

Sustainability Report

FY 2024-25

Purpose led.
Planet focused.
People centred.





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Purpose led. Planet focused. People centred.

Carving a purpose-led path

At ACG, our sustainability journey is anchored in a singular, guiding ambition to enable healthier global communities through trusted, sustainable pharmaceutical solutions. This purpose serves as the strategic lens through which we evaluate every decision, innovation and partnership we pursue. Guided by this purpose, we are deeply committed to advancing environmental responsibility and social equity, while maintaining operational excellence. Our holistic approach is structured around three foundational pillars: **leading with purpose, protecting the planet, and empowering people.**

Championing progress through shared values

