverage my greatness to contribute meaningfully

I maintain a positive attitude and display resilience in the face of challenges and uncertainty

### Seva

**"Joy through service"**

I always create a WOW experience for all my stakeholders

I help and support my colleagues selflessly

I foster a culture of giving back to society

## Our Journey

Sudarshan is a global supplier of color solutions and one of the largest pigment manufacturers globally. Our color speak for our work, and we remain the prime choice for new age formulations. Over the years, we have been suppliers of various pigments and primarily serve customers in industries such as coatings, plastic, inks, and cosmetics. We have translated chemical expertise into reliable, high-performance colourants that cater to diverse range of end applications including coatings, plastics, inks and special applications. Our colours reflect our commitment to quality, innovation and responsible manufacturing, and remain the first choice for our customers seeking performance, consistency and sustainability. We have a strong market presence in over 120+ countries, serving 4,000+ customers worldwide.

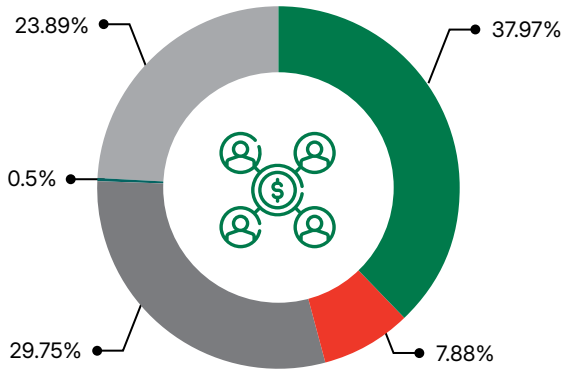
In the reporting year, Sudarshan marked a defining chapter in growth journey. We successfully completed the acquisition of the Germany-based Heubach Group through our wholly owned subsidiary, Sudarshan Europe B.V. This strategic integration merged the two organizations in the pigment industry, combining complementary strengths, innovation capabilities, and a shared commitment to sustainability.

The merged entity, now operating under the unified identity of ONE Sudarshan, reflects our aspiration to function as a cohesive, future-ready organization with a strengthened global footprint. This milestone accelerates our mission to deliver sustainable value creation at scale, enhancing operational excellence, driving responsible growth, and reinforcing our position as a trusted organization in global color solutions industry.

## Legal Position & Shareholding Profile

Sudarshan was established in 1951 and is a public company limited by shares as per the provisions of the Companies Act, 2013. Our Equity Shares are listed on both Bombay Stock Exchange Limited and National Stock Exchange of India Limited. Additionally, on July 21st, 2022, the Non-Convertible Debentures of our company were listed on the Wholesale Debt Market Segment of BSE Limited.

**Shareholder Distribution**




- Promoter and promoter group
- Foreign Companies/ NRI's / Foreign Individuals
- FIIs / FPIs / Financial Institutions / Banks / Insurance Companies / Mutual Funds
- Corporate Bodies
- Non Promoter Directors / Resident Individuals / Others

## Sudarshan in Focus

With over 70 years of expertise, Sudarshan Chemical Industries Limited has grown into a global leader in color solutions and pigment manufacturing. Our journey is a testament to innovation, quality, and resilience, serving industries such as coatings, plastics, inks, and cosmetics. We remain committed to sustainable practices, and creating long-term value for our customers, employees, and communities.

### 1950s - 1960s

- Established by Dr. R.J. Rathi and L.J. Rathi with Rs. 3,40,000 capital as Indian manufacturer of inorganic pigments, designing own equipment and formulating products using locally sourced raw material
- Started manufacturing of organic pigments
- Expansion of export footprint to Europe and Southeast Asia
- Domestic expansion of sales office to Mumbai, Kolkata, Chennai and Delhi

### 1970s-1980s

- Inaugurated Roha manufacturing facility and Roha Housing Colony for employee welfare
- Successfully listed on the Bombay Stock Exchange.
- Received Sir P.C. Ray award from ICMA during the first phase
- Became third company globally to produce effect pigments; First in India's chemical sector to receive ISO-9001 certification

### 1990s

- First Indian chemical company to be ISO:9001 certified
- Established Mahad manufacturing plant
- Partnered with global leaders like Dainippon Ink and Chemicals (DIC), Japan, and diversified into chemical and environmental solutions.
- Introduced SAP across all functions

### 2000s-2010s

- Established a state-of-the-art R&D and Application Centre at Sutarwadi, Pune
- Sword of Honour from British Safety Council
- Certified as a 'Dream Company to Work For' in the chemical sector
- Recognised with honours like the Golden Peacock Award and Great Place to Work certification
- Established subsidiaries in Europe and North America

### 2020-Ongoing

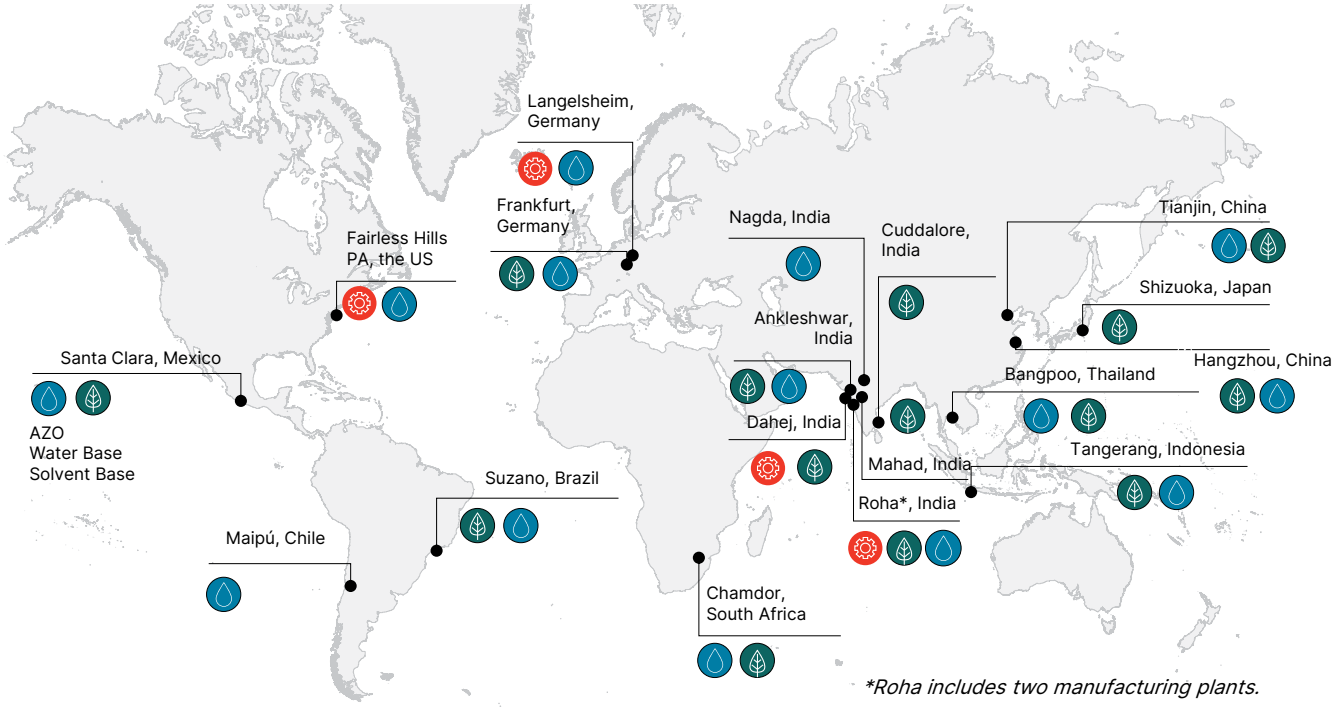
- Published First (maiden) GRI aligned ESG Report 2021-22
- Established ESG governance structure
- Received CDP "B" rating for Climate Change and Water Security in 2023
- Became UNGC signatory and continued UNGC engagement
- Received EcoVadis Silver medal in Jan'24 and Gold medal in July'24
- Committed to SBTi in 2024 and undergoing validation for SBTi commitment for legacy Sudarshan
- Established subsidiaries in Mexico and Japan
- Initiated Life Cycle Impact Assessment for our products
- Acquired Heubach Group in March, 2025 leading to development of one of the world's most integrated and comprehensive pigment platforms. The merged entity operates under ONE Sudarshan leading to leverage complementary experience and strengths to drive operational efficiency, sustainable growth, and create lasting value for all stakeholders.

# Sudarshan Worldwide

GRI 2-6

Our growth has been driven by extensive technical expertise, strong manufacturing capabilities, and a focus on innovation. Moreover, our broad pigment portfolio and continuous commitment to improving quality set us apart in the industry

Inorganic  Organic pigment  Preparations




*Roha includes two manufacturing plants.

## Global Footprint

**120+** countries

Global market presence

**19**

Global Manufacturing sites

**~1,600**

Diverse Product Portfolio

**200+**

Technical experts

## Our Key Customers

Sudarshan serves over 4,000+ global customers in 120+ countries, wherein, our products focus to outshine expectations and own achievements, ensuring meaningful outcome for the customers.

## Operations

At Sudarshan, we engage in diverse chemical processes including diazotization, condensation, chlorination, and sulfonation, to manufacture a wide array of products, including organic pigments, high-performance pigments, effect pigments, solvent dyes, and more.

**Raw Materials**

- Diketene derivatives
- Acids and solvents
- Benzene derivatives
- Anilides

**Processing Chemistry**

- Diazotization
- Condensation
- Chlorination
- Sulfonation
- Hydrogenation
- Oxidation
- Coupling

**Unit Operations**

- Pigmentation
- Washing
- After Treatment
- Drying
- Pulverization

**Product Categories**

- Azo Pigments
- Phthalocyanines
- High-performance pigments
- Effect pigments
- Pigment Dispersion
- Solvent Dyes
- Complex inorganic-colored pigments

**End Use Products**

- Coatings
- Plastic Masterbatches
- Printing Inks
- Cosmetics
- Personal & Home Care
- Coloration of Textiles
- Seed Coating
- Paper Coating
- Latex Coloration

**Upstream Impact**

Products derived from oil and gas and coal tar products

**Primary Raw Material**

Naphthalene derivatives, Diketene derivatives, Arylides, Phthalocyanines, etc.

**Downstream Impact**

End application industries such as Plastics, Coatings and Cosmetics

## Our Key Differentiators

- Strategic global integration
- Comprehensive product portfolio
- Recognition for leadership
- Sustainable Product Offerings
- Strong focus on ESG and product stewardship

## Our Product Range

Post merger, Sudarshan has emerged as one of the world's top two pigment manufacturers. Together, it offers a comprehensive pigment portfolio that spans almost every color chemistry and caters to diverse sectors such as plastics, coatings, inks, and specialty applications.

The portfolio spans organic and inorganic pigments, Pigment Preparations and Dyes - serving both domestic and international markets. The year's emphasis remained on greater integration of sustainable chemistry in product development - prioritising resource efficiency, eco-friendly formulations, and circularity in the value chain.

### Organic Pigments

- Heuco
- Hostaperm
- Sudaperm
- Novoperm
- Hansa
- Sudacolor
- Monolite
- Monastral
- Permanent
- PV Fast
- Graphtol
- Vynamon
- Agrocer
- Sudafast
- Dalamar
- InkJet
- Toner
- Sudajet

### Inorganic Pigments

- Heucodur
- Ultrazur
- Heucorin
- Hostaperm Oxide
- Sudadur
- Heucoflash
- Sudatherm
- Sumica
- Vanadur
- Sumicos
- Heucophos
- Heucosil

### Pigment Preparations

- Colanyl
- Heucotint
- Hostasin
- Licosperse
- Tico
- Sudanyl
- Hostajet
- Flexoprint
- Heucoplast
- Hostaprint
- Hostatint
- Heucosperse
- Acrocer Disp.
- Hostanol
- Sudatex
- Aquis
- Microsperse
- Hostafine
- Heucosin
- Sudafine
- Flexonyl
- Cosmenyl
- HeucoFit

### Dyes

- Duasyn
- Hostasol
- Savinyl
- Polysynthren
- Sanodal
- Sanodye
- Sanolin
- Solvaperm
- Sudasol
- Fat
- Sanodure

### Organic Pigment

#### SUDAPERM

**Pigments for high- performance**

A cutting-edge pigment range designed for maximum performance, providing specialized benefits to meet the rigorous requirements of plastics and coatings industries.

#### SUDAFAST

**Medium-performance pigments**

A high-quality series of medium-performance organic pigments that expand the palette of options available for diverse coloration applications. It is known for chemical resistance and reliability.

#### NOVOPERM

Exhibits excellent weather durability, strong solvent resistance, and high heat stability and widely used as alternatives to lead and other heavy metal - based inorganic pigments in paints that demand superior performance.

#### SUDAJET

Designed for precision printing, this high-purity pigment series delivers superior quality and long-lasting stability in inkjet formulations.

### SUDACOLOR

**Quality, value and easy-use pigments**

An engineered selection of organic pigments that ensures consistency in performance while providing affordability and application efficiency.

### PV FAST

Pigments with excellent fastness properties, designed for high-performance plastics used in automotive and outdoor applications where superior durability is essential

## Inorganic Pigment

### HEUCODUR AND SUDATHERM

Complex inorganic color pigments (CICPs) composed of mixed metal oxides that provide excellent thermal and weather stability, making them well-suited for critical environmental applications.

### SUDADUR

**Pigments for durable color**

A broad range of time-tested inorganic pigments known for their vibrant color, long-lasting durability, and reliable coverage across challenging uses.

### SUMICOS

**Pearlescent pigments for cosmetics**

Mica crystalline platelets coated with metal oxides generate iridescent, lustrous, bronze, and glitter effects, offering unique color illusions for application in seed coatings, textiles, automative finished, cosmetic applications and general industrial plastics

### SUMICA

**Pearlescent pigments**

Provides a comprehensive portfolio of highly dispersible mica-based, general-purpose and high-performance pigments, along with effect pigments that feature a distinctive luster, enhancing visual appeal of plastics, coatings, and inks.

## Dyes

### SAVINYL

Solvent-soluble metal complex dyes formulated for wood stains, writing inks, and paints using polar solvents.

### SUDASOL

A specialized range of solvent-soluble dyes formulated for engineering plastics. The Sudasol line is characterized by exceptional purity and minimal impurity levels

## Pigment Preparations

### SUDANYL

High-pigment content water dispersions formulated as a standard range to support coatings and diverse industrial applications with consistent performance.

### SUMICOS

Water-based wood stains and glazes formulated with non-ionic, APEO-free wetting agents.

### HOSTATINT

Water-based and solvent-based dispersions designed for decorative paints and air-drying coatings.

### SUDAFINE

**Easy-to-use stir-in pigments**

High-strength, water-based pigment pastes formulated without resins, available in a stir-in form that simplifies incorporation into decorative paints and other systems.

### SUDATEX

Water-based dispersions with high pigment concentration, optimized for textile processing, offering reliable performance in both surface finishing and deep coloration.

## Membership of Association(s)

GRI 2-28

- United Nations Global Compact (UNGC)
- Responsible Care (RC)
- The Ecological & Toxicological Association of Dyes & Organic Pigments Manufacturers (ETAD)
- Responsible Mica Initiative (RMI)
- Indian Chemical Council (ICC)
- CHEMEXCIL – Basic Chemicals, Cosmetics & Dyes Export Promotion Council
- Pigment Manufacturers' Association of India
- National Safety Council (NSC)
- Mahratta Chamber of Commerce, Industry & Agriculture (MCCIA)
- Mahad Manufacturing Industrial Association
- Common Hazardous Waste Storage, Treatment & Disposal Facility (CHWTSDF)
- Mumbai Waste Management Limited (MWML)
- Maharashtra Enviro Private Limited (MEPL)

# SUSTAINABILITY AT SUDARSHAN

## BRSR Principle

**Principle 4:** Businesses should respect the interests of and be responsive to all its stakeholders

## SDG Impacted

**SDG** 5, 6, 7, 8, 9, 12, 13, 16, 17

## Building a Sustainable Future Together

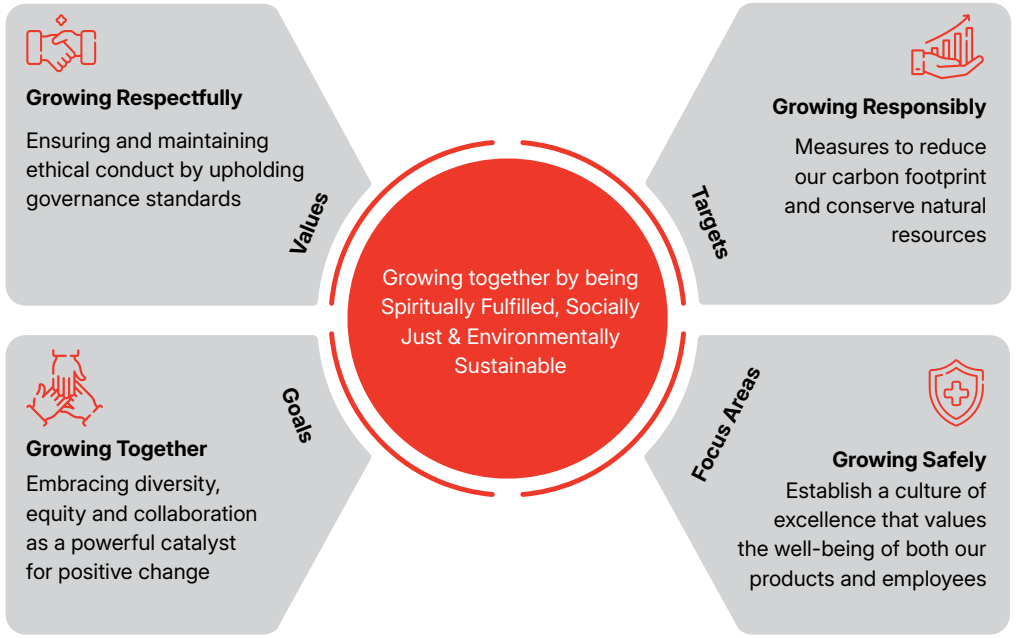
At Sudarshan, we aspire to redefine the pigment industry's journey towards a more sustainable and environmentally conscious future. Our focus remains on developing high-performance pigments that uphold the highest standards of safety for people and the planet, while embedding responsible and ethical practices throughout our value chain. We continue to drive meaningful change across the industry by integrating sustainability into every facet of our operations—environmental, social, and economic—thereby reinforcing our long-term commitment and strategic direction for a resilient future.

### ESG Mission

To provide a safe, inclusive, and enriching environment to drive an eco-efficient business

### ESG Vision

To be the global leader in the pigment industry by operating responsibly and growing sustainably.




# Strategy

Sudarshan's strategy continues to be anchored in enhancing our competitiveness, resilience, and agility in an ever-evolving global landscape. In recent years, this has become increasingly important as we navigate the aftereffects of the pandemic and respond to a rapidly transforming industry. Our strategic approach is centred on creating long-term value by carefully evaluating external trends, macroeconomic shifts, risks, opportunities, and material priorities. It drives our progress toward the vision of becoming a global pigment leader- one that operates responsibly and grows sustainably.

We remain steadfast in our commitment to sustainability, guided by Sudarshan's four core principles: Growing Responsibly, Growing Respectfully, Growing Safely, and Growing Together. These principles shape our actions and decisions across every level of the organization. Grounded in an informed understanding of emerging sustainability trends, risks, and stakeholder expectations, our approach enables us to achieve balanced and enduring growth - benefiting not only our business but also society and the environment around us.

# Strategic Pillars

## Business Accountability

- Business Ethics & Conduct
- Corporate Governance and Compliance
- Data Privacy and Security

## Environmental Responsibility

- Air Emission & Quality
- Climate Strategy
- Water & Effluents
- Energy Management
- Biodiversity
- Waste Management

## Manufacturing Excellence

- Automation, Innovation & Technology Upgradation
- Lifecycle Approach
- Product Quality & Excellence
- Product Safety
- Product Stewardship

## Strengthening Social Inclusiveness

- Employee Safety & Wellbeing
- Human Capital Development
- Human Rights
- Sustainable Communities
- Sustainable Supply Chain

# Sustainability Governance

GRI 2-14

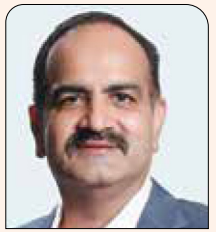
## ESG Steering Committee

Sudarshan's ESG strategy is anchored in strong governance. The Board of Directors oversees our ESG agenda, including climate-related issues. At the management level, the ESG Steering Committee drives sustainability initiatives. Its key responsibilities include approving the ESG Policy, reviewing and recommending policy changes, and reporting ESG goals and progress to the Board. The Committee also reviews ESG performance disclosures for external stakeholders and undertakes other Board-mandated functions. Members of the ESG Steering Committee have incentive-linked targets tied to corporate and ESG objectives, such as implementing the decarbonization plan and maintaining a strong ESG assessment outlook. These commitments ensure ESG considerations remain embedded in Sudarshan's strategic decisions and operational execution.

## ESG Working Group

The ESG Working Group leads the implementation of ESG initiatives, monitors KPIs, assesses material issues, and reviews related risks and opportunities while ensuring effective stakeholder communication. To reinforce accountability, members have sustainability-linked performance targets aligned with their responsibilities. These include executing the decarbonization plan, expanding Life Cycle Assessment (LCA) coverage, and supporting ESG learning and development. Through these efforts, the Working Group embeds ESG principles into Sudarshan's operations and culture.

### ESG STEERING COMMITTEE



**Rajesh Rathi**
Chairman and Managing Director, Chairperson of the Committee

**Ashish Vij**
Executive Director & COO

**Dr. Klaus Baumgart**
Chief Technology Officer

**Mandar Velankar**
General Counsel & Company Secretary

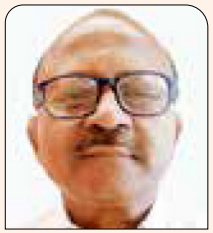
**Shivalika Raje**
Head, People Practices & Chief Sustainability Officer

### ESG WORKING GROUP

**Madhuri Sanas**
DGM, CSR & Admin

**Ankita Sali**
Sr. Product Manager

**Vaibhav Naik**
DGM, EHS



**Anil Bhongale**
Compliances

# Driving Progress Towards our Sustainability Commitments

## Environmental Responsibility

| Focus Area | Target | Progress so Far (FY 2024-25) | Linkage with SDG target/indicator |
|---|---|---|---|
| **Energy Management** | Reduce specific energy consumption by 6% Y-o-Y till 2030 | Study to identify areas of improvement is underway | • **Target 7.2:** By 2030, increase the share of renewable energy in the global energy mix<br>• **Target 13.2.2**: Total greenhouse gas emissions per year<br>• **Target 6.4:** By 2030, increase the water use efficiency across all sectors and ensure the sustainable withdrawals and supply of freshwater to address the water scarcity and reduce the number of people suffering from water scarcity<br>• **Target 11.6:** By 2030, reduce the adverse per capita environmental impact of the cities, by paying special attention to the air quality and municipal and other waste management |
| **Climate Change** | Reduce absolute GHG emissions (Scope 1 and Scope 2) by 42.4% by FY 2030-31 from baseline 2022 | Exercise to evaluate levers of decarbonisation has been completed | |
| **Water Management** | Reduce specific water withdrawal by 20% by 2025-26 from baseline FY 2020-21 | • Specific water withdrawal increased by 5.5% in FY 2024-25 from baseline FY 2020-21<br>• 49,88,200 $m^3$ water withdrawal for FY 2024- 25 | |
| **Waste Management** | Achieve zero waste to landfill by FY 2030-31 | 69.3% of total waste was diverted away from landfill | |

# Strengthening Social Inclusiveness

| Focus Area | Target | Progress so Far (FY 2024-25) | Linkage with SDG target/indicator |
|---|---|---|---|
| **Safety Management** | • System maturity score of minimum 80% for critical safety and process safety elements by 2024<br>• Safety culture maturity score of minimum 80% by 2025<br>• Zero Process Safety Events (Tier 1 & 2 as per API 754) by 2025 | • System Maturity & Safety Culture: Achieved 74% in PSM element score (vs. 80% target)<br>• Safety culture survey in June 2024 showed improved commitment to process safety with an 82% score<br>• Incident Summary FY 24–25: Reported one Tier 1 and ten Tier 2 incidents.<br>• Corrective Actions: Action plan developed and implemented to reduce Tier 1 & 2 incidents | • **Target 3.9:** By 2030, reduce the number of deaths and illnesses from hazardous chemicals and air, water, and soil pollution and contamination<br>• **Target 5.5:** Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision making in political, economic, and public life<br>• **Target 8.5:** By 2030, achieve full and productive employment for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value<br>• **Target 8.8:** Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment<br>• **Target 10.2:** By 2030, empower and promote the social, economic, and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status |
| **Diversity and Inclusion** | 60% overall inclusion by FY 2025-26<br>• Women workforce (30%)<br>• Inclusion of PWD (2%)<br>• 60% population should be <30 years | • Gender diversity of 23.4% achieved in FY 2024-25<br>• 50% of our workforce is under the age of 30<br>• 7 differently abled employees part of workforce | |
| **Learning and Development** | Average 6 hours of annual ESG training conducted per person | • Comprehensive ESG training modules have been developed<br>• Average 10.21 hours of annual ESG training conducted per person | |
| **Human Rights** | • 100% training of employees and security personnel on HR policy<br>• 100% complaint redressal on Violation of Rights | 88.1% of employees and 100% security personnel are trained on HR policy | |
| **Employee Engagement** | • Achieve "Great Place to Work": Gold standard list (Top 100) by 2025 | • Achieved "Great Place to Work – Best Workplace in Chemicals 2025"<br>• Achieved "Most Preferred Workplace for Women 2025-2026" by Marksmen daily | |

| Focus Area | Target | Progress so Far (FY 2024-25) | Linkage with SDG target/indicator |
|---|---|---|---|
| **Sustainable Supply Chain Management** | Based on ESG Criteria:<br>• Screen all new vendors w.e.f FY 2024-25<br>• FY 2025-26: Evaluate all critical suppliers<br>• Include high-risk suppliers in ESG capacity building initiatives | • 100% of new vendors screened for ESG<br>• ESG Evaluation tool circulated to all critical suppliers<br>• Completed ESG assessment for 75% of our Tier 1 suppliers<br>• Undertook capacity-building initiatives for its suppliers, including structured training sessions aimed at increasing awareness of potential adverse sustainability impacts and strengthening responsible business practices across the supply chain. | • **Target 3.9:** By 2030, reduce the number of deaths and illnesses from hazardous chemicals and air, water, and soil pollution and contamination<br>• **Target 5.5:** Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision making in political, economic, and public life<br>• **Target 8.5:** By 2030, achieve full and productive employment for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value<br>• **Target 8.8:** Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment<br>• **Target 10.2:** By 2030, empower and promote the social, economic, and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status |
| **Sustainable Communities** | Compute SROI on CSR initiatives and engage with local bodies on quarterly basis | Continuous engagement with local bodies | |

# Manufacturing Excellence

| Focus Area | Target | Progress so Far (FY 2024-25) | Linkage with SDG target/indicator |
|---|---|---|---|
| **Product Stewardship** | • Life Cycle Impact Assessment (LCIA) of products with over 35% of projected FY 2024-25 revenue<br>• Cover relevant products under nano-associated safety assessment | • LCIA was conducted for select products contributing to 22.32% of the total revenue,<br>• Additional product lines have been identified for future assessments | • **Target 12.4:** By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil to minimise their adverse impacts on human health and the environment<br>• **Target 12.5:** By 2030, reduce waste generation through prevention, reduction, recycling, and reuse<br>• **Target 12.6:** Encourage companies, especially large and transactional companies to adopt sustainable practices and to integrate sustainability information into their reporting cycle |
| **Automation** | Elimination of hazardous manual operations by 2026 | Identification of high-risk process through HAZOP/ HIRA | |

# Business Accountability

| Focus Area | Target | Progress so Far (FY 2024-25) | Linkage with SDG target/indicator |
|---|---|---|---|
| **Board Diversity** | 30% women directors on the Board by FY 2025- 26 | 50% women on the Board of Directors in FY 2024-25 | • **Target 5.5:** Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic, and public life<br>• **Target 9.C:** Significantly increase access to information and communications technology and strive to provide universal and affordable access to the internet in least developed countries by 2020<br>• **Target 16.7:** Ensure responsive, inclusive, participatory, and representative decision making at all levels |
| **Board L&D** | Annual 8 hrs. of L&D on ESG for all directors w.e.f. FY 2023-24 | • Finalized and developed training modules for Board capacity building<br>• Training dissemination in process | |
| **Board Oversight on ESG** | Quarterly reporting to the Board on ESG parameters w.e.f. FY 2023-24 | Reporting to the Board with a dashboard containing important ESG Parameters has started | |

| Focus Area | Target | Progress so Far (FY 2024-25) | Linkage with SDG target/indicator |
|---|---|---|---|
| **Compliance** | 100% with all applicable regulations | Continuous efforts for achieving 100% compliance with applicable regulations by having robust systems in place | • **Target 5.5:** Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic, and public life<br>• **Target 9.C:** Significantly increase access to information and communications technology and strive to provide universal and affordable access to the internet in least developed countries by 2020<br>• **Target 16.7:** Ensure responsive, inclusive, participatory, and representative decision making at all levels |
| **IT Security** | • Half-yearly Penetration Testing of systems and networks w.e.f. FY 2023-24<br>• IT cyber security assessment and maturity score benchmarking by FY 2023-24 | VAPT Assessment conducted | |
| **Business Continuity** | Implement Business Continuity Plan for critical business applications by FY 2024-25 | • Business Continuity Plan (BCP) has been established<br>• Planning and implementation in process | |
| **Cyber Security Awareness** | 2 person hours (avg.) training on cyber security w.e.f., FY 2023-24 | Cybersecurity awareness sessions initiated | |
| **Data Privacy** | Zero mid & high-level data breaches | No instances of data breaches have been recorded | |

# Stakeholder Engagement at Sudarshan

GRI 2-14, 2-16, 2-29

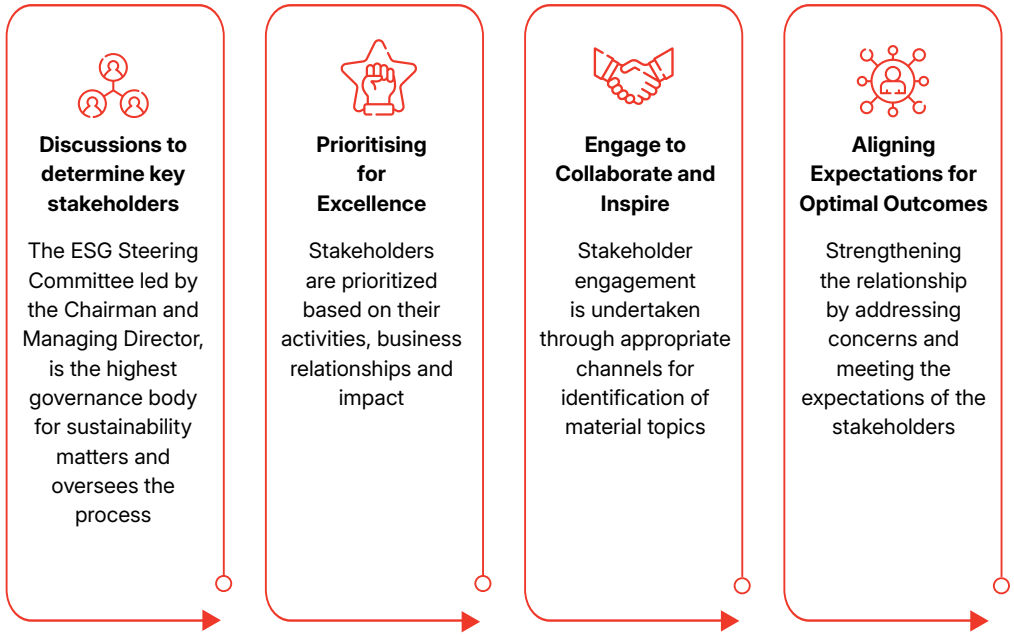
Sudarshan is committed towards and ensures effective stakeholder engagement to strengthen trust and transparency. We remain focused on enriching stakeholder engagement through these efforts. At Sudarshan, we firmly believe that delivering value to our stakeholders is fundamental to ensuring long-term sustainability. We place great emphasis on engaging and collaborating with stakeholders to understand and address their needs and expectations. Stakeholder insights and feedback play an important role in guiding our strategic direction and shaping our organisational objectives.

## Purpose of Stakeholder Engagement

Through internal and external stakeholder engagement, we identified our material topics with potential positive or negative impacts. Sudarshan ensures meaningful and consistent dialogue using diverse communication channels and structured feedback mechanisms to understand and address stakeholder concerns. Transparency is reinforced through regular reporting across stakeholder groups.

Our communication framework enables us to assess our organizational performance and make well-informed decisions. We actively integrate stakeholder feedback into our ESG and business-related objectives to ensure long-term value creation for all our stakeholders. By adopting best practices, we evaluate risks and opportunities, assess their significance to both the organization and stakeholders, and develop a materiality matrix to prioritize key issues requiring attention.

## Our Stakeholder Engagement Process and Framework




## Stakeholder engagement programmes

Our commitment towards maintaining comprehensive stakeholder engagement program is applied consistently across all local operations. We initiate this process by conducting local stakeholder and community impact assessments to proactively identify and manage the social effects of our activities. To ensure a two-way dialogue, we maintain clear communication channels for local stakeholders to directly interact with Sudarshan, reinforced by capacity building initiatives designed to equip local groups to effectively articulate their concerns and participate in discussions. Our strategy relies on continuous feedback: we conduct regular surveys through our engagement approach and hold frequent meetings with local stakeholders to identify emerging concerns which are used to drive continuous improvement in our community relations.

## Identification of Stakeholders

The ESG Steering Committee and ESG Working Group, in consultation, identified select internal and external stakeholders based on their influence, representation, dependency, responsibility and potential impact. The process of stakeholder identification includes analysing the individuals and groups that directly or indirectly influence our decisions, products, and operations, helping define our responsibilities and guide stakeholder relationship management.

We ensure that our stakeholder engagement is equitable, remains fair and balanced, addressing concerns while staying aligned with key priorities. We interacted with the stakeholders to understand their concerns and expectations, which subsequently supported in identification of material topics. The key internal and external stakeholders of Sudarshan are highlighted below depicting our efforts towards enhancing stakeholder partnerships.

**Internal Stakeholders**

Employees and Contractual Workforce

Board of Directors

**External Stakeholders**

Communities
Vendors/Suppliers
Regulatory Bodies

Customers
Shareholders/Providers of Capital
Industry Forums & Peers & Media

We value the diverse perspectives of our stakeholders and engage with them through multiple channels such as one-on-one interactions, annual general meetings, trainings, group discussions, surveys, supplier and customer meetings, and grievance redressal mechanisms. The opinions and feedback of our stakeholders help us identify and address the key concerns. We continuously improve our engagement process to encourage greater participation, guided by our Stakeholder Engagement Framework, which defines our communication methods and approach.

## Board of Directors

| Channels of Communication | Frequency of Engagement | Purpose of Engagement |
|---|---|---|
| • ESG reviews and updates presented to the Board<br>• Business performance reviews<br>• Board-level discussions | • Annually<br>• Quarterly<br>• Need-based | • Understanding and addressing Sudarshan's concerns<br>• Business operations and company performance<br>• Economic value generated and distributed |

## Communities

| Channels of Communication | Frequency of Engagement | Purpose of Engagement |
|---|---|---|
| • Community meets<br>• Employee volunteering<br>• Need assessment survey<br>• Social media | • Annually<br>• Quarterly<br>• Need-based | • Understanding and addressing their concerns<br>• Local community upliftment<br>• SUDHA (Sudarshan's Holistic Aspirations) Initiatives |

## Employees and Contractual Workforce

| Channels of Communication | Frequency of Engagement | Purpose of Engagement |
|---|---|---|
| • Organization-level communication<br>• Department-level communication<br>• Individual-level communication<br>• Social media | • Annually<br>• Quarterly<br>• Monthly<br>• Daily | • Communicate on business goals, values, and principles<br>• Facilitate learning and developing<br>• Track key performance indicators<br>• Grievance redressal |

## Vendors/Suppliers

| Channels of Communication | Frequency of Engagement | Purpose of Engagement |
|---|---|---|
| • Vendor portal<br>• Vendor visits<br>• Email & phone communications | • Weekly for critical suppliers<br>• Monthly | • Building supplier relations<br>• Supply chain sustainability<br>• Competitive pricing |

## Regulatory Bodies

| Channels of Communication | Frequency of Engagement | Purpose of Engagement |
|---|---|---|
| • Annual report<br>• Press releases | • Quarterly<br>• Annually | • Regulatory compliances<br>• Relationship building<br>• Discussions on major investment plans<br>• Understanding upcoming regulations and policies |

## Customers

| Channels of Communication | Frequency of Engagement | Purpose of Engagement |
|---|---|---|
| • Customer portal, email, & phone communication<br>• Customer visits<br>• Conference & exhibitions<br>• Social media | • Annually<br>• Quarterly<br>• Monthly<br>• Daily | • Value addition<br>• Quality and perfection<br>• Customer-centric R&D<br>• Transparency and trust<br>• Customer Health & Safety |

## Shareholders/Providers of Capital

| Channels of Communication | Frequency of Engagement | Purpose of Engagement |
|---|---|---|
| • Annual report<br>• Investor relations<br>• Investor presentations<br>• Press releases<br>• Stock Exchange Disclosures<br>• Social media | • Annually<br>• Quarterly<br>• Monthly<br>• Event based | • Information to shareholders<br>• Return on investment<br>• Transparency and disclosures |

## Industry Forums & Peers & Media

| Channels of Communication | Frequency of Engagement | Purpose of Engagement |
|---|---|---|
| • Email & phone communications<br>• Conferences and exhibitions<br>• Social media | • Annually<br>• Need-based | • Collaborative and mutual learning<br>• Relationship building |

**Internal Stakeholders** **External Stakeholder**

# Double Materiality Assessment

GRI 3-1, 3-2, 3-3, 201-2

The double materiality assessment undertaken enables Sudarshan to identify and focus on the material topics most relevant to their stakeholders. The process involves evaluating impacts and factors significant to operations and value chain, and having a potential influence on our stakeholders, prioritizing the critical ESG material topics that must be addressed in our operations and value chain.

## Our approach towards identifying key material topics

In FY 2021-22, Sudarshan conducted a double materiality assessment through active engagement with our select internal and external stakeholders to identify and prioritize key ESG topics that have a significant influence on both its business performance and our stakeholders.

This has enabled us to adopt appropriate actions for managing associated risks and opportunities with these topics. During FY2023-24 we have revisited and validated our material topics in consultation with the ESG Steering Committee, which further helped in understanding the current state and progress of these material topics. This exercise ensured capturing the emerging requirements and changes in the material topics of Sudarshan.

In light of the recent acquisition of the Heubach Group, a comprehensive materiality reassessment is planned for the newly integrated entity—ONE Sudarshan. The updated material topics will be reflected in the upcoming fiscal year to ensure alignment with our expanded operations and strategic direction.

Further detailed process of materiality assessment is presented in our ESG report FY2023-24 (Page 26-29). We have retained the 13 identified ESG material topics for FY 2024-25 as identified in previous fiscal year.

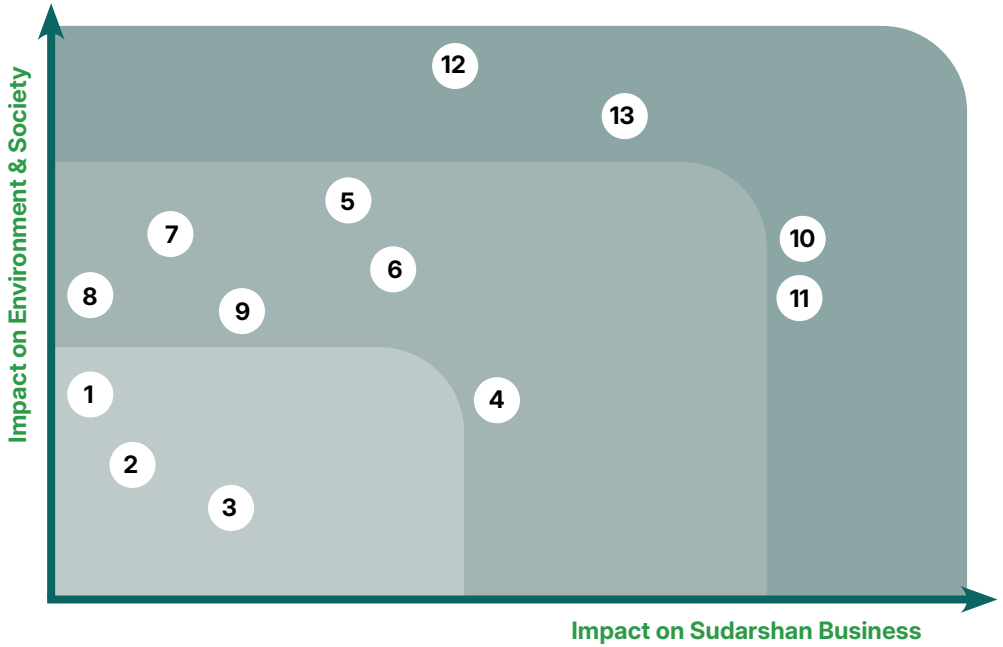
Sudarshan's ESG Steering Committee (including senior management) oversees the process, reviews, approves and provides sign-off on the ESG material topics.

## Materiality Matrix

The matrix serves as a vital tool for Sudarshan in identifying and prioritizing ESG material topics that are most relevant to our stakeholders and business operations. By analysing these material topics, we aim to integrate sustainability into our strategic decision-making, ensuring that we address key concerns while fostering long-term value creation and promote responsible business practices. We have identified 13 ESG material topics that are of strategic relevance to our operations. The topics are evaluated on two dimensions: impact on Sudarshan's business and importance to the relevant stakeholders and external environment.

The materiality matrix below outlines the ESG material topics identified through the assessment, reflecting our strategic sustainability priorities, with a strong emphasis on environmental initiatives to reduce carbon emissions. We aim to limit negative impacts from our operations, including pollution, and our sustainability efforts reaffirm our commitment to responsible business practices.

Figure: Materiality Matrix




**Low–Medium Priority**

1. Competitive Practices
2. Air Pollution
3. Corruption & Bribery

**High Priority**

4. Product Quality & Excellence
5. Product Stewardship
6. Waste Management
7. Water Management
8. Product Innovation
9. Supplier Sustainability

**Very High Priority**

10. Labour Relationship
11. Occupational Health and Safety
12. Climate Strategy & Energy Source Diversification
13. Human Capital Management

## Our Universe of Material Topics

We recognize that our actions can significantly impact diverse stakeholders, and we take responsibility for managing these impacts. We have conducted a double materiality assessment to identify the most critical ESG issues for both our stakeholders and our business, enabling us to refine our strategy to capture opportunities and mitigate risks. We gathered external insights from a broad range of stakeholders to understand how these issues may impact our operational or financial performance, reflecting our reputation or growth. Furthermore , applicable high-risk ESG topics have been integrated into our Enterprise Risk Management Framework.

| Material Topic | Strategic Pillar | SDG mapped | Linkage with GRI Standards and disclosures |
|---|---|---|---|
| Corruption and Bribery | Business Accountability | | • GRI 205: Anti-corruption 2016 |
| Competitive Practices | Business Accountability | | • GRI 206: Anti-competitive Behavior 2016 |
| Climate Change & Energy Source Diversification | Environmental Responsibility | | • GRI 201: Economic Performance 2016<br>• GRI 302: Energy 2016<br>• GRI 305: Emissions 2016 |
| Water Management | Environmental Responsibility | | • GRI 303: Water and Effluents (2018) |
| Waste Management | Environmental Responsibility | | • GRI 306: Waste 2020 |
| Air Pollution | Environmental Responsibility | | • GRI 203: Indirect Economic Impacts 2016<br>• GRI 416: Customer Health and Safety 2016<br>• GRI 417: Marketing and Labeling 2016 |
| Product Innovation | Manufacturing Excellence | | • GRI 203: Indirect Economic Impacts 2016<br>• GRI 416: Customer Health and Safety 2016<br>• GRI 417: Marketing and Labeling 2016 |

| Material Topic | Strategic Pillar | SDG mapped | Linkage with GRI Standards and disclosures |
|---|---|---|---|
| Product Stewardship | Manufacturing Excellence | 9, 12 | • GRI 416: Customer Health and Safety 2016<br>• GRI 417: Marketing and Labeling 2016 |
| Supplier Sustainability | Manufacturing Excellence | 8, 9, 12 | • GRI 204: Procurement Practices 2016<br>• GRI 308: Supplier Environmental Assessment 2016<br>• GRI 414: Supplier Social Assessment 2016 |
| Product Quality & Excellence | Manufacturing Excellence | 8, 9, 12 | • GRI 416: Customer Health and Safety 2016<br>• GRI 417: Marketing and Labeling 2016 |
| Human Capital Management | Strengthening Social Inclusiveness | 3, 5, 8 | • GRI 401: Employment 2016<br>• GRI 402: Labor/Management Relations 2016<br>• GRI 403: Occupational Health and Safety 2018<br>• GRI 404: Training and Education 2016 |
| Labour Relationship | Strengthening Social Inclusiveness | 8, 10 | • GRI 402: Labor/Management Relations 2016<br>• GRI 407: Freedom of Association and Collective Bargaining 2016<br>• GRI 408: Child Labor 2016<br>• GRI 409: Forced or Compulsory Labor 2016 |
| Occupational Health & Safety | Strengthening Social Inclusiveness | 8, 12 | • GRI 403: Occupational Health and Safety 2018 |

# Risk Management

GRI 2-25, 2-26, 201-2

At Sudarshan, risk management is an ongoing and integrated process that focuses on identifying, assessing and prioritising potential risks across our operations. We allocate resources efficiently to mitigate, monitor and manage uncertainties that could affect our business. Through this structured approach, we consistently enhance our product portfolio and deliver greater value to our stakeholders, strengthening our position as a trusted and dependable partner in the industry.

## Our Approach

As the risk landscape grows increasingly complex, we recognise the need for a comprehensive and proactive approach to risk management. Our Risk Management Policy is designed to identify, assess, quantify, mitigate and manage all current and emerging material risks faced by Sudarshan. It also establishes a structured framework to guide our risk management processes, strengthen the quality of decision-making, ensure systematic and consistent evaluation of risks, support regulatory compliance and ultimately enable sustainable business growth.

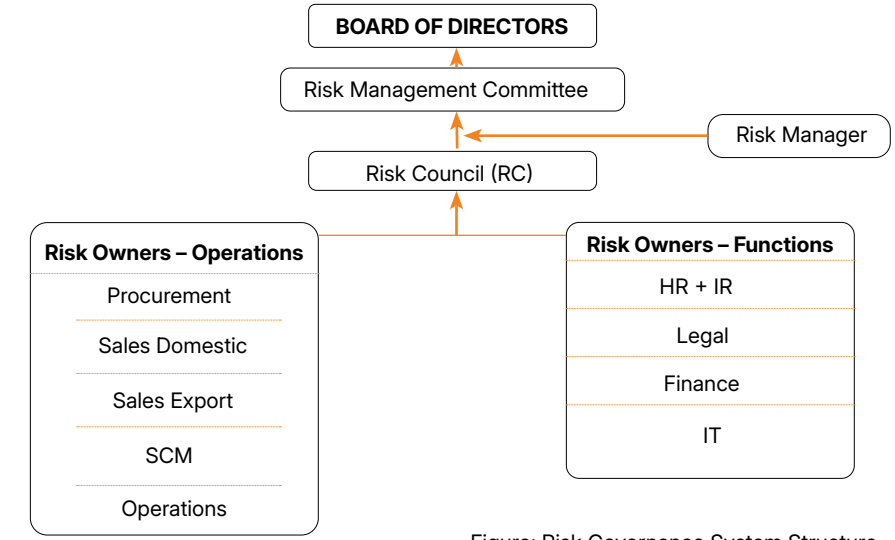



Figure: Risk Governance System Structure

## Systems and Responsibility

We are committed to maintaining a safe and secure operating environment across the organisation. The Board of Directors, through a dedicated Risk Management Committee (RMC), provides oversight of our Risk Management Framework. The RMC reviews the overall risk management strategy and ensures the effective implementation of risk management practices.

As part of our structured approach, we maintain a comprehensive and regularly updated risk register that captures sectoral, sustainability, operational, financial and cyber/information security risks, along with associated risk ratings and management controls. This register is reviewed and updated periodically to reflect the dynamic operational environment.

We also conduct annual independent assessments of our risk management controls and procedures, with findings reviewed twice a year by the RMC. Based on these insights, we adopt appropriate risk response strategies—including risk reduction, mitigation and sharing—supported by detailed analysis. Through continuous monitoring and enhancement of our risk management systems, we ensure that our operations remain secure, resilient and sustainable.

## Risk Management Enterprise

We are strengthening our ability to identify, assess and respond to future risk events by implementing a Risk Management Information System (MIS). This system ensures that relevant information from internal and external sources is efficiently captured, processed and shared across the organisation.

As part of this enhanced approach, Sudarshan creates detailed risk registers covering all operational areas and functions. Each Risk Officer is responsible for monitoring the risks within their domain and has full access to the relevant registers, while the Chief Risk Officer oversees risks consolidated at the Risk Officer level. To support these processes, we have put in place robust policies, procedures and operational initiatives that promote transparency, compliance and effective risk management across Sudarshan. These initiatives include an authorisation matrix for financial authorities, a structured foreign exchange risk management framework, and comprehensive operational policies and procedures.

# BUSINESS ACCOUNTABILITY

## BRSR Principle

P1: Businesses should conduct and govern themselves with integrity, and in a manner that is ethical, transparent, and accountable.

P7: Businesses, when engaging in influencing public and regulatory policy, should do so in a manner that is responsible and transparent

## SDG Impacted

**SDG** 8, 10, 16

**50%**
women on the Board of Directors

**Zero**
fines or penalties for non-compliance

# Governance

At Sudarshan, we are committed to upholding the highest standards of corporate governance, recognizing it as the cornerstone of our long-term sustainability and stakeholder trust. We remain committed to ethical leadership, fostering an environment that promotes growth while delivering lasting value to our stakeholders. Our governance framework is built on transparency, accountability, and ethical leadership, ensuring that our operations align with global best practices and regulatory requirements.

In FY 2024-25, we continued to strengthen our governance structures through our experienced professionals to our Board, enhancing oversight, and fostering a culture of integrity across all levels at Sudarshan. We prioritize stakeholder engagement, maintaining open channels of communication to address concerns and incorporate feedback into our decision-making processes. We ensure that our decisions benefit Sudarshan and the communities and ecosystem of our operation by emphasizing integrity, responsibility and accountability. Our dedication to good governance is reflected in our robust internal controls, risk management systems, and commitment to ethical business practices, which collectively drive value creation, ensure compliance, uphold operational integrity and reinforce our reputation as a responsible organisation.

# Compliance Management

GRI 2-27, 307-1

At Sudarshan, we are deeply committed to full compliance with all applicable laws and regulations. To support this, we have implemented an IT-based Compliance Management Tool administered by an independent third party. The system assigns specific compliance reporting duties to designated individuals, with approvals overseen by authorized reviewers.

We maintain detailed lists of applicable laws and regulatory checklists for all jurisdictions relevant to Sudarshan and its subsidiaries, which are continuously monitored through the tool. Training sessions are conducted to familiarize stakeholders with new regulatory provisions or amendments to existing ones. Within the tool, each compliance task is mapped to a process owner responsible for submitting evidence-based confirmations.

Key functional stakeholders regularly verify adherence to all legal requirements. Periodical regulatory updates are circulated to keep all concerned parties informed of any changes, which are further incorporated into compliance reporting system when necessary. Further, a quarterly comprehensive compliance report is presented to the Board of Directors, accompanied by a certification affirming full compliance with all relevant laws.

# Board Leadership

GRI 2-9, 2-10, 2-11, 2-12, 2-13, 2-14, 2-15, 2-17, 405-1

At Sudarshan, strong board and leadership form the foundation of responsible functioning of the organisation, promoting transparency, accountability, and ethical decision-making. The Board of Directors, with its diverse experience, skills, and expertise, provides strategic oversight, guiding us towards risk management and contributing to sustainable growth. A robust and independent risk management framework allows the Board of Directors to proactively identify and mitigate financial, operational, and climate-related risks, ensuring stability and safeguarding the organization's financial health.

Our Board of Directors also actively participates in discussions on ESG matters for effective decision-making, underscoring their importance within our organizational strategy. This ensures strengthening of our ESG-related initiatives while reaffirming our commitment to stakeholders and the wider community.

## Board Diversity

Our Board of Directors, consisting of a diverse group of experienced professionals, is central to upholding good governance through their expertise, oversight, and dedication to ethical practices. Their collective input steers strategic decision-making while promoting transparency and accountability throughout the organization. As of March 31, 2025, the Board's composition complies with the provisions of the Companies Act, 2013, relevant rules thereunder, and Regulation 17 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended.

As on March 31, 2025, the Central Board comprises 8 Directors including one Non-executive Chairman, one Chairman and Managing Director, five Independent Directors, and one Whole time Director. The directors have diverse educational backgrounds, experience levels, skill sets and competencies. Please refer to the Annual Report of FY2024-25 for detailed profiles and skill matrix of the Board.

## Our Board of Directors*

**Mr. Pradeep R. Rathi**
Chairman and Non-Executive Director

**Mr. Rajesh B. Rathi**
Managing Director

**Mrs. S. A. Panse**
Independent Director

**Mr. Naresh T. Raisinghani**
Independent Director

**Mrs. A. A. Wakhlu**
Independent Director

**Ms. B. Batra**
Independent Director

**Mr. Ashish Vij**
Whole Time Director

**Mrs. S. P. Navandar**
Independent Director

*As on March 31, 2025

As on March 31, 2025, the Central Board comprises 8 Directors including one Non – Executive Chairman, one Chairman and Managing Director five Independent Directors and one Whole time Director. The directors have diverse educational backgrounds, experience levels, skill sets and competencies. Please refer to the Annual Report of FY2024-25 for detailed profiles and skill matrix of the Board.

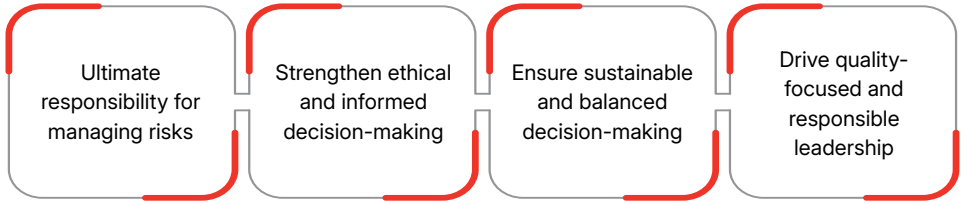



Figure: Key responsibilities of Board of Directors

### Composition of Committees

- Audit Committee
- Nomination and Remuneration Committee
- Stakeholders' Relationship Committee
- Corporate Social Responsibility Committee
- Risk Management Committee

Sudarshan acknowledges the significance of diversity and is committed to ensuring adequate representation on its Board of Directors. 50% of our Board of Directors are women, indicating our strong commitment to gender diversity. We believe that a diverse Board leverages differences in thought, perspective, knowledge, skill, regional and industry experience, to ensure competitive advantage for Sudarshan. Our 'Board Diversity, Remuneration and Succession Policy' steers the composition and conduct of our Board of Directors. The Board nomination process encourages the consideration of diversity factors such as gender, age, disability, ethnicity, sexual orientation, family status, religious beliefs and abilities. This approach is aligned with our Diversity and Inclusion policy.

The diversity and inclusion policy ensures diversity on our Board, fostering a range of perspectives that enhance the decision-making process. We believe that a diverse Board will contribute to achieving our strategic and commercial objectives, including the ability to:

- Drive business results
- Enhance the effectiveness of corporate governance
- Enhance quality and responsible decision-making capability
- Ensure sustainable development
- Enhance the reputation of Sudarshan

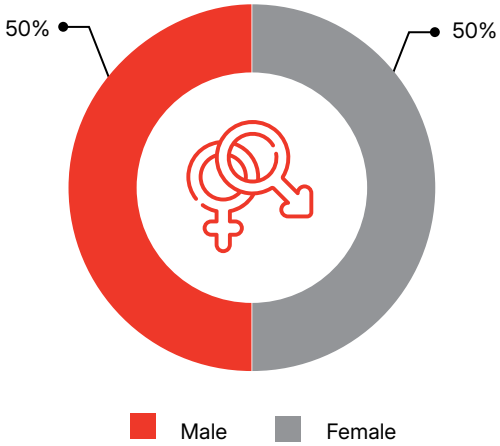
## Board Accountability

Sudarshan ensures strong governance through robust accountability mechanisms at the Board level. Our Board members demonstrate active engagement, with average meeting attendance consistently above 75%. Subject to legal requirements, Directors are elected annually, and any changes to company bylaws require shareholder approval, reinforcing transparency and stakeholder trust. To maintain effectiveness, Board performance reviews are conducted regularly, and a MD succession plan is firmly in place. These practices collectively strengthen governance and align with global best standards.

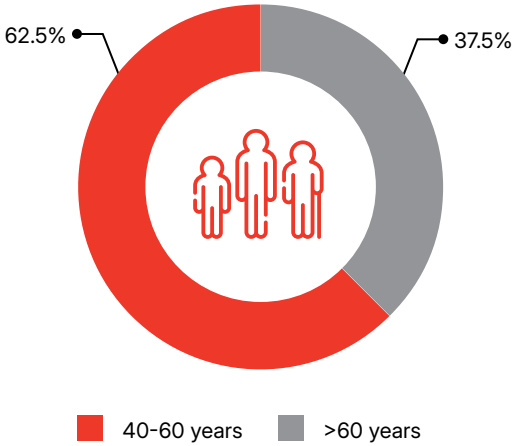
The skill matrix of Sudarshan's directors is elaborated in the Report on "Corporate Governance" section of Sudarshan's Annual Report FY2024-25.

The skill matrix of our directors is elaborated in the Report on "Corporate Governance" section of Sudarshan's Annual Report FY2024-25.

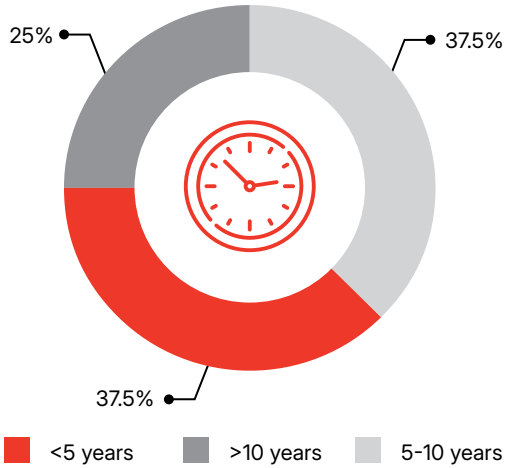
**Board Diversity by Gender**



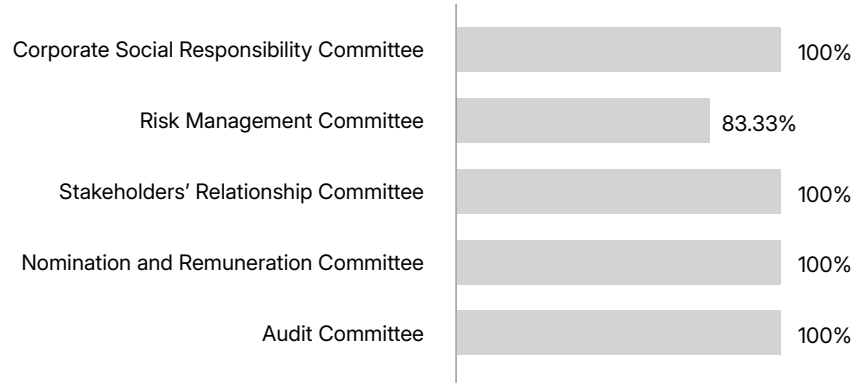

**Board Diversity by Age**




**Board Diversity by Tenure**




**Board Representation on Committees**




## Board Meetings and Attendance

During FY 2024-25, nine meetings of the Board of Directors were held with the maximum gap between any two Board Meetings during the financial year was not more than 120 days, adhering to the regulations outlined in the Companies Act, 2013 and SEBI Listing Regulations, 2015. For further details, on board meetings and attendance, kindly refer to "Report on Corporate Governance" of Annual Report FY2024-25.

## Board Level Committees

The Board of Directors has constituted Board-level Committees to ensure efficient management of its operations, compliance with regulatory and statutory requirements, and provide oversight in key areas including those set by the RBI and SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

| Name of the Committee | Responsibilities | Independence |
|---|---|---|
| Audit Committee | • Regularly reviews adequacy of internal control system.<br>• Assists the Board in overseeing the quality and integrity of the accounting, auditing and reporting practices of Sudarshan and its compliance with legal and regulatory requirements.<br>• Oversees accounting and financial reporting processes of Sudarshan, audits of financial statements, appointment, independence, performance and remuneration of the statutory auditors the performance of internal auditors and the Sudarshan's risk management policies. | 100% |
| Nomination & Remuneration Committee | • Evaluates performance of every Director including Independent Directors.<br>• Identifies persons who are qualified to become directors and who may be appointed in senior management, and provides recommendations to the Board<br>• Formulates criteria for determining qualifications, positive attributes and independence of director and recommend policies to Board, relating to the remuneration for directors, KMPs and other employees.<br>• Reviews and approves remuneration and changes in remuneration payable to Wholetime Director(s). | 100% |
| Stakeholders' Relationship Committee | • Addresses and resolves security holders' grievances, including issues related to share transfer or transmission, non-receipt of annual reports or declared dividends, issuance of new or duplicate share certificates, matters concerning general meetings, and other related concerns.<br>• Reviews measures taken for effective exercise of voting rights by shareholders<br>• Reviews adherence to service standards adopted by Sudarshan for various services being rendered by Registrar & Share Transfer Agent<br>• Assesses actions and initiatives implemented to minimize unclaimed dividends and to ensure shareholders of Sudarshan receive their dividend warrants, annual reports, and statutory notices promptly. | 33.33% |

| Name of the Committee | Responsibilities | Independence |
|---|---|---|
| Risk Management Committee | • Reviews Sudarshan's risk management strategy and ensure that risks are managed within acceptable bounds are the Committee's major objectives<br>• Formulates detailed risk management policy including framework for identification of internal and external risks faced by Sudarshan, measures for risk mitigation and Business continuity plan<br>• Ensures methodologies, processes and systems to monitor and evaluates risks associated with the business of Sudarshan<br>• Monitors and oversees implementation of risk management policy<br>• Reviews risk management policy at least once in two years, updates Board of Directors about nature and content of discussions, recommendations, and actions to be taken | 50% |
| Corporate Social Responsibility Committee | • Formulates and recommends the CSR policy for Board approval<br>• Recommends CSR expenditure to the Board<br>• Monitors policy implementation and legal compliance<br>• Ensures CSR surplus does not add to profits<br>• Oversees CSR activities' alignment with policy<br>• Reports on CSR activities and spending to the Board of Directors and conducts other Board-mandated tasks | 33.33% |

## Nomination and Remuneration Procedure

GRI 2-10, 2-18, 2-19, 2-20, 2-21

The Board evaluation process facilitates a thorough assessment of the Board, its committees, and Independent Directors, ensuring alignment with regulatory requirements and Sudarshan's business strategy. The Nomination and Remuneration Committee oversees the selection criteria and compensation framework for our Directors, Key Management Personnel (KMPs), and Senior Management based on established criteria. The evaluation of potential candidates considers academic qualifications, sector-specific and functional expertise, integrity, public conduct, and strategic insight. Remuneration decisions are guided by factors such as individual and organizational performance, achievement of annual objectives, compliance with HR policies, and prevailing industry standards.

It recommends appointments or removals to the Board and defines procedures for evaluating the performance of the Board, its committees, and individual directors, while monitoring the implementation of these processes. The Committee also advises the Board on the appointment, remuneration, and removal of Directors, Key Management Personnel (KMPs), and senior management.

Based on the recommendations of the Nomination and Remuneration Committee, the Board of Directors has established criteria for evaluating the performance of the Board, its committees, and individual Directors, including Independent Directors. In accordance with provisions of the Companies Act and SEBI Listing Regulations, 2015, an annual assessment of the performance of the Board, its committees, and individual Directors has been conducted.

The Board's performance was assessed by the NRC and Board itself, considering inputs from all Directors and evaluating factors such as Board composition, structure, effectiveness of processes, information flow, and overall functioning. Similarly, the performance of the Committees was evaluated based on feedback from Committee members, considering aspects like Committee composition and the effectiveness of meeting. The Board, along with the Nomination and Remuneration Committee (NRC), assessed the performance of individual Directors based on criteria such as their contributions to Board and Committee meetings, including preparedness on discussion topics, the quality and constructiveness of their inputs, and overall engagement in the decision-making process. A consolidated summary of the ratings provided by each Director was compiled, based on which the Chairperson of the Nomination and Remuneration Committee prepared a performance evaluation report covering the Board, its Committees, the Chairperson, and Independent Directors for the year under review.

The Managing Director's (MD) performance is evaluated based on the organizational scorecard, which includes key financial and operational parameters such as revenue growth, profit margin, amongst other. The MD presents this performance report to the NRC and based on evaluation of his performance, NRC assigns a rating to MD. Accordingly, MD's remuneration including compensation, fixed pay, variable incentives, and long-term benefits is approved by NRC and it is further recommended for consideration and approval of the Board.

# Business Ethics

GRI 2-23, 2-24, 205-1, 205-2, 205-3, 206-1

At Sudarshan, we are firmly committed to avoiding any engagement in or support for unethical or illegal activities. To ensure this, we have implemented a comprehensive set of policies, codes, and Standard Operating Procedures (SOPs) that uphold our principles of good governance. During the reporting year, Sudarshan did not make any contributions or expenditures related to political campaigns, political organizations, lobbyists or lobbying organizations, trade associations or other tax-exempt groups.

# Anti-bribery & Corruption Procedure

GRI 2-23, 2-24, 205-1, 205-2, 205-3

Sudarshan is dedicated to eliminating corruption and bribery from its business practices, avoiding any engagement in or support of unethical or unlawful conduct. We enforce a strict zero-tolerance policy on corruption, supported by our Code of Conduct and Whistleblower Policy, which offer robust safeguards against fraud at all levels.

Through comprehensive risk assessments, we proactively identify and mitigate risks associated with corruption, bribery, and anti-competitive practices across our operations.

Our 'Code of Conduct for Directors and Senior Management Personnel' policy, ensures adherence to our ethical standards, disclosing potential conflicts of interest. Annually, they reaffirm their commitment to Sudarshan's goals and pledge to avoid conflicts. Our Code of Conduct is applicable to all employees including Directors, Officers, workmen, employees of Sudarshan and its subsidiaries and affiliates in India. It applies to contractors, contractual employees and visitors.

During the year, there were no convictions, fines, or penalties related to corruption or bribery. Additionally, no Directors, KMPs, employees, or workers faced disciplinary action against such charges.

# Whistle-Blower Mechanism and Procedure

GRI 2-23, 2-24

We ensure ethical conduct across all business activities, adhering to recognized best practices. It has established a framework that allows Directors, employees, and business associates to report unethical behaviour, misconduct, fraud, or violations of our Code of Conduct without fear of retaliation. All Directors, employees, and business associates have direct access to the Chairperson of the Audit Committee. A quarterly report on the whistle-blower complaints is placed before the Audit Committee for its review. We conduct impartial investigations and take necessary actions to maintain professional and ethical standards, while safeguarding whistleblowers against any form of retaliation or harassment.

Regular awareness sessions are conducted to educate employees about the whistleblowing reporting channel supported by email flyers, notice board displays, and prominent communication across all departments and sites. For further details, kindly refer to publicly available Whistle-Blower Policy.

During the reporting year, no complaint was received under the Whistle-Blower mechanism

# Anti-Competitive Behaviour

GRI 2-23, 2-24, 206-1

We are committed to fostering healthy competition by providing high-quality products and services at fair prices, following strict sustainability practices, and promoting ethical and fair dealings among competitors without undue interference. Competitive information is obtained solely through legal and ethical channels, such as public domain sources, news articles, and press releases. Furthermore, all employees are expected to understand and adhere to the principles of competition law. To address the risks of anti-competitive behaviour, Sudarshan delivers extensive training on its ESG policy and Code of Conduct to all employees. This underscores our commitment to full compliance with antitrust, anti-corruption, and anti-bribery laws throughout the organization.

During the reporting year, no cases of corruption or bribery, unfair trade practices, anti-competitive behaviour, monopolistic practices, or conflicts of interest were reported.

# Our Corporate Policies

GRI 2-23, 2-24

We remain committed to maintaining the highest standards of governance, ethics, and accountability across all our operations. Our corporate policies serve as the foundation for responsible decision-making, guiding our employees, management, and business partners in conducting business with integrity, transparency, and sustainability.

| S.No | Name of the Policy | Environment Pillar | Social Pillar | Governance Pillar |
|---|---|---|---|---|
| 1. | Board Diversity, Remuneration and Succession | | | |
| 2. | Code of Conduct for Business Partners | | | |
| 3. | Code of Conduct for Directors and Senior Management Personnel | | | |
| 4. | Code of Conduct to Regulate, Monitor and Report Trading by Insiders | | | |
| 5. | Corporate Code of Conduct | | | |
| 6. | Code of Fair Disclosure | | | |
| 7. | Corporate Social Responsibility (CSR) | | | |
| 8. | Determination of Material Events or Information | | | |
| 9. | Dividend Distribution | | | |
| 10. | Diversity and Inclusion | | | |
| 11. | Environment Health and Safety | | | |
| 12. | Environment, Social and Governance (ESG) | | | |
| 13. | Employee Benefits | | | |
| 14. | Equal Employment | | | |
| 15. | Employee Code of Conduct | | | |
| 16. | Human Right | | | |
| 17. | Integrated Management System (IMS) | | | |
| 18. | Investor Communication | | | |

| S.No | Name of the Policy | Environment Pillar | Social Pillar | Governance Pillar |
|---|---|---|---|---|
| 19. | IT and Cyber Security | | | |
| 20. | Material Subsidiary | | | |
| 21. | Preservation of Documents | | | |
| 22. | Prevention of Sexual Harassment at the Workplace | | | |
| 23. | Related Party Transaction | | | |
| 24. | Responsible Procurement | | | |
| 25. | Risk Assessment & Management | | | |
| 26. | Whistle-blower (Vigil Mechanism) | | | |
| 27. | Corporate Sustainability Policy | | | |

Environmental Pillar  Social Pillar  Governance Pillar

Please click here to refer to our company policies.

# Financial Performance and Overview

GRI 201-1

Our financial performance continues to demonstrate resilience and consistent growth, supported by effective fiscal discipline and strategic capital allocation. Through thoughtful decision-making and an unwavering focus on long-term value creation, we have reinforced our market position and delivered sustained value to our stakeholders. In pursuit of our vision to rank among the top three pigment manufacturers globally, we are expanding our product portfolio, enhancing manufacturing capabilities, venturing into new markets, investing in our people, and integrating sustainability into every aspect of our operations.

| Particulars | FY 2024-25 (INR Million) | FY 2023-24 (INR Million) | FY 2022-23 (INR Million) |
|---|---|---|---|
| Net Revenue from Operations | 25,339.45 | 21,414.29 | 19,761.05 |
| Revenue from other sources | 304.56 | 173.94 | 41.5 |
| **Total revenue (standalone)** | **25,644.01** | **21,588.23** | **19,802.55** |
| Operating cost (includes the cost of raw materials, depreciation, and other expenses) | 21,550.45 | 18,557.41 | 17,787.86 |
| Employee wages and benefit | 1,687.10 | 1,474.70 | 1,269.53 |
| **EBIT** | **2,406.46** | **1,556.12** | **745.16** |
| Interest | 282.96 | 287.07 | 366.89 |
| Profit before exceptional items and tax* | 2,123.50 | 1,269.05 | 378.27 |
| Exceptional items | -182.14 | 3,116.60 | - |
| **PBT** | **1,941.36** | **4,385.65*** | **378.27** |
| Tax | 531.62 | 1,034.41 | 64.17 |
| **PAT** | **1,409.74** | **3,351.24** | **314.1** |
| Dividend (net of DDT) | 69.23 | 353.06 | 346.14 |
| **Retained earnings (for the FY)** | **1,334.73** | **2,984.11** | **(28.6)** |

Note: *Includes Profit before exceptional items and tax. Exceptional items include sale of freehold land and divestment of wholly owned subsidiary. Refer note 53 of Sudarshan's Annual Report FY 23-24; Page 243 for further details.

# Responsibility Towards Employees: Pension and Retirement Plans

GRI 201-3

In compliance with statutory requirements, all employees of Sudarshan and its domestic subsidiaries are covered under the Provident Fund Act, with contributions made to provident and labour welfare funds duly recognised in the Statement of Profit and Loss. We also operate a defined contribution Superannuation Scheme, administered by the Life Insurance Corporation of India, for employees who choose to participate, with our obligation limited to annual contributions.

Additionally, Sudarshan maintains a defined benefit gratuity plan under the Payment of Gratuity Act, 1972. Eligible employees completing five or more years of service receive a gratuity benefit equivalent to 15 days' salary for each year of service. This scheme is funded through insurance policies, and future liabilities are determined based on independent actuarial valuations conducted as of the reporting date.

Upholding our commitment to being a responsible and caring employer, Sudarshan ensures the long-term financial well-being of its employees through a structured mix of defined contribution and defined benefit plans, complemented by comprehensive welfare provisions. Our employee benefits include medical and life insurance coverage, access to quality healthcare, and parental leave—both maternity and paternity alongside a robust defined contribution plan.

| Defined Contribution schemes | FY 2024-25 (INR Million) | FY 2023-24 (INR Million) | FY 2022-23 (INR Million) |
|---|---|---|---|
| Contribution to Provident Fund* | 63.72 | 64.23 | 64.38 |
| Contribution to Gratuity Fund | 19.74 | 19.94 | 21.01 |

*Includes contribution towards Employee State Insurance Scheme

## Government Aid

GRI 201-4

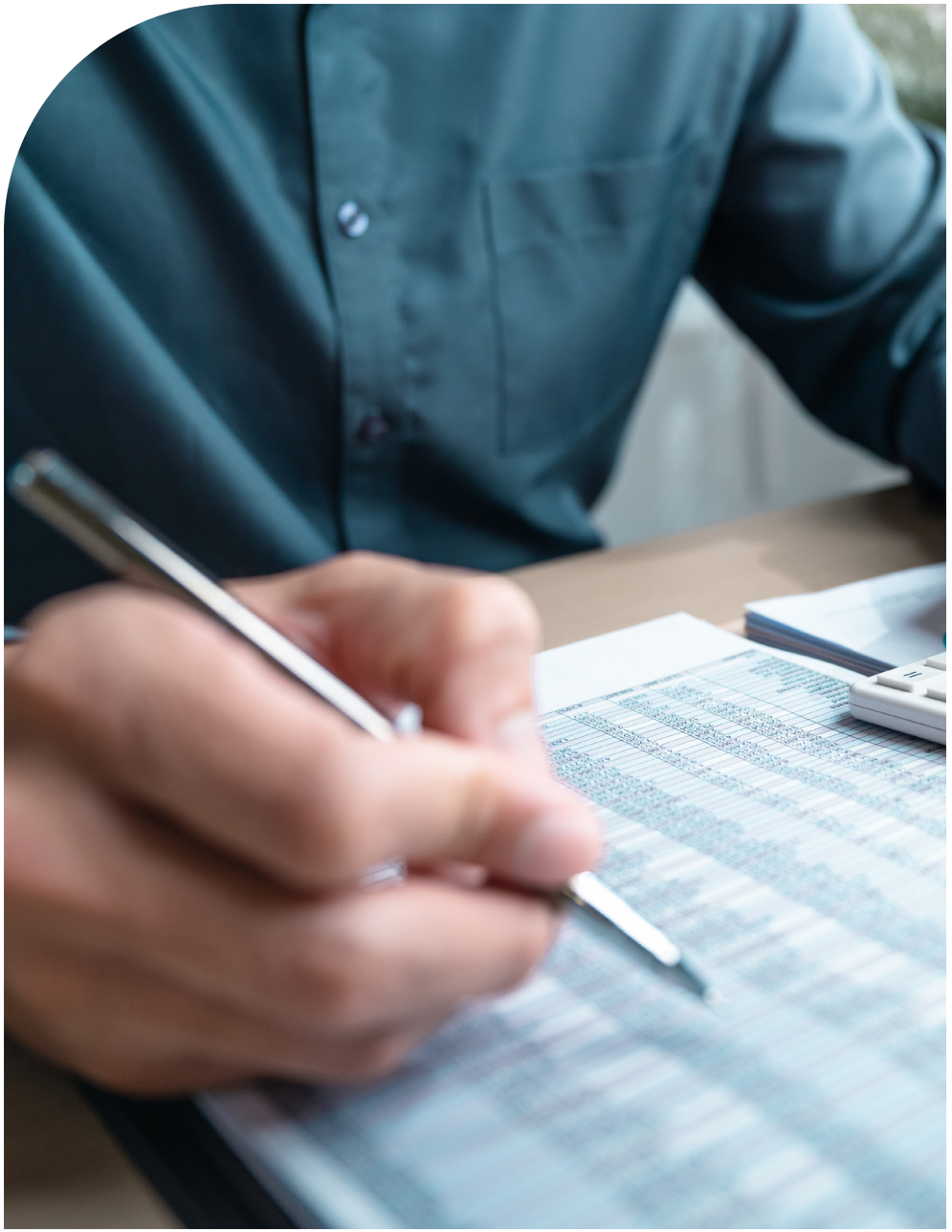
During the reporting period, we received export incentives from the Government amounting to approximately INR 207.75 million. The detailed monetary value of export incentives received from Government entities during FY 2024–25 is provided below.

We availed import duty exemptions under the Export Promotion Capital Goods (EPCG) scheme, which allows duty-free import of capital goods, including spares, for pre-production, production, and post-production activities, subject to the condition of subsequent exports. Under this scheme, we are obligated to meet export commitments equivalent to six times the duty saved on the imported capital goods.

## Tax Management

GRI 207-1, 207-2, 207-3, 207-4

Sudarshan is committed to maintaining the highest standards of tax compliance and transparency. Our tax policy, formally reviewed and approved by CFO, underscores our commitment to transparency, ethical conduct, and responsible governance. We are committed to complying with both the spirit and the letter of tax laws and regulations in every country where we operate. We do not transfer value created to low-tax jurisdictions, nor do we use tax structures that lack commercial substance. All transfer pricing is carried out strictly in accordance with the arm's-length principle, and we do not use secrecy jurisdictions or tax havens for tax avoidance.



| Tax Jurisdiction | Note | India | India | US | Mexico | China | Japan | Europe |
|---|---|---|---|---|---|---|---|---|
| Name of Resident entities | | Sudarshan Chemical Industries Limited | RIECO Industries limited | Sudarshan North America Inc. | Sudarshan Mexico S. de. R. L. de. CV | Sudarshan (Shanghai) Trading Company Limited | Sudarshan Japan Limited | Sudarshan Europe BV |
| Primary activities of the organization | | Pigment Manufacturing, R&D, Sales | We specialize in delivering innovative, sustainable solutions in powder and bulk solids processing and handling to a global. With decades of experience and a proven track record, we provide comprehensive solutions designed to streamline the process, increase efficiency, and ensure the integrity of the materials throughout the pneumatic conveying, grinding and air pollution control process. | Sales, Marketing and Distribution | Sales, Marketing and Distribution | Sales, Marketing and Distribution, Procurement | Sales, Marketing and Distribution | Sales, Marketing and Distribution |
| Number of employees and basis of calculation for this number | Number of employees and basis of calculation for this number is active employee as on 31st March 2025 | 1,350.00 | 248.00 | 10.00 | 5.00 | 2.00 | 4.00 | 8.00 |
| Total Employee remuneration | Total Employee remuneration = Salaries, wages and bonus (including directors' remuneration) + Contribution to provident and other funds + Gratuity expense | 1,572.20 | 355.89 | 140.75 | 31.90 | 6.55 | 40.06 | 81.58 |
| Taxes withheld and paid on the behalf of employees | Taxes withheld and paid on the behalf of employees = TDS + Professional taxes | 186.50 | 28.41 | 37.40 | 1.52 | 0.07 | 3.20 | 11.90 |
| Taxes collected from customers on behalf of tax authority | | 1.70 | 0.18 | | | | | |
| Industry related and other taxes or payments to government | Industry related and other taxes or payments to government = Property Tax + Corporate Income Tax | 585.99 | 13.48 | 3.04 | | | | 21.01 |

| Tax Jurisdiction | Note | India | India | US | Mexico | China | Japan | Europe |
|---|---|---|---|---|---|---|---|---|
| Significant uncertain tax positions | Significant uncertain tax positions = Contingent Liability as on 31st March 2025 pertaining to Direct tax litigations | 33.20 | 0.49 | | None | | | None |
| Revenues from third party sales | | 19,359.50 | 2,263.38 | 2,456.00 | 835.13 | 15.45 | | 2,968.95 |
| Revenues from intra group transactions with other tax jurisdictions | Revenues from intra group transactions with other tax jurisdictions = Sale of Product/Services to Subsidairy as per RPT Schedule | 5,674.90 | 11.71 | 26.40 | 24.37 | | | 0.75 |
| Profit/loss before tax | Profit/loss before tax = Profit after exceptional items but before tax | 1,941.40 | -282.00 | 334.25 | 46.30 | 0.09 | 2.19 | -618.33 |
| Tangible assets other than cash and cash equivalents* | Tangible assets other than cash and cash equivalents = Property, plant and equipment + Capital work-in-progress + Right-of-use assets | 10,444.20 | 209.32 | 0.40 | 0.20 | | | 0.15 |
| Corporate income tax paid on cash basis | | 571.33 | 12.50 | 3.04 | | | | 21.01 |
| Corporate income tax accrued on profit/loss | Corporate income tax accrued on profit/ loss = Current Income Tax | 512.57 | | 1.67 | 13.90 | | 0.03 | 42.69 |
| Reasons for difference between corporate income tax accrued on profit/ loss and the tax due if the stationary tax rate is applied to profit/loss before tax' | | NA | | NA | NA | NA | NA | Acquisition Cost |
| Time period covered by the information reported above | | 2024-25 | 2024-25 | 2024-25 | 2024-25 | 2024-25 | 2024-25 | 2024-25 |

# Data Protection and Cybersecurity

GRI 418-1

## Digitisation

As technology continues to reshape industries and redefine business models, we remain committed to embracing digital transformation across our operations. During the year, we enhanced process automation and upgraded our information management systems to align with evolving industry standards. The implementation of SAP S/4HANA has strengthened system integration, streamlined workflows, and enabled more data-driven decision-making.

In parallel, our initiatives to digitize vendor communication and improve transparency have simplified interactions, enhanced efficiency, and significantly reduced manual effort. Together, these advancements reflect our ongoing focus on leveraging technology to drive operational excellence and innovation.

## Data Privacy

Sudarshan places strong emphasis on protecting personal and confidential information. We have established a comprehensive Privacy Policy that governs how data is collected, managed, and safeguarded across our operations. The policy reinforces our commitment to maintaining the highest standards of integrity, ensuring that all information is handled responsibly and with utmost care.

## IT & Cyber Security

Sudarshan maintains a strong commitment to data protection and cybersecurity through strict adherence to regulatory standards and proactive risk management. Our IT and Cybersecurity Policy governs the responsible use and protection of all IT assets, ensuring compliance with legal and security requirements while enabling efficient operations. This framework covers IT infrastructure management, hardware and software procurement, SAP system administration, and development activities.

We have implemented robust security measures such as multi-factor authentication, advanced access controls, and periodic vulnerability assessments to safeguard information assets. Complementing this, our IT Management Policy defines clear procedures for reporting and addressing data breaches within the organization. Information security risks are part of our comprehensive Business Continuity Plan (BCP) and are systematically assessed and reviewed, with updates presented to senior management, operations leadership, and the Board of Directors at least twice a year.

Our Tier 4 data centres exemplify the highest levels of reliability and resilience, incorporating multi-layered physical and cyber safeguards to protect sensitive data from potential threats. In the reporting year, we have also received ISO 27001 certification, further strengthening our commitment to world-class information security standards.

CASE STUDY

**Strengthening Information Security through ISO/IEC 27001:2022 Certification**

In FY 2024-25, Sudarshan achieved ISO/IEC 27001:2022 certification, the globally recognized benchmark for Information Security Management Systems (ISMS). This milestone reflects our commitment to safeguarding information assets through a structured, risk-based approach to data protection. The certification scope encompasses our core IT infrastructure, enterprise applications, and supporting systems essential to daily operations. By aligning with this international standard, we have reinforced our internal controls and established a consistent framework for monitoring, evaluating, and continuously improving our information security posture. This achievement delivers tangible ESG and business benefits, including enhanced regulatory compliance, improved operational efficiency, and increased resilience against cyber threats.

No instances of data breaches were recorded across our operations during the reporting period.

# ENVIRONMENTAL RESPONSIBILITY

## BRSR Principle

**Principle 6:** Businesses should respect and make efforts to protect and restore the environment

## Material Topics impacted

- Climate Strategy & Energy Source Diversification
- Water Management
- Waste Management
- Air Pollution

## SDG Impacted

**SDG** 6, 7, 12, 13, 14, 15

**51%**
purchased electricity consumption from renewable energy

**69.3%**
of total waste generated diverted away from landfill

# Climate Resilience and Mitigation Framework

We remain steadfast in our commitment to combating climate change and supporting global decarbonisation efforts. Building on the foundations laid in previous years, our strategy now focuses on accelerating our progress towards a science-based near-term emissions-reduction target, underpinned by a structured, time-bound decarbonization roadmap spanning Scope 1, 2 and 3 emissions.

A comprehensive decarbonization roadmap guides this transition, emphasizing the adoption of low-carbon raw materials and cleaner fuels, the integration of energy-efficient technologies, and promotion of renewable energy use across operations.
Recognising both the risks and opportunities arising from climate change, we continue to proactively manage emission sources across our value chain, aiming for a continual reduction in direct and indirect greenhouse gas emissions. In 2024, we advanced our decarbonisation journey by translating our emissions baseline into action. Building on the completed Scope 3 assessment, we are systematically identifying and prioritising key emission hotspots across our operations and value chain, supported by enhanced collection of primary data from internal and external stakeholders. While our supplier-aligned science-based target is under development, we have initiated concrete actions across the supply chain, including the identification of critical and material suppliers, delivery of targeted capacity-building sessions to onboard them onto our decarbonisation journey, and the integration of ESG performance as an assessment criterion within supplier evaluations. In parallel, we are implementing route-optimisation practices to reduce upstream and downstream transportation emissions, alongside targeted reduction measures such as energy-efficiency upgrades, renewable-energy integration, and structured supplier-engagement programmes to address value-chain emissions with measurable impact.

## Decarbonization Pathway

Under the Science Based Targets initiative (SBTi) 1.5°C pathway, Sudarshan aims to reduce absolute greenhouse gas emissions by 42.4% by 2030*, using 2022 as the base year. We are now advancing implementation plans to align our operations and value chain with this science-based decarbonisation trajectory.

* Following the acquisition of the Heubach Group, our sustainability targets are currently being reviewed to align with the unified vision of the new ONE Sudarshan and will be updated soon.

Building on the preliminary findings of multiple decarbonization levers, we are now focused on operationalising these abatement pathways, integrating them into site-level action plans, and prioritising investments that will accelerate measurable progress toward our near term emission reduction target.

Sudarshan has established 2022 as the base year for forecasting emissions and monitoring progress against its carbon reduction targets. Based on projected business expansion, Scope 1 and 2 emissions are expected to increase by approximately 4.5% by 2030 compared to the 2022 baseline, reflecting growth in operational scale while efficiency and decarbonisation measures continue to advance.

Sudarshan quantifies its greenhouse gas emissions in accordance with the GHG Protocol standards. The analysis shows that Scope 1 emissions from coal consumption account for approximately 91%, while Scope 2 emissions from purchased electricity contribute around 9% of total Scope 1 & 2 emissions. This distribution underscores our focus on addressing direct fuel-related emissions through targeted abatement measures.

### Policy and Management

GRI 307-1

Sudarshan has embedded a comprehensive Environment, Health and Safety (EHS) Management System aligned with internationally recognised standards, ensuring systematic identification of environmental risks, implementation of operational controls, and continuous oversight through a risk-based audit framework. This system is periodically reviewed by management to evaluate progress, address emerging issues, and drive continuous improvement.

Our approach is firmly rooted in governance and ethics-guided by our Code of Conduct, which sets clear expectations for responsible behaviour across our operations and value chain partners. We take pride in operating in full compliance with environmental laws and regulations, reflecting our long-standing commitment to environmental stewardship.

During the reporting year, no fines or penalties were paid related to environmental or ecological issues.

# Energy Efficiency for a Sustainable Future

GRI 302-1, 302-3

At the core of this commitment is our belief that we carry a moral and collective responsibility to reduce our reliance on natural resources, enhance sustainability performance, and minimise the environmental footprint of our products throughout their lifecycle.

All our manufacturing plants are 100% certified under ISO 14001:2015 (Environment Management), ISO 45001:2018 (Occupational Health & Safety), and ISO 9001:2015 (Quality Management), underscoring our pursuit of operational excellence and continuous environmental improvement.

Our ESG and EHS Policy underscores our long-standing commitment to environmental stewardship and responsible operations. Endorsed by our Board of Directors, the policy guides all our facilities to operate safely, compliantly, and with strong environmental consciousness. It is built on the foundational principles of Comply, Minimise, Conserve, Educate, Evaluate, Audit, and the 4Rs of the circular economy, ensuring that sustainability considerations are embedded across every aspect of our business operations.

We conduct regular assessments of energy consumption, water, and waste management to identify reduction opportunities and guide our resource efficiency initiatives Cross-functional collaboration between our Business Excellence, Process Engineering, and R&D teams has enabled significant improvements by optimising production parameters and ensuring equipment efficiency. Our R&D team drives continuous improvement initiatives to lower the energy and resource intensity of new product lines while maintaining strict quality standards. These integrated efforts reduce our environmental footprint and reinforce our commitment to a sustainable future.

The pigment manufacturing process is inherently energy intensive, making energy efficiency a key focus area for both cost optimisation and environmental performance. Recognising this, Sudarshan continues to strengthen its energy management practices to enhance operational efficiency and reduce dependence on fossil fuels.

All manufacturing sites utilise steam and power in accordance with global energy management standards, ensuring optimal energy use across production systems. During the reporting year, 4% of total energy consumption was derived from renewable sources, and 51% of purchased electricity was sourced from renewable energy under power purchase agreements with certified green energy providers.

Our energy portfolio currently comprises coal, LPG, furnace oil, diesel, grid electricity, and renewable energy, and we are actively transitioning towards a higher share of cleaner energy. Through sustained efforts in energy efficiency, fuel diversification, and renewable integration, Sudarshan continues to progress along its decarbonisation roadmap and reinforce its contribution to a low-carbon future.

| S.No | Particulars | Unit | FY 2024-25 | FY 2023-24 | FY 2022-23 |
|---|---|---|---|---|---|
| 1 | Electricity – Solar | GJ | 92,376 | 89,798 | 87,488 |
| 2 | Electricity- Wind | GJ | 36,829 | 47,349 | 21,463 |
| 3 | Electricity – Purchased | GJ | 1,25,283 | 65,006 | 75,133 |
| **4** | **Total Purchased** | **GJ** | **2,54,488** | **2,02,153** | **1,84,083** |
| 5 | Coal | GJ | 27,92,952 | 23,60,375 | 19,02,426 |
| 6 | Diesel | GJ | 4,933 | 3,737 | 4,107 |
| 7 | Furnace Oil | GJ | - | - | 3,651 |
| 8 | LDO | GJ | 2,115 | 1,207 | 483 |
| 9 | LPG | GJ | - | - | 1,958 |
| **10** | **Total Energy Consumption** | **GJ** | **30,54,491** | **25,67,472** | **20,96,708** |
| 11 | Energy Intensity per metric ton of product | GJ/MT | 75.8 | 72.0 | 70.4 |

# Reducing our Carbon Footprint

GRI 305-1, 305-2, 305-3, 305-4, 305-5

Sudarshan is committed to reducing its carbon footprint and supporting global climate goals. Guided by the principles of the Paris Agreement, our decarbonization efforts focus on cleaner technologies, energy efficiency, and responsible waste management.

In FY 2024–25, we continued absolute renewable energy consumption; however, the share of renewable energy in our mix declined due to higher production volumes and increased reliance on grid electricity. Despite this proportional reduction, we remain focused on advancing renewable energy transition and exploring opportunities to enhance sourcing and efficiency across operations.

To track progress, we prepare our GHG inventory in line with IPCC 2006 Guidelines, using FY 2021–22 as the baseline year and applying the operational control approach for consistent reporting.

Recognizing that GHG mitigation is central to climate action, we deploy multiple strategies—introducing new technologies, upgrading systems, and driving continuous process improvements to reduce emissions at source. Through these actions, we aim to build a resilient and sustainable future for current and future generations.

| S.No | Particulars | Unit | FY 2024-25 | FY 2023-24 | FY 2022-23 |
|---|---|---|---|---|---|
| 1 | Coal | $tCO_2e$ | 2,64,213 | 2,23,291 | 1,82,823 |
| 2 | Electricity – Purchased | $tCO_2e$ | 24,883 | 15,828 | 14,922 |
| 3 | Diesel | $tCO_2e$ | 366 | 294 | 304 |
| 4 | Furnace Oil | $tCO_2e$ | - | - | 283 |
| 5 | LDO | $tCO_2e$ | 157 | 89 | 36 |
| 6 | LPG | $tCO_2e$ | - | - | 124 |
| 7 | Scope 1 | $tCO_2e$ | 2,64,736 | 2,23,675 | 1,83,569 |
| 8 | Scope 2* | $tCO_2e$ | 24,883 | 15,828 | 14,922 |
| 9 | Total GHG Emissions | $tCO_2e$ | 2,89,618 | 2,39,503 | 1,98,491 |
| 10 | GHG Emissions Intensity | $tCO_2e$/MT of prodcution | 7.18 | 6.71 | 6.74 |

Table: Details on GHG Emission

*Note - Scope 2 emission factor has been updated with latest available factor for FY23-24 and FY24-25

## Value Chain Emissions

Value chain emissions continue to represent the largest share of total greenhouse gas (GHG) emissions within the pigment manufacturing sector. Recognising their significance, we expanded our value chain assessment to capture indirect emissions arising from upstream and downstream activities. This comprehensive accounting approach provided greater transparency and enabled more informed, sustainability-driven decision-making across our operations and supply chain.

For FY 2024-25, Sudarshan's total Scope 3 emissions were estimated at 372,736 $tCO_2e$, based on the categories identified as most relevant to our business. These calculations were performed using FY 2021–22 as the baseline year and aligned with the GHG Protocol's Corporate Value Chain (Scope 3) Standard, ensuring consistency, comparability, and accuracy in reporting.

Scope 3 emissions accounts for approximately 56% of total GHG emissions. This highlights the substantial impact of supply chain processes on our overall environmental footprint. To ensure accurate estimation, Scope 3 emissions were calculated using emission factors (EFs) sourced from verified secondary LCIA databases, including Ecoinvent, UK BEIS (Defra), and other credible references. Notably, we observed a reduction in emissions from capital goods and downstream transportation business travel compared to the previous year.

As part of Sudarshan's ongoing commitment to enhancing accuracy and transparency, we have updated Scope 3 Category 9 emissions for FY24-25. The revised Category 9 emissions are 25,202 $tCO_2e$, accounting to total Scope 3 emissions of 3,72,736 $tCO_2e$ as compared to 3,52,978 $tCO_2e$ reported in BRSR FY 24-25 due to additions of specific data points with no changes to the underlying methodology. The increase is in line with our growth in sales over the period.

By continuing to assess and address Scope 3 emission sources, we aim to deepen engagement with suppliers, customers, and logistics partners, thereby accelerating its progress toward a more resilient and low-carbon value chain.

## Training and capacity building

To foster a culture of sustainability, our employees participate in environmental training covering key aspects of our operations. The programme provides essential knowledge on:

**Water management:**

Implementation of water-conservation and efficiency-enhancement practices to optimise consumption across operations, alongside robust waste-management systems focused on segregation at source, waste reduction and recycling to minimise landfill disposal.

**Waste management**

Proper segregation, reduction, and recycling protocols to minimise landfill disposal.

**Biodiversity**

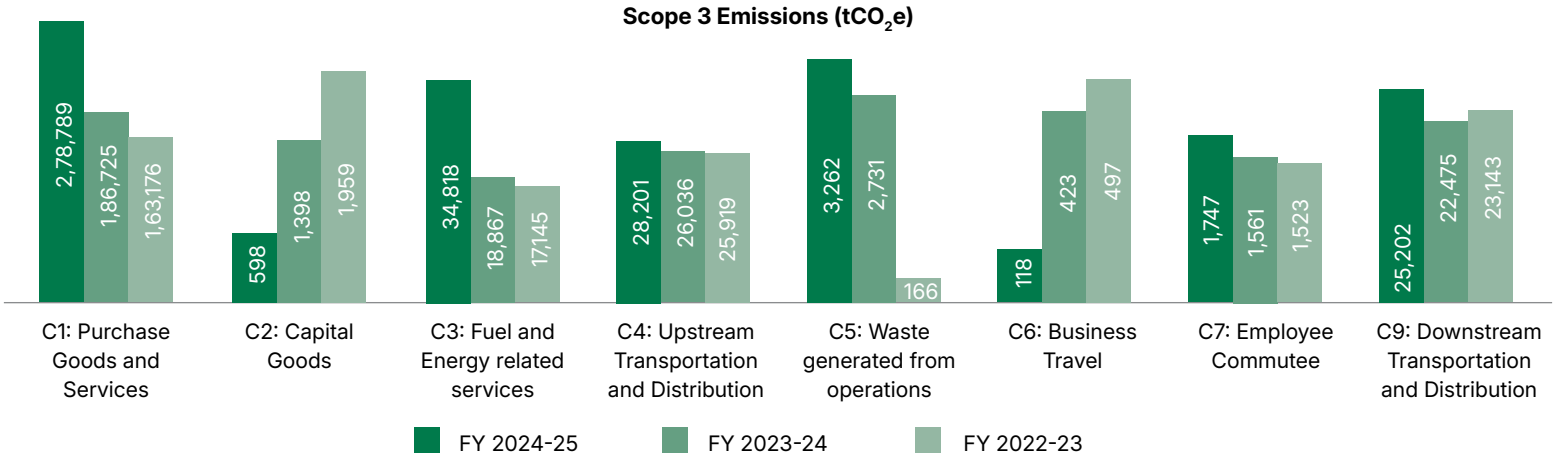
Sensitisation and awareness initiatives to reinforce the importance of biodiversity and promote responsible practices that support ecosystem preservation.

**Air emissions**

Guidance and capacity-building on minimising and monitoring air emissions, supporting regulatory compliance and continuous improvement against environmental performance objectives.

**GHG and energy management:**

Capacity-building initiatives to strengthen understanding of GHG emissions and promote energy efficiency by improving awareness of energy-consumption patterns and identifying optimisation opportunities across operations.




*There is a change in Category 2 and 6, for FY 2024-25 as it has been calculated using the Spent based method while in FY 2023-24 it was calculated using the Distance based method.

Note: Illustrative chart, not to scale.

# Air Emission and Quality

GRI 305-6, 305-7

Air quality management is a key environmental priority for Sudarshan. We maintain a robust system of continuous air-quality monitoring across all operational sites to proactively identify, manage, and mitigate environmental risks. Emissions of particulate matter (PM), sulphur oxides ($SO_x$), nitrogen oxides ($NO_x$), and other regulated pollutants consistently remain within prescribed limits, ensuring full compliance with environmental norms.

This is supported by regular stack monitoring and process optimization to uphold high operational standards. Our operations are free from ozone-depleting substances (ODS), and we ensure a safe environment for employees and neighbouring communities through effective emission control.

To further reduce air pollutants, Sudarshan deploys best-in-class abatement technologies, including electrostatic precipitators (ESPs) and scrubbers across all exhaust stacks, and exclusively uses low-sulphur coal in boilers.

| Air Emission Parameter | Unit | FY 2024-25 | FY 2023-24 | FY 2022-23 |
|---|---|---|---|---|
| SOx Emissions | MT | 104.72 | 176.06 | 141.83 |
| Particulate Matter (PM) | MT | 63.31 | 62.4 | 89.67 |
| NOx Emissions | MT | 13.06 | 15.43 | 17.77 |

## PHYSICAL CLIMATE RISK ADAPTATION

Sudarshan recognizes the importance of mitigating physical climate risks to ensure operational resilience. To address flood-related risks, we have established a documented emergency control plan and implement precautionary measures during every monsoon season. These measures include safeguarding property, ensuring employee safety, and protecting critical assets such as intellectual property . Through proactive planning and risk management, we aim to minimize potential disruptions and enhance long-term resilience against climate-related events.

# Responsible Waste Management

GRI 306-1, 306-2, 306-3, 306-4, 306-5

Sudarshan has adopted a comprehensive waste management strategy focused on minimizing waste generation and optimizing resource efficiency.

| | | |
|---|---|---|
| Waste minimisation through process optimisation and material efficiency | Resource recovery via recycling, reuse and solvent recovery systems | Responsible disposal aligned with regulatory compliance and circular economy principles |

Figure: Our overall waste management approach

We align our operations with defined waste-reduction objectives and consistently track progress towards achieving zero waste to landfill, supported by robust and responsible waste-management practices. Our strategy is anchored in key principles including efficient storage and inventory management to minimise waste, continuous improvement in process efficiency and yields, periodic employee training on proper waste handling, and proactive prevention of spills and leaks. We are committed to maintaining efficient manufacturing practices that minimise waste generation while ensuring full compliance with applicable regulations governing the safe handling, treatment and disposal of waste.

In line with the principles of Reduce, Reuse, Recycle and Responsible disposal (4R), our waste-management approach is guided by our ESG Policy (Principle 6), which promotes the adoption of circular-economy practices across business operations. We continue to implement initiatives aimed at reducing environmental, health and safety risks across production, storage, distribution, product use and waste disposal. Our waste-management strategy encompasses the use of recyclable packaging, solvent recovery and reuse, robust recycling programmes, and ongoing optimisation of production processes to minimise overall environmental impact.

66% of the total waste generated in FY2024-25 was recycled

**Type of Waste (%)**

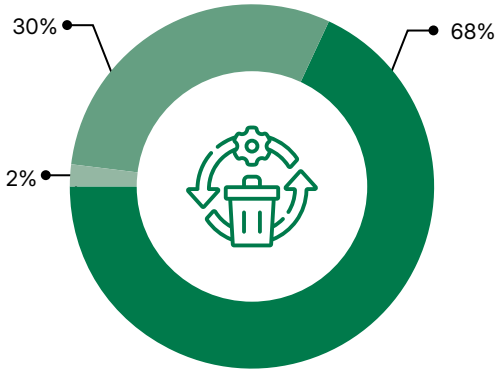



**Figure:** Contribution of Waste Categories in FY2024-25

**Note:** "Other waste" type includes Plastic waste, E-Waste and Battery Waste

| Type of Waste | Unit | Total Waste generated | | |
|---|---|---|---|---|
| | | FY2024-25 | FY2023-24 | FY2022-23 |
| Plastic waste | MT | 659 | 715 | 584 |
| E-waste | MT | 1.90 | - | 4 |
| Bio-medical waste | MT | 0.21 | 0.01 | 0.02 |
| Battery waste | MT | 11.5 | 6 | 0 |
| **Hazardous waste** | MT | **8,513** | **6,620** | **6,587** |
| **Non-hazardous waste** | MT | **18,998** | **19,523** | **16,195** |
| Total waste generated | MT | 28,184 | 26,865 | 23,371 |

Table: Overall waste generated

## Waste disposal and recovery

In FY 2024-25, the total waste directed towards disposal, comprising incineration and landfill is 9,430 MT. Also, the amount of waste sent for recycling in FY2024-25 is 18,755 MT, thereby being successfully diverting from disposal pathways. This reflects our strong commitment to circular economy practices and responsible waste management.

**Waste Disposal and Recovery FY2024-25**

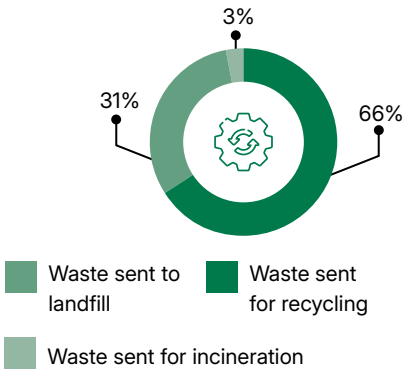



Figure: Total waste recovered and disposed

In compliance with applicable standards and local regulations, we monitor Chemical Oxygen Demand (COD) as a key indicator of wastewater quality. During the reporting period, total COD load across all discharge points was 653 MT, a marginal increase of 0.3% from last year. COD levels remained well within statutory limits, supported by robust effluent treatment systems and continuous process improvements.

In FY 2023-24, a total of 19,221 MT of waste was sent for recycling, 6,387 MT was disposed to landfill, and 203 MT was directed for incineration. In comparison, during FY 2022–23, 15,942 MT of waste was recycled, 6,981 MT was landfilled, and 448 MT was incinerated.

Overall, 69.3% of the total waste generated during the reporting year was diverted away from landfill, underscoring our efforts to minimize environmental impact and maximize resource recovery. We aim to reduce pressure on landfills, improve at-source waste segregation, upgrade recycling initiatives and monitor waste streams to identify opportunities for further waste reduction and effective waste management. Moving forward, we aim to strengthen these measures and progress towards our long-term target of achieving zero waste to landfill by FY2030-31.

CASE STUDY

**Sustainable Packaging Optimization and Waste Reduction**

Sudarshan has undertaken a series of packaging optimization initiatives to improve efficiency, reduce waste, and align with its sustainability goals. Key interventions included the optimization of pallet size for smaller material loads through the introduction of half pallets, reducing pallet height from 920 mm to 470 mm, lowering box weight by 5 kg per piece, and cutting paper consumption. In parallel, we focused on increasing pallet space utilization, improving the packing density of 73 SKUs, which reduced the number of pallets required, lowered packaging material consumption, and minimized waste generation. Complementing these efforts, Sudarshan also transitioned from HDPE/LDPE to paper bags wherever feasible, reducing plastic usage, cutting waste, and promoting eco-friendly alternatives.

These initiatives delivered measurable impact, including the saving of 576 boxes—equivalent to the load of 29 twenty-foot containers—and a reduction of 23 metric tonnes of wooden and corrugated board scrap. Together, these actions not only streamlined logistics and reduced handling requirements but also contributed to significant cost savings and environmental benefits.

## Hazardous Waste Management

During FY2024-25, 8,513 MT of hazardous waste was generated, 87.8% of the waste was disposed to landfill and 9% of the waste was incinerated, 3.2% was recycled.

We comply with the waste management regulations under the Environment Protection Act, 1986. We are a registered importer and our business operations fully comply with Extended Producer Responsibility (EPR) regulations.

# Water Stewardship

GRI 301-1, 301-2, 303-1, 303-2, 303-3, 303-4, 303-5

We remain committed to improve efficient water usage and reduce our freshwater withdrawal from our own business operations. As a responsible organization, we place strong emphasis on managing water-related risks to ensure the sustainable use of freshwater and effective treatment of wastewater. We continuously monitor water and wastewater management practices at the operational level, enabling informed decision-making that supports a more sustainable future for all. We are also focussed on increasing the usage of recycled and reused water. Thus, we are adopting various water-saving measures, such as rainwater harvesting, use of recycled effluent and condensate recovery.

Ensure sustainable water management by maximising operational efficiency and minimising water usage

Contribute to sustainable future through treating wastewater and minimizing pollution load of wastewater

Figure: Our overall water management approach

## Water Withdrawal and Consumption

Our facilities in Roha and Mahad have advanced wastewater treatment systems. During the reporting year, overall water withdrawal was 49,88,200 KL, constituting 123 MT specific water withdrawal intensity per unit of product and 13.7% increase in water withdrawal from previous reporting year. This is attributed to increased production in the reporting year.

In FY2024-25, our total water consumption was 6,26,263 MT, indicating a decrease of 10.84% from the previous reporting year. This is attributed to the implementation of water-saving technologies in our production processes and increased recycling of water in our operations.

In the reporting year, the total amount of water recycled and reused was 5,69,100 $m^3$.

## Water Conservation Measures

We have implemented various water conservation measures including process improvement, rainwater harvesting, recycling treated effluent and condensate recovery, supported by advanced wastewater treatment systems leading to reduction in water consumption from previous reporting year. We also judiciously recycle the water generated (process water, cooling water, boiler feed water, utility water etc. for domestic and gardening at our manufacturing facilities. We have implemented water saving projects centred around water savings and improvements in FY2024-25 leading to 36% increase in the water-related activities CAPEX. These efforts help us proactively mitigate water-related risks.

In FY2024-25, there was no incident related to water which had material business impact or interruptions to plant operations.

| Water Particulars | Units | FY 2024-25 | FY 2023-24 | FY 2022-23 |
|---|---|---|---|---|
| Water Withdrawal *(Source: Third Party Water)* | $m^3$ | 49,88,200 | 43,87,129 | 39,02,646 |
| Water Consumption | $m^3$ | 6,26,263 | 7,02,390 | 10,78,407 |
| Water Discharge | $m^3$ | 37,92,837 | 36,84,739 | 28,24,239 |
| Water Consumption Intensity | $m^3$/MT | 15.53 | 19.69 | 36.22 |
| Water Withdrawal Intensity | $m^3$/MT | 123 | 123 | 131 |

Table: Details on Water Management

## Water related Pledge

We adhere to World Business Council for Sustainable Development's (WBCSD) WASH Pledge Self-Assessment Tool to evaluate our Safe Water, Sanitation and Hygiene (WASH) facilities and identify gaps in comparison to leading international practices.

## Water Efficient Management Programs

We have implemented varied water efficiency management program that includes the following elements:

- Actions to reduce water consumption
- Actions to improve wastewater quality
- Targets to reduce water use
- Application of water recycling
- Awareness training provided to employees on water efficiency management programs

## Overall Water Management Initiatives

We operate in a water-intensive industry, making water conservation essential for our operations. Thus, we have implemented several strategies

We prioritize management of our water-related risks to promote sustainable use of freshwater and efficient wastewater treatment

We conduct periodic monitoring of our water and wastewater practices at operational level

We fulfil daily water requirement by obtaining water from Maharashtra Industrial Development Corporation

## CASE STUDY

**Water Conservation and Process Optimization at Sudarshan**

Sudarshan has made significant strides in enhancing water efficiency through targeted conservation and process optimization initiatives. A key initiative was the adoption of recycled water systems across key process stages, which substantially reduced dependence on freshwater resources. Complementing this, we restructured its washing operations by implementing best-in-class methodologies, resulting in improved process efficiency and reduced water usage. These efforts collectively led to a remarkable 20–25% reduction in overall water consumption intensity across operations.

Further measures included the elimination of hot water usage during filtration and drying stages, which not only lowered thermal energy demand but also contributed to water savings. Additionally, cycle times in washing operations were streamlined, boosting productivity while conserving water. These integrated actions reflect Sudarshan's commitment to sustainable manufacturing and its proactive approach to embedding environmental stewardship into core operational practices.

# Biodiversity

We recognise the critical importance of biodiversity in maintaining ecological balance. We place strong emphasis on biodiversity conservation and environmental stewardship. Through collaborations with educational institutions, conservation bodies, government agencies, communities and our employees, we actively contribute to biodiversity conservation. We remain committed to create a positive impact through protecting the environment as a key part of our responsibility. All our facilities are located within industrial zones officially designated by the Maharashtra Industrial Development Corporation (MIDC), where we proactively assess and address potential ecological and ecosystem risks. This ensures that our operations are not near ecologically sensitive areas such as forests, national parks, sanctuaries, or wetlands.

Our ESG Policy (Principle 6), highlights our commitment to monitor and improve effluent management, thereby, adopting measures to minimize the adverse impact of effluent on our biodiversity. Due to the nature of our operations, we have no significant impact on biodiversity, or the species listed in the International Union for Conservation of Nature (IUCN).

## Biodiversity Commitment

At Sudarshan, we recognize the intrinsic value of biodiversity and its critical role in sustaining ecosystems that support life and business continuity. Our commitment includes tree plantation initiatives and encompass the protection and enhancement of natural habitats, local flora and fauna, water resource conservation and soil health monitoring, that is material to our operations. We aim to proactively identify and assess biodiversity-related risks and dependencies.

We are dedicated to implementing mitigation strategies to minimize our impact on biodiversity, including responsible sourcing of raw materials, reducing impact of effluent discharge, amongst other. Sudarshan engages collaboratively with local communities to foster biodiversity stewardship.

## CASE STUDY

**Tree Plantation Drive – Enhancing Biodiversity**

As part of its commitment to environmental sustainability, Sudarshan launched a Tree Plantation Drive in Roha, Raigad district, in collaboration with the Forest Department. One hectare of land was developed under a high-density plantation model, with over 1,000 native and diverse tree species planted to restore ecological balance and enhance local biodiversity. The initiative saw enthusiastic participation from more than 200 employees and their families, alongside government officials, showcasing strong collaboration between corporate, community, and public institutions.

To ensure long-term impact, Sudarshan has committed to maintaining the site for three years, deploying two dedicated personnel for regular care and monitoring. Protective fencing has been installed to safeguard the plantation from external disturbances. This initiative supports soil restoration, and ecosystem conservation, reinforcing Sudarshan's broader ESG goals and serving as a model for sustainable climate action and stakeholder engagement in Roha.

# MANUFACTURING EXCELLENCE

## BRSR Principle

**Principle 9:** Businesses should engage with and provide value to their consumers in a responsible manner

## Material Topics impacted

- Product Stewardship
- Supplier Sustainability
- Product Quality & Excellence

## SDG Impacted

**SDG** 6, 7, 8, 9, 12, 13, 14, 15

**30**
full-time specialists, supported by over 200 technical experts

**324.86**
million spent on R&D initiatives

# Ensuring Product Integrity

GRI 416-1

Product integrity forms the core of our commitment to deliver safe and high-quality products to our customers globally. We ensure compliance with rigorous regulatory standards of quality control, safety, and compliance throughout product life cycle, from raw material sourcing and formulation development to manufacturing, packaging, and distribution. We remain committed to transforming our product portfolio and operational processes to align with long-term environmental objectives and internationally recognized best practices.

> Reliability, sustainability and safety are our key focus areas for new product development.

Through continuous innovation, robust governance, and ethical business practices, we uphold the highest standards of product integrity - reinforcing our reputation as a trusted and responsible global pigment manufacturer.

Our 'Stage-Gate' product development framework incorporates environmental considerations and global regulatory standards at each stage of development. The new product development has six phases:

Following assessment of critical factors such as environmental sustainability, process safety, and customer well-being, products are moved to the

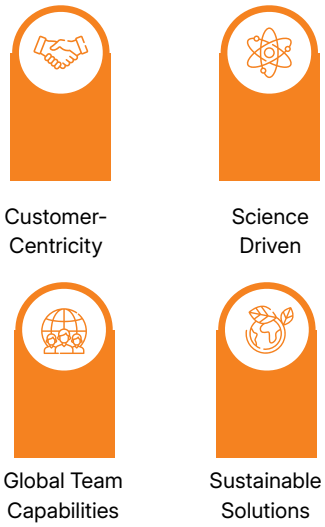
- Ideation and business case
- Technical feasibility and regulatory review
- Laboratory-scale development
- Scale-up
- Plant trials
- Product launch

commercialization stage. All products undergo application-specific testing to ensure compliance with regulatory standards and customer requirements. To further reduce environmental impact, we adopt measures such as enhanced solvent recovery, reduction of non-intentional trace impurities (POPs), aprocess improvement initiatives to reduce use of hazardous substances and explore alternative raw materials for supporting the adoption of green chemistry principles. Additionally, we continuously improve existing processes through management-of-change protocols with focus on resource efficiency, energy efficiency, water use, and the generation of hazardous waste.

We cultivate an innovation-driven culture that supports development of sustainable and high-performance colorant solutions. Regular engagement with suppliers and customers facilitates knowledge exchange, while ongoing technical and behavioural training for employees reinforces our commitment to responsible product development.

# Driving Innovation through R&D

Research and development (R&D) plays a pivotal role in our ESG strategy. Sustainability is central to our R&D innovation strategy, with initiatives aimed at improving environment performance. We align our products with market needs by integrating our commitment to environmental performance throughout value chain and incorporating sustainability considerations from the early stages of product design.




80% of our R&D investments were directed toward technologies that improve environmental and social aspects.

Spent INR 324.86 million for R&D initiatives

Our R&D efforts are centred on developing sustainable colour solutions for our customers, enhancing process efficiency, and minimizing by-products and waste. These initiatives help lower environmental impact while improving operational efficiency and optimizing resource use. Our approach includes evaluation of bio-based raw materials, designing low-energy pigment processes, and maximizing value recovery from secondary materials.

Driven by our vision to create sustainable value through chemistry, our R&D teams leverage advanced pigment technology to develop solutions that combine high performance with environmental responsibility. Our R&D global team comprises of 30 full time specialists and over 200 research specialists working across 12 global technical centres to advance our product portfolio, strategically manage intellectual property to foster innovation and create long-term value . Our R&D laboratories comprise of cutting-edge analytical instruments capable of detecting impurities at parts-per-million (PPM) levels, strengthening our robust quality assurance framework.

This global network strengthens our infrastructure, scientific expertise, and technology capabilities, facilitating the rapid development of region-specific solutions.

The team aims to develop sustainable products with minimal resource wastage and in compliance with global safety and sustainability standards such as Global Product Stewardship and EU REACH.

The specific areas in which R&D was undertaken are:

| Areas | Impact Created |
|---|---|
| New grades of pigments<br>• Classical Pigments<br>• High Performance Pigments<br>• Effect Pigments | Enriched product portfolio by introducing improved pigment grades tailored to evolving customer and market requirement and strengthened market competitiveness through innovation. |
| New range in pigment dispersions | Improved process efficiency: Enhanced dispersion quality can reduce waste and rework, minimizing effluent generation. |
| Product improvement to meet global regulations | Improved product quality and regulatory compliance, ensuring alignment with global standards and market competitiveness. |
| Product Improvement in terms of quality and cost | Enhanced pigment quality through process optimization and formulation improvements, resulting in improved batch to batch consistency, improved yield and reduced waste generation |
| • Renewable energy projects including installation of additional solar panels<br>• Water saving project<br>• Reduction of plastic use<br>• Reduction in waste generation | Driven measurable environmental impact through increased renewable energy use, reduced water consumption, minimized plastic usage, and lower overall waste generation. |

Figure: Key areas of R&D undertaken in FY2024-25

Our R&D initiatives have led to new products that have create business opportunities, improved product quality leading to reduced effluent treatment load, and supported increased production capacities to meet growing customer demand. They have also contributed to improved cost competitiveness, minimized waste generation and energy consumption, and reduced dependence on critical raw materials, reinforcing operational efficiency and environmental performance.

We ensure our customer well-being by delivering high quality, high performance products through our state of-the art R&D centres. From idea to implementation, our R&D integrates science, creativity, and close collaboration with customers to develop smarter, more sustainable color solutions, establishing new standards of performance in the global colorants sector. Our customers are increasingly becoming aware of product carbon footprints and seeking products with minimal carbon impact. In response to

growing awareness of product carbon footprints, we have initiated mapping the carbon impact of our products and initiated R&D projects focused on low-carbon, sustainable solutions. Our open-door approach, inviting customers to visit our plants and R&D labs, reinforces transparency and trust in our quality standards.

Our R&D team is proactively exploring the substitution of petrochemical-based raw materials with bio-based alternatives

# Delivering Product Excellence

GRI 417-1, 417-2, 417-3

Product excellence is central to our commitment to delivering high-quality, safe, and sustainable pigment solutions worldwide. We invest in process optimization, technological innovation, and green chemistry practices, including improved solvent recovery, reduction of trace impurities, and adoption of alternative raw materials to minimize environmental impact.

# Technology Advancement and Process Innovation

Sudarshan continues to harness automation and digital innovation to enhance process efficiency, safety, and sustainability across operations. Our focus is on reducing manual interventions, optimising production workflows, and enabling real-time process monitoring to lower our overall environmental footprint. We have set a clear goal to eliminate hazardous manual operations by 2026, prioritising high-risk and high-impact areas for automation. Through these efforts, we aim to minimise human error, strengthen workplace safety, and build smarter, more sustainable manufacturing systems for the future.

**Automation**

- Powder conveying systems for reactor safety
- Maintaining safety integrity by avoiding air ingressement by close loop feeding in N2 atmosphere Reduced VOCs
- Auto samplers to eliminate human exposure to the process
- Auto packing and jumbo bag packing for reduction in manual handling and lower processing time

**Innovation**

- Separation of non-biodegradable streams & treatment to improve degradability and enhanced performance of bio reactors
- Single solvent process for better process control, increased throughput and reduced solvent losses

**Technology Upgrade**

- Shift of batch process to continuous for closed loop manufacturing of product
- Installation of Boogie furnace in the HP inorganics plant that resulted in increased energy efficiency and better product quality

ONE Sudarshan has expanded our product portfolio, leading to improved customer engagement and geographical product innovation

We are committed to providing accurate and timely product information to customers and stakeholders. We adhere to relevant health and safety regulations, providing Material Safety Data Sheets (MSDS) and other essential documentation to communicate product details, identify potential hazards, and specify appropriate risk mitigation measures.

## Zero

- Customer complaints related to health
- Safety and penalties, sanctions, or show-cause notices from regulatory authorities for violations of product safety standards.

## CASE STUDY

**Transition to Co-Grinding for Enhanced Processing Efficiency for Pigment Dispersion**

As part of its ongoing process optimization efforts, our Dispersion unit has successfully transitioned from intermediate mixing to co-grinding for select colorant solutions. This strategic shift has resulted in improving operational efficiency as well as product performance. Co-grinding has allowed a more integrated approach to pigment processing, delivering measurable improvements across key performance indicators.

The transition led to a marked increase in milling efficiency, with productivity gains in the range of 50-60%. Dispersion quality also improved, resulting in better dispersibility and consistency. Batch cycle time was reduced by more than 50%, allowing for faster throughput and improved capacity utilization.

This has resulted in lower inventory carrying costs driven by streamlined production. These outcomes underscore Sudarshan's commitment to innovation and continuous improvement in operations.

# Safe Products, Trusted Performance

GRI 403-3, 403-8

At Sudarshan, we are committed to ensuring product safety, adhering to regulatory requirements, and safeguarding customer wellbeing through rigorous quality protocols, advanced analytical testing, and continuous monitoring across all manufacturing operations. Our pigments undergo extensive characterization using Transmission Electron Microscopy (TEM), Scanning Electron Microscopy (SEM), and ICP-MS to determine their physical properties and ensure compliance with global nanomaterial regulations.

## Nanomaterial Identification and Compliance

In the European Union, nanomaterial pigments fall under REACH and CLP legislation, with additional requirements under sector-specific regulations such as cosmetics, food, and biocides. Sudarshan has updated its REACH registrations to include detailed nanomaterial characterization of pigments and has revised its Safety Data Sheets (SDS) accordingly.

## Collaborative Advocacy and Industry Participation

To promote consistency and safety across the value chain, Sudarshan actively participates in industry platforms such as the Ecological and Toxicological Association of Dyes and Organic Pigments Manufacturers (ETAD), the Color Pigments Manufacturers Association (CPMA), the European Federation of Cosmetic Ingredients (EFfCI), and Cosmetics Europe (CE). As a member of ETAD, we comply with its Code of Ethics, working alongside peers to ensure adherence to all laws and regulations related to synthetic organic colorants and their environmental impact. As part of this engagement, we are working with peers to get derogation for pigment on PCB specifications.

## Responsible Raw Material Management

Persistent Organic Pollutants (POPs) such as Polychlorinated Biphenyls (PCBs), Pentachlorophenol (PCP), and Hexachlorobenzene (HCB)—substances identified under the Stockholm Convention, can be generated as Non Intentionally Added Substances(NIAS)during manufacturing of some of pigments. Sudarshan remains committed to minimise these impurities through continuous process improvement, and multi-stage quality assurance to comply with stringent specification limits.

## Customer Assurance and Sustainable Value Creation

Sudarshan continues to support its customers in achieving their sustainability and compliance goals. Our selected pigments are approved for indirect food contact and other sensitive applications. Seven pigments from the Sudaperm and Sudafast ranges have received TÜV Austria's OK Compost certification, confirming compliance with EN 13432 standards for industrial compostability.

Through continuous innovation, regulatory alignment, and collaboration, Sudarshan ensures that its product portfolio complies with global standards, including REACH Annexes XVII and XIV, the ECHA-SVHC candidate list, and other relevant international directives.

CASE STUDY

**Product Stewardship in Action**

Product stewardship is a key part of our sustainability strategy, ensuring that our colorants for textiles are safe, compliant, and environmentally responsible throughout their lifecycle. Our commitment to responsible chemical management is demonstrated through product certifications recognized in the textile sector. Over 15 products from our Sudatex series are certified under the OEKO-TEX® ECO PASSPORT, with more than 25 approved under GOTS and over a dozen meeting ZDHC Level 3 conformity, supporting cleaner and more sustainable textile production. Through these measures, we ensure our colorant solutions enable our customers to meet global sustainability expectations while maintaining product performance and safety.

# Life Cycle Impact Assessment (LCIA)

Sudarshan has initiated a comprehensive Life Cycle Impact Assessment (LCIA) for selected product groups to evaluate and mitigate the environmental impacts and carbon footprint associated with their entire life cycle. The study covers key products from product segments. The product coverage contributed 22.32% of the total turnover of Sudarshan.

The system boundaries applied for Sudarshan's products include cradle-to-gate emissions. The LCIA assessment quantifies environmental impacts from raw material extraction through manufacturing, supported by product system models, process flow diagrams, and detailed operational data

# Managing Materials Responsibly

GRI 301-1, 301-2, 301-3

Across our operations, Sudarshan utilises a wide range of organic and inorganic chemicals as key inputs in pigment manufacturing. Our primary raw materials include organic intermediates, inorganic chemicals, acids, metal complexes, and other specialty chemical intermediates. Major solvents used in our processes include methanol, chlorinated solvents, benzene-based solvents, while packaging materials primarily consist of boxes, bags, drums, films, and labels.

During the reporting period, total raw material consumption stood at 1,26,346 MT and packaging material at 8,132 MT.

We remain committed to responsible material management through enhanced solvent recovery, yield optimisation, and reduction of hazardous waste. For the reporting year, no products or packaging materials were reclaimed.

CASE STUDY

**Yield Enhancement in Azo Pigment Manufacturing**

Sudarshan achieved a notable 2-3% yield improvement across more than 13 Azo pigment products through a series of targeted process enhancements. A key focus area was the reduction of batch-to-batch variations by standardizing manufacturing protocols, which led to more consistent output and improved product quality. In parallel, raw material norms were optimized to enhance efficiency and minimize waste, contributing directly to better resource utilization and cost-effectiveness.

Further improvements were realized by minimizing physical losses during handling and processing, ensuring that more of the input materials were converted into usable product. Additionally, the development of alternative vendors helped strengthen the supply chain and maintain consistent quality standards.

# Product Safety and Risk Management

At Sudarshan, employee safety and product stewardship are integral to our operations. We continuously work to enhance risk awareness and preventive culture through structured training and engagement initiatives that encourage the proactive adoption of safety measures across all functions.

Risk characterisation forms the foundation of our product safety stewardship approach, encompassing the identification of hazards and exposure risks throughout a product's life cycle, including the incorporation of defined risk criteria during the development and modification of products and services. A systematic evaluation process helps identify products that require detailed assessments, enabling the implementation of appropriate risk mitigation and control measures. These actions ensure the safe design, handling, and use of our products while protecting employees, customers, and end-users.

We follow systematic product risk assessment practices to evaluate potential impacts on human health and the environment, prioritising actions based on the latest scientific and regulatory guidance.

Our Risk Assessment and Management Policy ensures that both current and emerging material risks are identified, assessed, quantified, and effectively mitigated. The framework includes a comprehensive Process Safety Management (PSM) system, supported by a dedicated task force trained in PSM elements for employees and contract workers at all operational levels.
An Incident Management Committee oversees the investigation of all incidents, and the dissemination of lessons learned across sites to prevent recurrence. This proactive approach has strengthened our culture of accountability and continuous improvement. During the reporting period, there were no voluntary or regulatory product recalls.

# STRENGTHENING SOCIAL INCLUSIVENESS

## BRSR Principle

**Principle 3:** Businesses should respect and promote the well-being of all employees, including those in their value chains

**Principle 5:** Businesses should respect and promote human rights

## Material Topics impacted

- Human Capital Management
- Labour Relationship
- Occupational Health & Safety

## SDG Impacted

**SDG** 1, 2, 3, 4, 5, 8, 10, 11, 16

**23.4%**
Women in workforce

**100%**
workforce paid above the living wage

# Human Capital

GRI 2-7, 2-8, 202-2, 401-1, 401-2

Our workforce forms the cornerstone of our success and the driving force behind our mission to be a world-class global color solutions provider. We believe that an empowered, skilled, and engaged workforce is vital to achieving sustainable growth and innovation. Our workforce represents a blend of young talent and experienced professionals, with 1,148 permanent employees and 113 other than permanent employees. In addition, we have 202 permanent workers and 2,545 other than permanent workers, reflecting a diverse and dynamic team structure. During the year, we added 350 new employees, and the average hiring cost/FTE.

Figure 4: Existing Workforce (Employees)

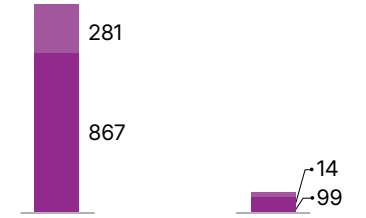
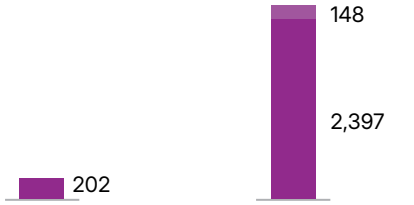



Figure 5: Existing Workforce (Workers)



We believe that gender diversity and equal opportunity are vital to driving innovation, collaboration, and sustainable growth. Women form an integral part of our workforce, contributing their expertise, and perspective across functions. We continue to strengthen initiatives that support our women workforce through continuous engagement, training, and leadership opportunities.

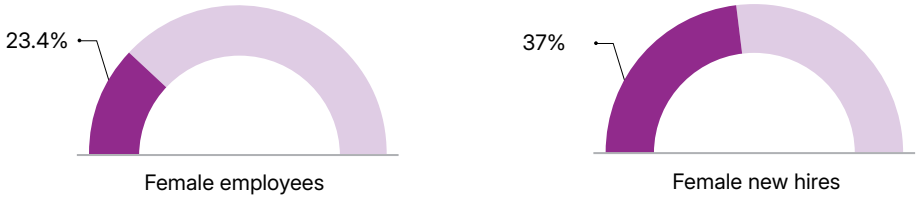



Figure: Women workforce in FY2024-25

## Employee Turnover

GRI 401-1

Employee turnover includes both voluntary and involuntary separations. Voluntary turnover refers to employees who choose to leave the organisation through resignation, while involuntary turnover includes cases such as dismissal, retirement, or death during service. During the reporting year, the employee turnover rate stood at 14% annually, with most separations due to voluntary separations, while the turnover rate among new hires was 15%.

## Differently abled workforce - Persons with Disabilities (PwD)

We remain committed to fostering an equitable and inclusive workplace that provides equal opportunities for all, including Persons with Disabilities (PwD). We recognize the unique strengths, perspectives, and talents that differently abled employees and workers bring to our organization and view inclusion not merely as a policy, but as a core value embedded in our culture. By empowering the differently abled workforce, we continue to strengthen our journey toward becoming a truly diverse, and future-ready organization.

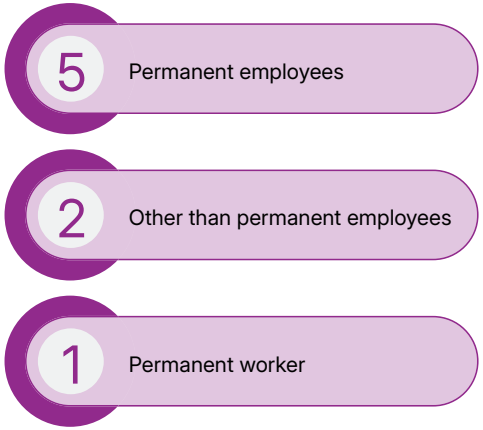



Figure 6: Differently abled workforce - Persons with Disabilities (PwD)

# Employee Development

GRI 205-2, 401-1, 404-1, 404-2, 404-3, 412-2

Our talent management approach is focused on unlocking individual potential through strategic role alignment and tailored development initiatives, ensuring excellence across all levels at Sudarshan. Our HR framework - built on the pillars of Talent Acquisition and Retention, Learning and Development, Diversity and Inclusion, and Equal Opportunity, promotes a culture of merit, fairness, and continuous growth. Guided by the Dave Ulrich model, we emphasize attracting and nurturing top talent, recognizing commitment, and upholding equitable HR practices that ensure inclusion for all.

We emphasize Employee Learning and Development, aimed at cultivating a dynamic workforce and empowering individuals to achieve their fullest potential. We design our training programs that support each employee's distinct career journey, ensuring alignment with our core competencies and strategic priorities.

## Employee Development Programmes

At Sudarshan, we nurture talent and build leadership capabilities through structured development programs anchored in the Wholesome Leadership Model – 3 Globe Framework, focusing on skills and competencies, global culture and values, and growing together.

**Suda ASPIRE** develops executive-level employees by enhancing cross-functional engagement and preparing them for evolving responsibilities.

**Suda INSPIRE** strengthens managerial capabilities with targeted interventions on functional and behavioral competencies, emphasizing people management and networking.

**Suda LEAP** equips senior leaders with technical and behavioral skills through coaching, mentoring, peer learning, and industry exposure.

Together, these initiatives foster internal competence, groom future leaders, and create a culture of continuous learning and growth. During the reporting year, 65 employees participated in ASPIRE and 20 senior leaders in LEAP, reflecting our commitment to leadership development.

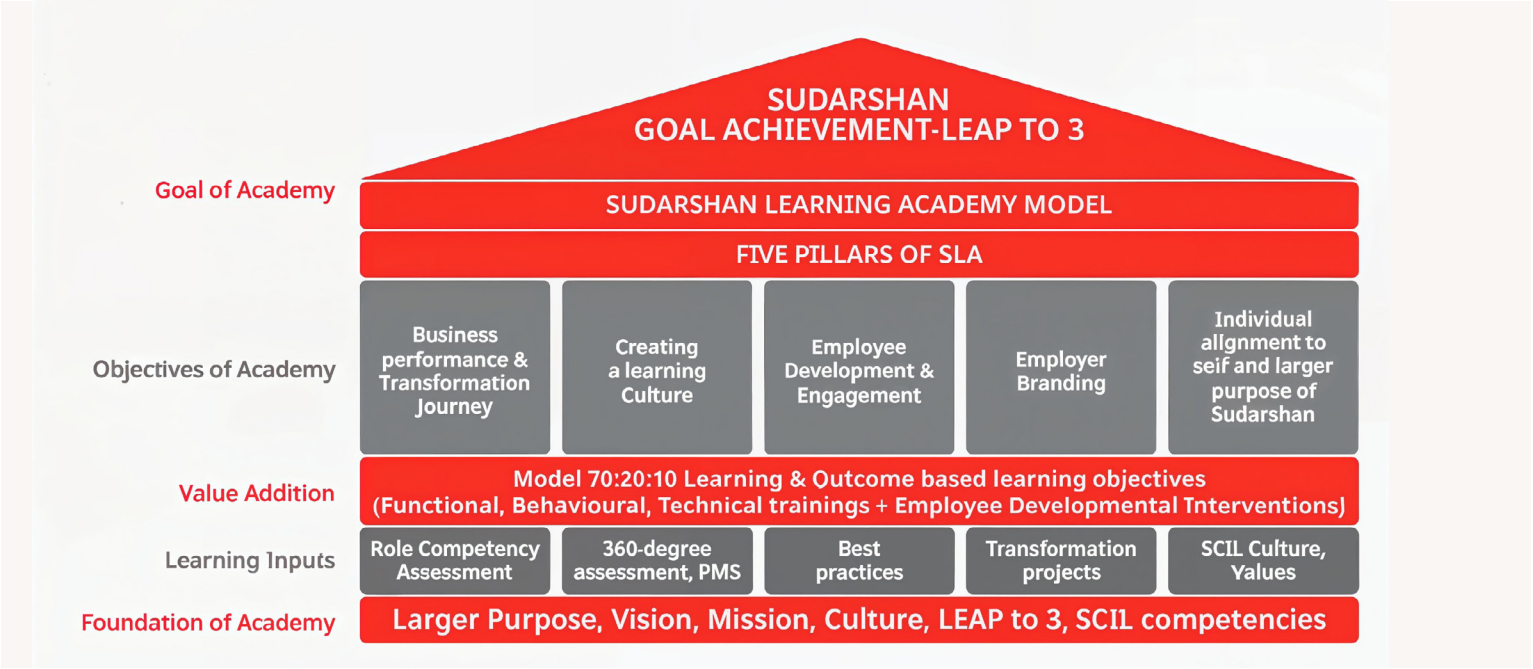
## Our Learning & Development Framework

### Sudarshan Learning Academy

The primary objective is to upgrade employee capabilities, enabling them to contribute effectively to our transformational journey toward realizing our mission. The academy acts as a cornerstone for enabling each employee to contribute to a greater purpose by equipping them with the skills and knowledge of emerging technologies, systems, and processes.

- Meeting training needs
- Optimising man days
- Ensuring training effectiveness

Figure: Goals of Sudarshan Learning Academy



Conduct training needs assessments covering behaviour, safety, and leadership skills

Establish performance-based KPIs for employees based on assessment results.

Implement holistic HR initiatives including programs for pursuing advanced degrees, new hire training focused on developing problem-solving abilities, and succession planning to nurture future leaders.

Offer wide range of learning opportunities - such as on-the-job projects, e-learning modules, and classroom sessions, to enhance skills and capabilities across all levels.

Figure: Learning and Development Framework

Our Learning and Development Framework includes 70% on-the-job learning (including action projects, team assignments, (cross-functional team projects), 20% interaction with others (including ideation forums, brainstorming sessions, mentoring, coaching) and 10% formal training (including classroom sessions, formal training, seminars and conferences).

We believe that a skilled and future-ready workforce is essential to driving innovation, operational excellence, and sustainable growth. Our Learning & Development (L&D) framework is designed to build competencies aligned with our goals and employee aspirations through structured technical, functional, and behavioural training programs. By fostering a culture of continuous learning, we empower our employees to unlock their full potential and contribute meaningfully to our mission and purpose.

| 20.95 | 100% |
|---|---|
| Average training hours per employee per year against a target of 16 hours | Employees received Code of Conduct & POSH related training program |

| Training need fulfilment ratio | | Employee days | | Training effectiveness target | |
|---|---|---|---|---|---|
| Target | Actual | Target | Actual | Target | Actual |
| 89% | 89.63% | 2 | 2.75 | 4 | 4.75 |

Table: Details on Employee Learning & Developments for FY 2024-25

The different types and scope of programs implemented, and assistance provided to upgrade employee skills in the reporting year are detailed below:

- Technical trainings – Competency building, safety management, and Responsible care trainings
- Behavioural trainings – Leadership and management competency building trainings
- Organisational trainings – ESG, POSH, Code of Conduct, Human rights, Cyber security awareness trainings and Executive development programmes

During the year, Average - 10.21 hours of annual ESG training conducted per person

## CASE STUDY

**Transformational Leadership Development through LDP 3.0**

B. Subramaniam's participation in the Leadership Development Program (LDP 3.0) marked a pivotal shift in his leadership journey, fostering a year-long transformation grounded in practical, purpose-driven frameworks. Through immersive modules on Change Management, Team and Self-Management, he gained hands-on expertise that translated into measurable improvements in team dynamics and strategic alignment. The program not only deepened his understanding of adaptive leadership but also empowered him to lead with clarity, resilience, and collaboration. Subramaniam's enhanced confidence and capability as a leader now actively contribute to driving sustainable change and aligning business outcomes with broader ESG goals.

## Talent Acquisition

Our talent acquisition efforts are aligned with future business needs, emphasizing the recruitment of individuals with critical technical, digital, and sustainability-related skills to strengthen our long-term capabilities. We have a well-defined talent acquisition process with key objectives as follows:

- Increase pool of available candidates at optimum cost
- Timely acquisition of manpower with desired skill sets
- Timely availability of required talent as per defined process and Sudarshan Learning Academy

The key stages of talent acquisition followed for hiring process are as follows:

- Talent Acquisition Initiation
- Sourcing of Resumes and Pre-Screening
- Interview & Selection
- Offer finalization
- Post-Offer Communications

### Internal Job Opportunity

We have implemented our robust "Internal Job Opportunity" policy with the key objectives as follows:

- Nurture internal talent for career progression and skillset enhancement
- Ensure that all employees are aware of and can apply for open positions
- Create a culture to promote employee growth & development

During the reporting period 25% of the open positions were filled by internal candidates.

## Performance Management

GRI 404-3

Career growth and performance development form the foundation of our organization, designed to nurture a high-performing workforce capable of driving the organization.

Our Performance Management System (PMS) ensures fairness and transparency by setting clear KPIs for all employees in alignment with their department's annual business goals, using the Balanced Scorecard method to link organizational, departmental, and individual objectives. This framework breaks down organizational goals into measurable KPIs, which cascade to departments and then to individuals, ensuring every effort contributes to broader strategic aims. Semi-annual evaluations help align objectives, while performance ratings based on supervisor feedback form the foundation for annual goal setting in the following financial year. Performance is measured against predetermined targets and KPIs, fostering accountability and continuous improvement at all levels. The organization is first rated on its fiscal-year KPIs, followed by departmental and individual ratings, with normalization ensuring alignment across levels. Our philosophy of Differentiation plays a vital role in this process, enabling us to normalize and clearly distinguish high performers. Regular reviews and career discussions further reinforce our commitment to developing future-oriented leaders who drive long-term success.

During the reporting year, 839 employees received regular performance and career development reviews Through our structured Performance Management System, 16 employees were recognized as high performers for their exceptional contribution.

# Employee Engagement

We foster a dynamic workplace culture developed on open communication and meaningful interactions, ensuring that every employee's voice is heard and valued. To assess engagement levels, we collaborate with external experts to conduct employee satisfaction surveys using a five-point scale over a two-week period.

> Conducted an employee satisfaction survey with a 96% participation rate.

The following aspects were covered in the employee survey:

- Employee Job Satisfaction
- Alignment with Organizational Purpose
- Overall Well-being and Happiness
- Workplace Stress Levels

Sudarshan has been named one of India's Best Workplace in Chemicals, 2025, reflecting our commitment towards purpose, mission, values, high performance and high trust culture developed together.

The insights from the survey help us identify key strengths and improvement areas. The survey results provided deep insights into employees' perceptions of workplace culture, leadership effectiveness, communication, collaboration, and growth opportunities. This enabled us to implement targeted interventions aimed at improving engagement, fostering a more inclusive and motivating work environment, and aligning employee aspirations with organizational goals.

### Sudha Sitara Scholarship Program

The Sudha Sitara Scholarship Program is Sudarshan's flagship CSR initiative focused on education and empowerment across all 11 blocks of Raigad district. Designed to provide equitable access to higher education, the program awarded scholarships to 235 students from over 35 colleges, including 25 boys, 25 PWDs, and a majority of girls—underscoring our commitment to gender inclusion and equal opportunity.

What sets this program apart is its employee-driven model: the entire scholarship fund is contributed by our employees. Each student is mentored by their respective donor, fostering academic, emotional, and career development. By removing financial barriers and nurturing future-ready individuals, Sudha Sitara exemplifies Sudarshan's ESG vision of inclusive and sustainable growth through meaningful community engagement.

## Initiative

### Organizational level

**Suda Connect**
Annual organization-wide town hall, wherein the Managing Director communicates organization's performance, key achievements, and strategic future.

**Suda Interconnect:**
Quarterly town hall meetings are conducted at every location, providing a platform for site leadership to communicate quarterly performance, key achievements, and upcoming strategic plans

### Departmental level

**Lean Daily Management (LDM)**
Discussions within operations are conducted across three levels to review and evaluate critical performance parameters.

- **LDM 1:** Conducted on shop floor during each shift between supervisors and field officers.
- **LDM 2:** Conducted daily among shift executives and line managers at plant.
- **LDM 3:** Occurs weekly among shift executives and line managers at the plant.

### Individual level

**HR Ninja and IR Ninja Meet**
HR department representatives engage with employees to understand their career goals, collect feedback, and resolve any concerns.

HR Ninja resolves key issues including:

- Leave and attendance clarifications
- Queries related to salary and payroll-related
- Career development guidance
- Insurance and medical benefits queries
- Settling-in support for new joiners
- Training needs identification
- General support and handholding for workplace challenges

IR Ninja provides a structured platform for open and empathetic dialogue between labor and management, promoting collaborative problem-solving and shared growth through focus on inclusivity, improved working conditions, capacity building of manpower contractors.

## Mode of Communication

### Organizational level

**Newsletters and Magazines:**
Regular newsletters, published every two weeks, include Suda Essence Values, showcase stories of value creation driven by employees. Also, Suda Soul magazine, released twice a year, delves into and celebrates our global culture.

### Departmental level

**Departmental Meetings:**
Annual departmental meetings offer a platform for staff within each department to convene, during which Department Head presents organization's performance and outlines future objectives.

### Individual level

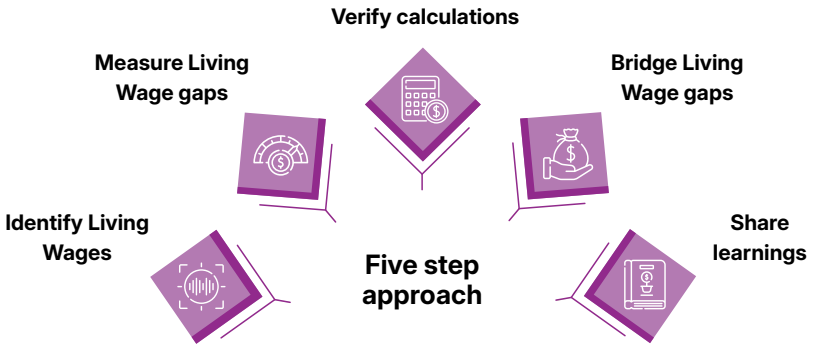
**Appreciative Conversation:**
Half-yearly performance reviews involve constructive and appreciative discussions between employees and their respective line managers.

## Living Wage Assessment

Living Wage improves productivity, morale, attendance; leads to strong reputation, recruitment; mitigates the risk & ensures overall resilient supply chain.

In our pursuit of a sustainable future, we remain dedicated to providing fair remuneration that meets our employees' basic needs, supports a decent standard of living, and enhances productivity by fostering a motivated workforce. We promote dignity and equality by complying with local minimum wage regulations and offering social benefits in line with national and international standards. Following IDH guidelines, a living wage is defined as the compensation earned for a standard workweek that enables a worker and their family to maintain a decent standard of living.

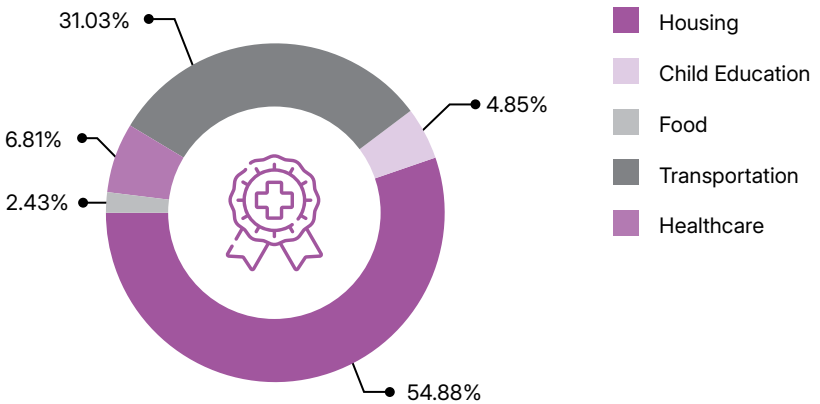
For the reporting year, we undertook a comprehensive Living Wage Assessment benchmarking recognised by IDH Living Wage Roadmap. The assessment included a five step approach as described:




The approach adopted ensured identification of living wages across operational regions, identification of wage gaps and implementation of structured program for gap closure. The data collated is wage-related data including both employees and workers at Roha and Mahad, in accordance with IDH guidelines and requirements.

In FY2024-25, 100% of our workforce is paid above the living wage. Thus, by aligning our compensation practices with global best practices, we strengthen our workforce retention and reinforce our broader ESG targets and commitments.

**Benefits & Bonuses (%) FY 2024-25**



# Promoting Workplace Safety and Wellbeing

GRI 401-2, 401-3, 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9, 403-10

At Sudarshan, safety remains a fundamental value embedded across all our operations. Guided by our 'Zero Harm' vision and the Environment, Health and Safety policy, we continue to strive for a workplace free from fatalities and serious injuries. Our approach integrates continuous improvement in operational safety, capability-building for our people, and proactive asset optimisation. Through a robust risk management framework, we systematically identify, assess, and mitigate hazards while ensuring workforce readiness and wellbeing. This year, we strengthened our Process Safety Management (PSM) practices in partnership with Risk Management Services, reinforcing a culture of accountability and leadership in safety and further reducing process safety incidents across our sites.

**0.171**
LTIFR (Workers) per 100,000 hours worked

**141.0**
Severity Index (per 200,000 hours worked)

**9**
Total Recordable Work Related Injuries

**100%**
Sites certified to Occupational Health & Safety Management System (ISO 45001:2018)

**1**
High consequence work related injury or ill-health (Workers) (excluding fatalities)

Sudarshan is committed to ensuring Occupational Health and Safety (OHS) across all operations, employees, contractors, and individuals under its supervision. Our OHS management system aligns with international standards, national laws, and industry best practices, supported by active worker consultation and participation.
We continuously improve OHS performance through proactive risk management, prioritization of action plans, and setting measurable targets. Oversight by the Board of Directors reinforces our dedication to maintaining a safe and healthy workplace.

This approach reflects our unwavering commitment to social responsibility and creating a culture of safety throughout the organization.

## Employee Wellbeing

At Sudarshan, we prioritize the well-being and work-life balance of our employees through a range of comprehensive support initiatives. We continue to advance holistic health through our Fit Sudarshan program by fostering physical, mental, and emotional resilience across our workforce.

Our employee benefits include workplace stress management programs, sports programs and health initiatives to promote physical and mental wellness. We offer flexible working options such as adjustable working hours, and work-from-home arrangements, determined on a case-by-case basis in line with applicable policies.

Our family support benefits include childcare facilities or contributions, breastfeeding facilities at all sites, and paid parental leave for both primary and non-primary caregivers.

Additionally, our Occupational Health Centres (OHCs) conduct pre-employment screenings, periodic medical check-ups, and continuous health surveillance to ensure early detection and prevention of occupational health risks. Complementing these initiatives, we undertake regular exposure assessments and maintain stringent controls to minimise potential hazards. The health management team further supports this agenda through lifestyle management training and awareness programs that encourage lasting wellbeing practices.

### Spiritual Wellbeing

**Nurturing a sense of purpose and inner wellbeing at Sudarshan.**

In FY2024-25, we celebrated International Yoga Day at our Head Office by organizing guided yoga sessions aimed at promoting mindfulness, physical fitness, and stress management.

Additionally, on 21st December, we observed World Meditation Day, where employees participated in a live meditation session broadcast by the United Nations under the theme "Inner Peace, Global Harmony."

### Physical Well-being

We prioritize health through annual check-ups, nutrition-focused canteen management, and fitness challenges. In FY 2024-25, we organized the Roha Half Marathon under the theme "Run Safe, Stay Safe" to promote active lifestyles.

### Wellbeing Beyond Work

To foster engagement and social health, we host sports tournaments such as cricket and badminton leagues, encouraging teamwork and camaraderie. These initiatives collectively create a positive, resilient, and healthy workplace culture.

# Our Human Rights Agenda

GRI 2-30, 402-1, 406-1, 407-1, 408-1, 409-1, 410-1, 411-1

At Sudarshan, we remain steadfast in our commitment to upholding human rights as a fundamental pillar of responsible business conduct. We ensure that dignity, equality, and respect are embedded across all aspects of our operations and stakeholder relationships. Our approach is guided by the Universal Declaration of Human Rights (UDHR), the UN Guiding Principles on Business and Human Rights, and relevant international conventions. In alignment with these principles, our policies and practices ensure full compliance with applicable laws while actively promoting safe, fair, and inclusive workplaces. We also adhere to the Voluntary Principles on Security and Human Rights, conducting regular risk assessments and engaging with security partners to prevent and mitigate any potential human rights violations. During the reporting period, 88.1% of our employees and all workers received training on human rights issues and related policies.

- We maintain zero tolerance for child labour, forced labour, or any form of coercive employment, whether occurring directly or through third-party contractual relationships.
- Our workplaces are free from discrimination and harassment, fostering an environment of fairness, inclusivity, and mutual respect.
- We ensure strict compliance with local minimum wage laws and provide social security benefits consistent with both national legislation and international labour standards.

**Grievance Redressal Mechanism**

During the reporting period, no incidents of child labour, forced labour, physical or verbal abuse, or any other human rights violations were reported across our operations.

### POSH: Prevention of Sexual Harassment

At Sudarshan, we remain committed to fostering a workplace anchored in safety, dignity, and mutual respect. Our Prevention of Sexual Harassment (POSH) Policy reinforces this commitment by ensuring zero tolerance toward any form of misconduct. The policy framework includes regular awareness and training sessions for all employees, aimed at building sensitivity and accountability. To ensure transparency and fairness, an Internal Complaints Committee (ICC) has been constituted to handle grievances promptly and impartially, strengthening trust and confidence across our workforce. During the reporting period, multiple sessions were conducted on POSH, Code of Conduct (CoC), whistle blower mechanisms and discrimination & harassment across all our sites. In FY 2024-25 two incidents were reported under the POSH Policy, both of which were addressed and resolved appropriately.

## Labour Practice Programmes and Commitment

GRI 202-1

At Sudarshan, we are committed to fostering fair, safe, and inclusive working conditions for all employees. Our labour practices ensure payment of a living wage and equal remuneration for men and women, while maintaining wages at or above cost-of-living benchmarks. We routinely monitor working hours to prevent excessive overtime, guarantee payment for overtime work, and set maximum working hours to promote work-life balance. We actively engage with workers' representatives to review and improve working conditions, ensuring transparency and collaboration. Additionally, we adhere to minimum consultation and notice periods before any mass terminations, reinforcing fairness and respect for employee rights.

Beyond compliance, we strive to enhance employee well-being through expanded social protection measures that go beyond statutory programs. We ensure employees take their entitled paid annual leave and routinely monitor the gender pay gap to achieve equity. Recognizing the evolving industrial and climate landscape, we provide training and reskilling opportunities to mitigate potential negative impacts of climate-related transition changes, empowering our workforce to adapt and thrive.

## Right to Freedom of Association

At Sudarshan, we are committed to upholding human rights uniformly across our workforce, encompassing both permanent and contractual employees. Our facilities operate within a robust framework designed to ensure fair labour practices, safeguard employee wellbeing, and maintain accountability in contract labour management. Through these transparent dialogues, Collective Bargaining Agreements (CBAs) are established, covering key aspects such as compensation, working conditions, bonuses, health and safety standards, and productivity parameters. During the reporting period, 100% of our permanent workers were represented by an independent trade union or covered by collective bargaining agreements.

## Diversity and Inclusion

At Sudarshan, we believe that diversity and inclusion are essential drivers of innovation, collaboration, and long-term success in a global work environment. We are committed to cultivating a workplace where every individual feels valued, respected, and empowered to contribute their unique perspectives. Guided by our Diversity and Inclusion (D&I) Policy, we ensure clear accountability and well-defined responsibilities across all functions. We continue to make steady progress toward our goal of achieving 30% women participation in the overall workforce. For the reporting year, Sudarshan's disclosures primarily pertain to India, where monitoring workforce composition by ethnic or racial minority groups is neither legally required nor a common practice. Furthermore, as of March 2025, the majority of our workforce is of Indian origin. Our diversity and inclusion approach instead prioritizes building an equitable workplace grounded in individual merit, skills, and performance. Our policies and practices are designed to uphold non-discrimination and provide equal opportunities for all employees.

## Gender Inclusivity

At Sudarshan, we view gender inclusivity as a cornerstone of an equitable and high-performing workplace. We continue to strengthen our commitment to empowering women by fostering an environment where they are respected, supported, and offered equal opportunities for professional growth and leadership.

Our flagship initiative, the SUDA SAKHI Employee Resource Group (ERG), continues to play a vital role in advancing this vision. The platform enables open dialogue, peer support, and collective problem-solving among women employees. Regular learning sessions are organised through the ERG, focusing on diverse themes such as health and safety, self-defence, emotional wellbeing, and personal development. These efforts aim to build confidence, enhance awareness, and promote a culture of inclusion and empowerment across all levels of the organisation.

Complementing this initiative, our SUDA SAKHI program continues to champion the holistic development of women through a series of targeted interventions. The initiative focuses on multiple dimensions of wellbeing - encompassing physical health, stress management, personality development, financial literacy, and professional skill enhancement. By integrating these efforts, we aim to create a workplace ecosystem that nurtures confidence, capability, and overall satisfaction among women employees.

| Diversity Indicator | Percentage (%) as on FY25 |
|---|---|
| Share of women in total workforce (as % of total workforce) | 23.4% |
| Share of women in all management positions, including junior, middle and top management (as % of total management positions) | 11% |
| Share of women in junior management positions, i.e. first level of management (as % of total junior management positions) | 11% |
| Share of women in top management positions, i.e. maximum two levels away from the CEO or comparable positions (as % of total top management positions) | 16% |
| Share of women in management positions in revenue-generating functions (e.g. sales) as % of all such managers (i.e. excluding support functions such as HR, IT, Legal, etc.) | 33% |
| Share of women in STEM-related positions (as % of total STEM positions) | 25.14% |

| | FY 2024-25 | FY 2023-24 |
|---|---|---|
| Women in workforce (permanent employees) | 281 | 217 |
| Women as new hires | 128 | 75 |

## Inclusion of Persons with Disabilities

In line with our ESG and Human Rights Policy, Sudarshan remains committed to advancing the rights and inclusion of persons with disabilities. We strive to create a workplace built on dignity, equality, and respect-where every individual can contribute meaningfully, irrespective of ability. In adherence to The Rights of Persons with Disabilities Act, 2016, we have integrated inclusive design and accessibility features across our facilities to ensure ease of movement and participation.

As of March 31, 2025, seven employees with disabilities are part of our workforce, exemplifying our continued progress towards building a more diverse and inclusive organisation. We remain focused on expanding opportunities, enhancing accessibility, and nurturing a culture that empowers individuals of all abilities to thrive.

## Multi-generational Workforce

With a focus on building a dynamic and future-ready organisation, Sudarshan continues to nurture young talent while promoting collaboration across generations. We recognise that the diversity of our multi-generational workforce fosters innovation and brings together a wide spectrum of perspectives and experiences. As of FY 2024–25, 50% of our employees are under the age of 30, maintaining consistent representation as we continue working toward our target of 60% participation by this age group.

# Customer-Centric Approach

GRI 416-2

At Sudarshan, our customer-first philosophy is embedded in every aspect of our business. We go beyond simply delivering products and services - we strive to create meaningful experiences through responsiveness, reliability, and partnership. Every interaction is an opportunity to listen, understand, and deliver solutions tailored to our customers' unique needs. By continuously anticipating expectations and adding value at every touchpoint, we aim to build enduring relationships founded on trust, care, and excellence.

Delivering value-added products and customised solutions tailored to meet specific customer needs.

Engaging proactively with customers to gather feedback and insights, ensuring timely and effective resolution of concerns.

Upholding stringent and consistent quality standards to guarantee that all products are safe, reliable, and user-friendly

# Driving Customer-Centric Growth

At Sudarshan, we place strong emphasis on cultivating meaningful and lasting relationships with our customers. Our dedicated sales team works closely with clients to understand their specific needs and deliver customised solutions through a proactive, service-oriented approach. Specialised Key Account Managers cater to corporate clients, ensuring consistent product quality, on-time delivery, and seamless communication.

Each customer is supported by a designated relationship manager, providing a personalised experience and enabling swift resolution of queries. To further enhance transparency and collaboration, we share performance dashboards with key customers, offering insights on service quality and operational efficiency. In addition, our Customer Grievance Redressal Mechanism - accessible through our website- enables customers to report concerns, including those related to data privacy and information security, reinforcing our commitment to trust, accountability, and continuous improvement.

### Customer Trainings

During the reporting year, Sudarshan deepened customer engagement through a series of targeted knowledge-sharing and collaboration initiatives. The Technical Marketing Team organised periodic training programs for customers, covering our diverse product portfolio, recent innovations, evolving market dynamics, and updates on global pigment regulations. These interactive sessions strengthened technical awareness and also facilitated co-creation opportunities, leading to several joint development projects focused on sustainability, niche applications, and cost-efficient pigment solutions. We also welcomed customers to our manufacturing and R&D facilities, providing firsthand exposure to our advanced processes, quality control systems, and innovation capabilities. Such interactions have helped enhance transparency and reinforce trust in our operations. Guided by our Customer Centric Policy and Code of Conduct, employees are trained to prioritise responsiveness, encourage feedback, and ensure swift resolution of customer concerns. Regular satisfaction surveys conducted during the year provided actionable insights, driving measurable improvements in service delivery and overall customer experience.

### Customer Satisfaction Survey

As part of our commitment to continuous improvement and stakeholder engagement, we carried out a nationwide customer satisfaction survey. The objective was to gather insights on product quality, service efficiency, and overall customer experience. The survey results indicated an overall satisfaction level of 75%, with an impressive engagement score of 84%. The feedback received has been thoroughly analyzed to identify opportunities for enhancement, reinforcing our dedication to transparency and responsible business practices.

# Supply Chain Integrity

GRI 204-1, 308-1, 308-2, 414-1, 414-2

The strength and sustainability of Sudarshan's supply chain is essential to the success of our business. We place strong emphasis on ethical sourcing and responsible supplier partnerships. Our approach goes beyond transactional relationships - we work collaboratively with our suppliers to uphold shared values of integrity, fairness, and environmental responsibility. Through continuous engagement and sustainable procurement practices, we strive to reduce environmental impact, promote equitable growth, and ensure long-term supply chain resilience that supports both business continuity and our broader sustainability goals.

100% of our suppliers are informed about the Code of Conduct for Business Partners and Responsible Procurement policy

100% of our supplier contracts have clauses on environmental, labor, and human rights requirements

## Supplier Ethics and Compliance

At Sudarshan, we continue to strengthen the foundations of responsible sourcing and ethical procurement through our Supplier Engagement Program (Supplier-51). Guided by our Responsible Sourcing Policy, we ensure full compliance with labour laws and uphold a strict zero-tolerance approach toward child labour, forced labour, and unethical practices.

Our Supplier-51 Program focuses on our most critical suppliers-covering nearly 70% of total material spend-to embed sustainability expectations throughout the value chain.

During the reporting year, we deepened our supplier evaluation processes by implementing a comprehensive Supplier Assessment Questionnaire (SAQ) for all tier-1 suppliers. This framework enables systematic ESG screening across environmental, social, and governance criteria - including environmental clearances, labour standards, and human rights protections - resulting in a 100% ESG screening rate for new suppliers. Preferred suppliers are encouraged to maintain certifications such as ISO 14001, ISO 45001, or equivalent, reinforcing our alignment with global sustainability benchmarks.

We maintain ongoing engagement with suppliers through multiple communication channels - vendor portals, virtual and in-person meetings, conferences, and industry events - to promote transparency and collaboration. Our Supplier Engagement Program (Supplier-51) further identifies and manages critical supplier relationships based on spend analysis and business risk factors. In addition, we conduct targeted audits for our mica supply chain and undertake supplier criticality assessments to proactively manage ESG risks. These initiatives collectively ensure that sustainability, ethics, and accountability remain at the core of Sudarshan's procurement and supply chain operations.

This year, Sudarshan proudly achieved the ISO 20400:2017 Sustainable Procurement Certification, reaffirming our commitment to embedding sustainability principles across our supply chain. This certification recognizes our structured approach to integrating ethical, environmental, and social considerations in every stage of procurement — from supplier selection and material sourcing to logistics and lifecycle management.
Through this milestone, we continue to strengthen supplier engagement on human rights, fair labour practices, circularity, and resource efficiency, ensuring alignment with global sustainability standards. The achievement reflects our vision of building a transparent, resilient, and future-ready supply chain that creates shared value for all stakeholders.

## Supplier Sustainability Programs

Sudarshan is committed to fostering responsible and ethical practices throughout the supply chain. Under the Social pillar, we prioritize fair labour practices, human rights, and community well-being by integrating ESG considerations into supplier management. We conduct regular reviews of purchasing practices to ensure alignment with our Supplier Code of Conduct, mitigating potential conflicts with ESG requirements. Preference is given to suppliers demonstrating strong ESG performance, promoting diversity, equity, and inclusion across our value chain partners. Additionally, we provide targeted training for buyers and internal stakeholders to reinforce their roles in implementing supplier ESG programs, ensuring accountability and continuous improvement in supply chain standards.

## Supply Chain Management program

At Sudarshan, we continue to embed sustainability at the core of our procurement and supply chain management through our Responsible Supply Chain Initiative. This framework integrates robust ESG principles into sourcing practices, aiming to strengthen supply resilience, diversify dependencies, and promote ethical and environmentally responsible operations. Our supplier selection and evaluation processes are designed to assess business relevance, social, environmental, and governance performance, with a strong preference for local suppliers who meet our quality and sustainability standards-thereby supporting regional economic development. In addition to the established selection processes, country-specific and sector-specific risks are evaluated during the assessment.

Engagement with our suppliers remains a key priority. We maintain regular communication-weekly with critical suppliers and monthly with others-through multiple channels such as vendor portals, digital platforms, conferences, and direct meetings. These interactions help strengthen relationships, enhance transparency, and ensure supply continuity while maintaining competitiveness.

| S.No. | Criteria | Response |
|---|---|---|
| 1 | % of new suppliers screened for ESG Compliance | 100% |
| 2 | % of existing suppliers screened for ESG compliance | 75% |
| 3 | Risk category | Low Risk, Medium Risk and High Risk |
| 4 | % suppliers reporting BRSR | 21% |
| 5 | % suppliers achieving ISO 14001 | 47% |
| 6 | % suppliers achieving ISO 9001 | 69% |

During the reporting period, we achieved 100% ESG screening of all new suppliers. Additionally, in collaboration with Responsible Mica Initiative (RMI), on-site supplier assessments were conducted for over 15 suppliers by an independent accredited auditing body.

Our Code of Conduct for Business Partners continues to serve as a cornerstone for ethical collaboration, outlining expectations related to fair business practices, compliance, human rights, and labour standards for all tier-1 suppliers.

## Grievance Mechanism for Supply Chain

We have established a formal grievance redressal mechanism to ensure that supplier concerns are addressed in a transparent and timely manner. In the event that a supplier is dissatisfied with the resolution provided at Level 1, the grievance may be escalated by submitting a written complaint via a dedicated email ID. This mailbox is managed by a designated central team responsible for reviewing escalated grievances and, where necessary, referring them to the Central Procurement Officer (CPO) for further evaluation and resolution.

# Building Empowered Communities

GRI 413-1, 413-2

## A Strategy of Inclusive and Sustainable Growth

At Sudarshan, social value creation is central to our sustainability agenda. Guided by our CSR philosophy SUDHA – Sudarshan's Holistic Aspirations, we are committed to building inclusive, self-reliant, and resilient communities around our operational areas. Through SUDHA, we collaborate with Gram Panchayats, Self-Help Groups (SHGs), schools, and local government agencies to co-create sustainable development models that deliver measurable impact across education, healthcare, livelihoods, environment, and community governance.

In FY 2024–25, we invested 20.46 million in CSR, positively impacting over 1,20,000 lives across Raigad and Pune districts. Our initiatives, implemented through the Sudarshan CSR Foundation, align with Schedule VII of the Companies Act, 2013, national sustainability priorities, and multiple UN Sustainable Development Goals (SDGs 1, 3, 4, 5, 6, 8, 11, 13, and 17).

## Strengthening Community Governance and Development

**Beneficiaries: 57,647**

We believe that transparent and participatory local governance is the foundation of sustainable rural development. Our interventions focus on enhancing institutional capacity, digital transparency, and community infrastructure.

- **ISO-Certified Gram Panchayats:** Four Gram Panchayats from Roha, Mahad, and Sutarwadi achieved **ISO certification**, institutionalizing robust administrative systems, improved service delivery, and citizen accountability.
- **Building Leadership Capacity:** Through **12 capacity-building programs**, we trained **1,017 grassroots leaders**—including Sarpanches, Gram Sevaks, ASHA workers, and CRPs. Two Panchayats adopted **barcode systems for tax collection**, improving transparency and revenue efficiency.
- **Clean Energy for Safer Villages: 70 solar streetlights** were installed across partner villages, promoting renewable energy, enhancing public safety, and reducing electricity costs.
- **Digital Governance:** Over **5,000 villagers** gained access to welfare schemes through a QR-based information platform, promoting awareness and digital inclusion.

**Impact:** Enhanced administrative efficiency, improved community participation, and adoption of clean energy systems at the grassroots level.

## Empowering Women and Promoting Sustainable Livelihoods

**Beneficiaries: 3,024**

Economic independence and skill development are vital for inclusive growth. Sudarshan's livelihood interventions focus on empowering women and youth through training, entrepreneurship, and microenterprise creation.

- **Skill & Entrepreneurship Development: 1,941 youth** trained across multiple domains, resulting in 198 startup ventures and increased local employment.
- **Empowering Women Entrepreneurs:** The **USHA Stitching Unit** and **'Sukushal' Uniform-Making Project** provided professional training to **300+ women**, many of whom secured bulk orders, leading to a consistent **₹3,000/month increase** in income.
- **Strengthening SHGs: 330 SHGs** were supported through training, capacity building, and financial literacy sessions, fostering entrepreneurship and collective empowerment.
- **Market-Linked Employment: 6 ITI graduates** secured jobs with salaries up to **₹18,000/ month,** validating the relevance of our skill programs.

**Impact:** Strengthened women's entrepreneurship, improved household income, and established a culture of self-reliance and innovation.

## CASE STUDY

**From Plastic to Paper - Building a Sustainable Office Culture**

A sustainability review revealed that our offices were consuming nearly 350 single-use plastic bin liners every day - over 100,000 annually - a hidden but significant contributor to landfill waste and plastic pollution. To address this, we replaced plastic liners with durable, reusable paper bags made from recycled paper. These bags were introduced across dry waste bins and produced in collaboration with a local Women's Self-Help Group (SHG), providing training, resources, and steady income opportunities. This initiative not only reduced plastic dependency but also created meaningful social impact by empowering women through sustainable livelihoods. The results have been transformative: 100,000+ plastic bags eliminated each year, equivalent to nearly 150 kg of plastic avoided per year. Beyond the environmental benefits, the initiative has enhanced employee awareness of responsible waste practices and embedded circular economy principles into daily operations.

Building on this success, we plan to scale the program across all sites, expand SHG partnerships, and diversify into additional paper-based alternatives - demonstrating how small operational changes can drive lasting environmental and social transformation.

**Education: From Access to Excellence**

**Beneficiaries: 13,398+**

Education is the cornerstone of sustainable development. Our efforts extend from early childhood learning to higher education, focusing on access, quality, and holistic growth.

- **ISO-Certified Institutions: 8 Zilla Parishad schools** and **4 Anganwadis** achieved ISO certification, enhancing infrastructure, hygiene, and teaching quality.
- **Digital & Solar Learning: 12 solar-powered e-learning units** ensured uninterrupted access to interactive education in rural areas with erratic power supply.
- **Project Sujan:** Led by employee volunteers, this flagship initiative trained 2,850 students in practical life skills - plumbing, carpentry, electrical work, and gardening - bridging the gap between theory and real-world application.
- **Remedial Education: 350 underprivileged children** in urban slums received consistent academic support, improving learning outcomes and reducing dropout rates.
- **Sudha Sitara Scholarships: 235 meritorious students,** including Persons with Disabilities, were supported in pursuing higher education with dignity and confidence.
- **Nutrition & Awareness: 4 schools** developed organic kitchen gardens, enhancing nutrition through fresh produce for midday meals, while **150 students** participated in sessions on climate change and sustainability.
- 5,000+ students provided with e-learning access
- 8,000+ students trained in essential life skills
- Establishment of JM Rathi School for community education

**Impact:** Strengthened learning ecosystems, reduced educational inequity, and nurtured the next generation of skilled, socially conscious citizens.

## Health and Well-being: Preventive, Inclusive, and Holistic

**Beneficiaries: 6,511**

We aim to enhance the physical and mental well-being of communities, with a focus on preventive healthcare, women's health, and nutrition.

- **Accessible Healthcare:** Conducted **eye and arthro-neuro camps** screening **1,490 individuals;** funded **300 free cataract surgeries**, restoring vision and dignity to senior citizens.
- **Menstrual Health Awareness:** Educated **1,040 adolescent girls** and parents through structured sessions on menstrual hygiene, supported by health kit distribution to promote healthy practices and openness.
- **Mental Health & Aarogyasakhi Training:** Trained **280 community health champions** and conducted awareness sessions for **600+ students and SHG women**, promoting grassroots mental health resilience.
- **Nutrition Gardens: 100+ families** established kitchen gardens, saving ~₹900/month on vegetables and improving dietary diversity.

**Impact:** Improved access to preventive care, enhanced adolescent health literacy, and strengthened grassroots mental health awareness.

## Environmental Stewardship: Community-Led Conservation

**Beneficiaries: 40,324**

Our environmental initiatives balance ecological restoration with livelihood generation, promoting circular economy models and climate resilience.

- **Water Resource Development Project (WRDP):** Constructed **2 CNBs, 4 gabions, 4 demo plots, and 1 Vanrai Bandhara**, benefiting **3,000+ villagers**. Farmers earned **₹45,000 in three months** through vegetable demo plots linking water conservation to income generation.
- **Tree Plantation:** Planted **1,304 trees** with a **90% survival rate**, prioritizing indigenous and horticultural species for long-term livelihood benefits.
- **Waste-Free Villages:** Established **20 waste-free villages,** processing **1.7 tons of waste daily** and installing **5,000+ compost pits**, leading to cleaner and healthier communities.
- **Organic Farming Transition:** Supported **150 farmers** in shifting to organic agriculture, improving soil fertility and achieving certification.
- **Community Awareness:** The **Nirmalya Collection Drive** engaged **5,000+ citizens** in sustainable waste management and composting.

**Impact:** Strengthened climate resilience, improved agricultural sustainability, and advanced a culture of community-led environmental responsibility.

**Water Resource Development Project – Tackling Water Challenges in Mahad**

To combat water scarcity in Mahad, Sudarshan developed check dams, gabion structures, and promoted Wadi horticulture, covering 1,315.66 hectares and benefiting 600+ households. These efforts improved rainwater storage, groundwater recharge, and irrigation.
Training in modern farming and efficient irrigation boosted productivity, soil health, and water conservation. The project raised groundwater levels, ensured water during dry seasons, and strengthened livelihoods—advancing SDGs 2, 6, 13, and 15 while reinforcing Sudarshan's ESG commitment to sustainability and climate resilience.

**Employees: The Catalysts of Change**

**Participants: 828 Employees**

Our employees are the heart of Sudarshan's social mission. In FY 2024–25, 828 employees contributed 1,919 hours across initiatives—from life-skill teaching and scholarship facilitation to tree plantation and blood donation.

- Employee volunteers mentored specially abled children through the Aniket Seva Sansthan partnership.
- CSR participation was integrated into Leadership Development Programs, linking corporate purpose with social responsibility.

**Impact:** Fostered a culture of volunteerism, empathy, and responsible citizenship across the organization.

# The Road Ahead

Building on this year's success, Sudarshan aims to:

1. Establish district-level skill hubs with NSDC and local government partners.
2. Expand waste-free village models to 50 villages by 2026.
3. Deepen school-based sustainability programs integrating environment and STEM learning.
4. Strengthen women-led microenterprises under the Sukushal brand.
5. Scale climate-resilient agriculture and water resource initiatives for livelihood resilience.

Through these continued efforts, Sudarshan reaffirms its commitment to inclusive growth, environmental stewardship, and shared prosperity—Driving Sustainability Transformation and Creating Lasting Value for every community we serve.

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| Principle 8 | | Businesses should undertake initiatives to promote greater environmental responsibility | 48-58 |
| Principle 9 | | Businesses should encourage the development and diffusion of environmentally friendly technologies | 61-67 |
| Principle 10 | Anti-corruption | Businesses should work against corruption in all its forms, including extortion and bribery | 30, 31, 32, 37, 40, 41, 42 |

# ESG Data Pack

| Particulars | FY 2024-25 (INR Million) | FY 2023-24 (INR Million) | FY 2022-23 (INR Million) |
|---|---|---|---|
| Net Revenue from Operations | 25,339.45 | 21,414.29 | 19,761.05 |
| Revenue from other sources | 304.56 | 173.94 | 41.5 |
| **Total revenue** | **25,644.01** | **21,588.23** | **19,802.55** |
| Operating cost (includes the cost of raw materials, depreciation, and other expenses) | 21,550.45 | 18,557.41 | 17,787.86 |
| Employee wages and benefit | 1,687.10 | 1,474.70 | 1,269.53 |
| **EBIT** | **2,406.46** | **1,556.12** | **745.16** |
| Interest | 282.96 | 287.07 | 366.89 |
| Profit before exceptional items and tax | 2,123.50 | 1,269.05 | - |
| Exceptional items | -182.14 | 3,116.60 | - |
| **PBT** | **1,941.36** | **4,385.65*** | **378.27** |
| Tax | 531.62 | 1,034.41 | 64.17 |
| PAT | 1,409.74 | 3,351.24 | 314.1 |
| Dividend (net of DDT) | 69.23 | 353.06 | 346.14 |
| **Retained earnings (for the FY)** | **1,334.73** | **2,984.11** | **(28.6)** |

Note: *Includes Profit before exceptional items and tax & Exceptional items. Exceptional items include sale of freehold land and divestment of wholly owned subsidiary. Refer note 53 of Sudarshan's Annual Report FY 23-24; Page 243 for further details.

Table: Details of Financial Performance

| Defined Contribution schemes | FY 2024-25 (INR Million) | FY 2023-24 (INR Million) | FY 2022-23 (INR Million) |
|---|---|---|---|
| Contribution to Provident Fund* | 63.72 | 64.23 | 64.38 |
| Contribution to Gratuity Fund | 19.74 | 19.94 | 21.01 |

*Includes contribution towards Employee State Insurance Scheme

Table: Contribution Towards Pension and Retirement Plans

| S. No. | Particulars | Unit | FY 2024-25 | FY 2023-24 | FY 2022-23 |
|---|---|---|---|---|---|
| 1 | Electricity – Solar | GJ | 92,376 | 89,798 | 87,488 |
| 2 | Electricity- Wind | GJ | 36,829 | 47,349 | 21,463 |
| 3 | Electricity – Purchased | GJ | 1,25,283 | 65,006 | 75,133 |
| 4 | **Total Purchased (RE+ Non-RE)** | **GJ** | **2,54,489** | **2,02,153** | **1,84,083** |
| 5 | Coal | GJ | 27,92,952 | 23,60,375 | 19,02,426 |
| 6 | Diesel | GJ | 4,933 | 3,737 | 4,107 |
| 7 | Furnace Oil | GJ | - | - | 3,651 |
| 8 | LDO | GJ | 2,115 | 1,207 | 483 |
| 9 | LPG | GJ | - | - | 1,958 |
| 10 | **Total Energy Consumption** | **GJ** | **30,54,491** | **25,67,472** | **20,96,708** |
| 11 | Energy Intensity per metric ton of product | GJ/MT | 75.8 | 72.0 | 70.4 |

Table: Details on Energy Management

| S. No | Particulars | Unit | FY 2024-25 | FY 2023-24 | FY 2022-23 |
|---|---|---|---|---|---|
| 1 | Coal | $tCO_2e$ | 2,64,213 | 2,23,291 | 1,82,823 |
| 2 | Electricity - Purchased | $tCO_2e$ | 24,882 | 15,828 | 14,922 |
| 3 | Diesel | $tCO_2e$ | 366 | 294 | 304 |
| 4 | Furnace Oil | $tCO_2e$ | - | - | 283 |
| 5 | LDO | $tCO_2e$ | 157 | 89 | 36 |
| 6 | LPG | $tCO_2e$ | - | - | 124 |
| 7 | Scope 1 | $tCO_2e$ | 2,64,736 | 2,23,675 | 1,83,569 |
| 8 | Scope 2* | $tCO_2e$ | 24,883 | 15,828* | 14,922 |
| 9 | **Total GHG Emissions** | **$tCO_2e$** | **2,89,618** | **2,39,503** | **1,98,491** |
| 10 | GHG Emissions Intensity per metric ton of product ($tCO_2e$/MT) | $tCO_2e$/MT of production | 7.18 | 6.71 | 6.74 |
| 11 | Emission intensity per unit of revenue (INR Million) | $tCO_2e$/INR million | 11.42 | 11.18 | 10.02 |

*Note - Scope 2 emission factor has been updated with latest available factor for FY23-24 and FY24-25

Table: Details on GHG Emission

| Type of Waste | Total Waste generated (MT) | | |
|---|---|---|---|
| | FY 2024-25 | FY 2023-24 | FY 2022-23 |
| Plastic waste | 659 | 715 | 584 |
| E-waste | 1.90 | - | 4 |
| Bio-medical waste | 0.21 | 0.01 | 0.02 |
| Battery waste | 11.5 | 6 | 0 |
| **Hazardous waste** | **8,513** | **6,620** | **6,587** |
| **Non-hazardous waste** | **18,998** | **19,523** | **16,195** |
| **Total waste generated** | **28,184** | **26,865** | **23,371** |

Table: Overall waste generated

| Hazardous Waste Type | Roha | Mahad | Sutarwadi | Total | Disposal |
|---|---|---|---|---|---|
| Used Oil | 24.90 | 1.42 | 0.08 | 26.40 | Recycled |
| Discarded Asbestos | | 16.26 | | 16.26 | Landfill |
| Spent Solvent | 83.17 | | | 83.17 | Recycled |
| Distillation residue | 380.09 | | 2.32 | 382.41 | Incineration |
| Process Residue | | | 0.15 | 0.15 | Incineration |
| Process Residue | | 150.90 | | 150.90 | Incineration |
| Recovered pigment | 61.40 | | | 61.40 | Recycled |
| Empty Barrales (Nos)*8.5kg | 58.12 | 42.32 | | 100.44 | Recycled |
| Air gas cleaning residue | | | | - | Landfill |
| Ion exchange resins | | | | - | Incineration |
| Evaporation Residue | | | | - | Landfill |
| Empty Barrales (MT) | | | | - | Recycled |
| Spent Carbon | | | | - | Incineration |
| Spent Catalyst | | | | - | Incineration |

| Hazardous Waste Type | Roha | Mahad | Sutarwadi | Total | Disposal |
|---|---|---|---|---|---|
| ETP Sludge | 7,132.19 | 313.62 | 1.163 | 7,446.97 | Landfill |
| Incinerator Ash | 9.00 | 0 | | 9.00 | Landfill |
| Contaminated Cotton Rags | | - | 5.33 | 5.33 | Incineration |
| Mixed Plastic Waste | 230.67 | - | | 230.67 | Incineration |
| **Total** | **7,979.54** | **524.52** | **9.04** | **8,513.11** | |

Table: Details on Hazardous waste type

| Water Particulars | FY 2024-25 ($m^3$) | FY 2023-24 ($m^3$) | FY 2022-23 ($m^3$) |
|---|---|---|---|
| Water Withdrawal (Source: Third Party Water) | 49,88,200 | 43,87,129 | 39,02,646 |
| Water Consumption | 6,26,263 | 7,02,390 | 10,78,407 |
| Water Discharge | 37,92,837 | 36,84,739 | 28,24,239 |
| Water Consumption Intensity ($m^3$/MT) | 15.54 | 19.69 | 36.22 |
| **Specific Water Withdrawal Intensity ($m^3$/MT)** | **123** | **123** | **131** |

Table: Details on water management

| New Hires in the reporting year | Average number of employees in FY 2024-25 | Turnover Rate |
|---|---|---|
| 350 | 1,162.5 | 15% |

Table: New Hire turnover rate in FY 2024-25

| Categorization | FY 2024-25 | FY 2023-24 |
|---|---|---|
| Women in workforce (permanent employees) | 281 | 217 |
| Women as new hires | 128 | 75 |

Table: Total Number of women workforce and new hires for FY2024-25

| Total Number of Hires by Category, Region, Age, and Gender | | | |
|---|---|---|---|
| **Categorization** | **FY 2024-25** | | |
| | **Male** | **Female** | **Total** |
| **By Employee Category** | | | |
| Top Management | 1 | 0 | 1 |
| Senior Management | 7 | 1 | 8 |
| Middle Management | 25 | 2 | 27 |
| Associates | 189 | 125 | 314 |
| **Total** | **222** | **128** | **350** |
| **By Age** | | | |
| <30 | 135 | 115 | 250 |
| 30-50 | 6 | 1 | 7 |
| >50 | 81 | 12 | 93 |
| **Total** | **222** | **128** | **350** |

Table: New employee hires for FY2024-25

| Category/Level/Grade of Employees | Total No. of Employees per Category | | | No. of Hours of Training per Category | | | Average hours of training per year per employee | | |
|---|---|---|---|---|---|---|---|---|---|
| | **Male** | **Female** | **Total** | **Male** | **Female** | **Total** | **Male** | **Female** | **Total** |
| Associates | 680 | 265 | 945 | 13811.3 | 4950.45 | 18761.75 | 20.31 | 18.68 | 19.85 |
| Middle Management | 134 | 9 | 143 | 3265.25 | 331.8 | 3597.05 | 24.36 | 36.86 | 25.15 |
| Senior Management | 38 | 7 | 45 | 1285.5 | 221.45 | 1506.95 | 33.82 | 31.63 | 33.48 |
| Top Management | 15 | 0 | 15 | 195 | | 195 | 13 | 0 | 13 |
| **Total** | **867** | **281** | **1148** | **18557.05** | **5503.7** | **24060.75** | **21.4** | **19.58** | **20.95** |

Table: Employee training data for FY2024-25

| Total Number of Employees by Category, Age, and Gender | | | |
|---|---|---|---|
| **Categorization** | **FY 2024-25** | | |
| | **Male** | **Female** | **Total** |
| **By Employee Category** | | | |
| Top Management | 15 | 0 | 15 |
| Senior Management | 38 | 7 | 45 |
| Middle Management | 134 | 9 | 143 |
| Associates | 680 | 265 | 945 |
| Contract | 99 | 14 | 113 |
| **Total** | **966** | **295** | **1261** |
| **By Age** | | | |
| <30 | 389 | 244 | 633 |
| 30-50 | 121 | 7 | 128 |
| >50 | 456 | 44 | 500 |
| **Total** | **966** | **295** | **1261** |
| **Employee Type** | | | |
| Permanent | 867 | 281 | 1,148 |
| Other than Permanent | 99 | 14 | 113 |
| **Total** | **966** | **295** | **1261** |

Table: Diversity for FY 2024-25

| Gender | Permanent Employees | | Permanent Workers | |
|---|---|---|---|---|
| | **Return to work rate** | **Retention Rate** | **Return to work rate** | **Retention Rate** |
| Male | 100% | 100% | Nil | Nil |
| Female | 100% | 33% | Nil | Nil |
| **Total** | **100%** | **88%** | **Nil** | Nil |

Table: Parental Leave (Return to Work and Retention Rate) for FY 2024-25

# Glossary of Abbreviations

| S.No. | Abbreviation | Full Form |
|---|---|---|
| 1 | APEO | Alkylphenol Ethoxylates |
| 2 | API | American Petroleum Institute |
| 3 | BCP | Business Continuity Plan |
| 4 | BRSR | Business Responsibility & Sustainability Reporting |
| 5 | BSE | Bombay Stock Exchange |
| 6 | CAPEX | Capital Expenditure |
| 7 | CDP | Carbon Disclosure Project |
| 8 | CICP | Complex Inorganic Color Pigments |
| 9 | CLP | Classification, Labelling and Packaging |
| 10 | CoC | Code of Conduct |
| 11 | CSR | Corporate Social Responsibility |
| 12 | D&I | Diversity & Inclusion |
| 13 | DEFRA | Department for Environment, Food and Rural Affairs |
| 14 | EBIT | Earnings Before Interest and Taxes |
| 15 | EBITDA | Earnings Before Interest, Taxes, Depreciation, and Amortization |
| 16 | ECHA | European Chemicals Agency |
| 17 | EHS | Environmental, Health, and Safety |
| 18 | EPCG | Export Promotion Capital Goods |
| 19 | EPR | Extended Producer Responsibility |
| 20 | ESG | Environmental, Social, and Governance |
| 21 | ETAD | Ecological and Toxicological Association of Dyes and Organic Pigments Manufacturers |
| 22 | EU REACH | European Union Registration, Evaluation, Authorization and Restriction of Chemicals |

| S.No. | Abbreviation | Full Form |
|---|---|---|
| 23 | FII | Foreign Institutional Investor |
| 24 | FPI | Foreign Portfolio Investment |
| 25 | FY | Financial Year |
| 26 | GHG | Greenhouse gases |
| 27 | GJ/MT | Gigajoules per Metric Ton |
| 28 | GRI | Global Reporting Initiative |
| 29 | HAZOP | Hazard and Operability Study |
| 30 | HDPE | High-Density Polyethylene |
| 31 | HIRA | Hazard Identification & Risk Assessment |
| 32 | HPP | High Performance Pigment |
| 33 | HR | Human Resource |
| 34 | ICMA | Institute of Cost & Management Accountants |
| 35 | IDH | International Development and Human Relations Institute |
| 36 | IPCC | Intergovernmental Panel on Climate Change |
| 37 | ISAE | International Standard on Assurance Engagements |
| 38 | ISO | International Organization for Standardization |
| 39 | IT | Information Technology |
| 40 | KMP | Key Management Personnel |
| 41 | KPI | Key Performance Indicators |
| 42 | L&D | Learning & Development |
| 43 | LCIA | Lifecycle Impact Assessment |
| 44 | LDM | Lean Daily Management |
| 45 | LDO | Light Diesel Oil |
| 46 | LDPE | Low-Density Polyethylene |

| S.No. | Abbreviation | Full Form |
|---|---|---|
| 47 | LPG | Liquefied Petroleum Gas |
| 48 | LTIFR | Lost Time Injury Frequency Rate |
| 49 | MIDC | Maharashtra Industrial Development Corporation |
| 50 | MT | Metric Tonne |
| 51 | NRI | Non-Resident Indian |
| 52 | ODS | Ozone-depleting Substances |
| 53 | PAT | Profit After Tax |
| 54 | PBT | Profit Before Tax |
| 55 | PCB | Polychlorinated Biphenyls |
| 56 | PFD | Process flow diagrams |
| 57 | POSH | Prevention of Sexual Harassment |
| 58 | PPM | Parts Per Million |
| 59 | PSM | Process Safety Management |
| 60 | PWD | Persons With Disabilities |
| 61 | R&D | Research & Development |
| 62 | RE | Renewable Energy |
| 63 | RMI | Responsible Mica Initiative |
| 64 | SAP | Systems, Applications, and Products in Data Processing |
| 65 | SBTi | Science Based Targets initiative |
| 66 | SDG | Sustainable Development Goals |
| 67 | SDS | Safety Data Sheet |
| 68 | SEBI | Securities and Exchange Board of India |
| 69 | SEM | Scanning Electron Microscope |
| 70 | SKU | Stock Keeping Unit |

| S.No. | Abbreviation | Full Form |
|---|---|---|
| 71 | SLA | Sudarshan Learning Academy |
| 72 | SOP | Standard Operating Procedure |
| 73 | SROI | Social Return on Investment |
| 74 | UN | United Nations |
| 75 | UNGC | United Nations Global Compact |
| 76 | USFDA | United States Food and Drug Administration |
| 77 | VAPT | Vulnerability Assessment & Penetration Testing |
| 78 | VOC | Volatile Organic Compound |
| 79 | Y-o-Y | Year-on-Year |
| 80 | ZDHC | Zero Discharge of Hazardous Chemicals |

SUDARSHAN

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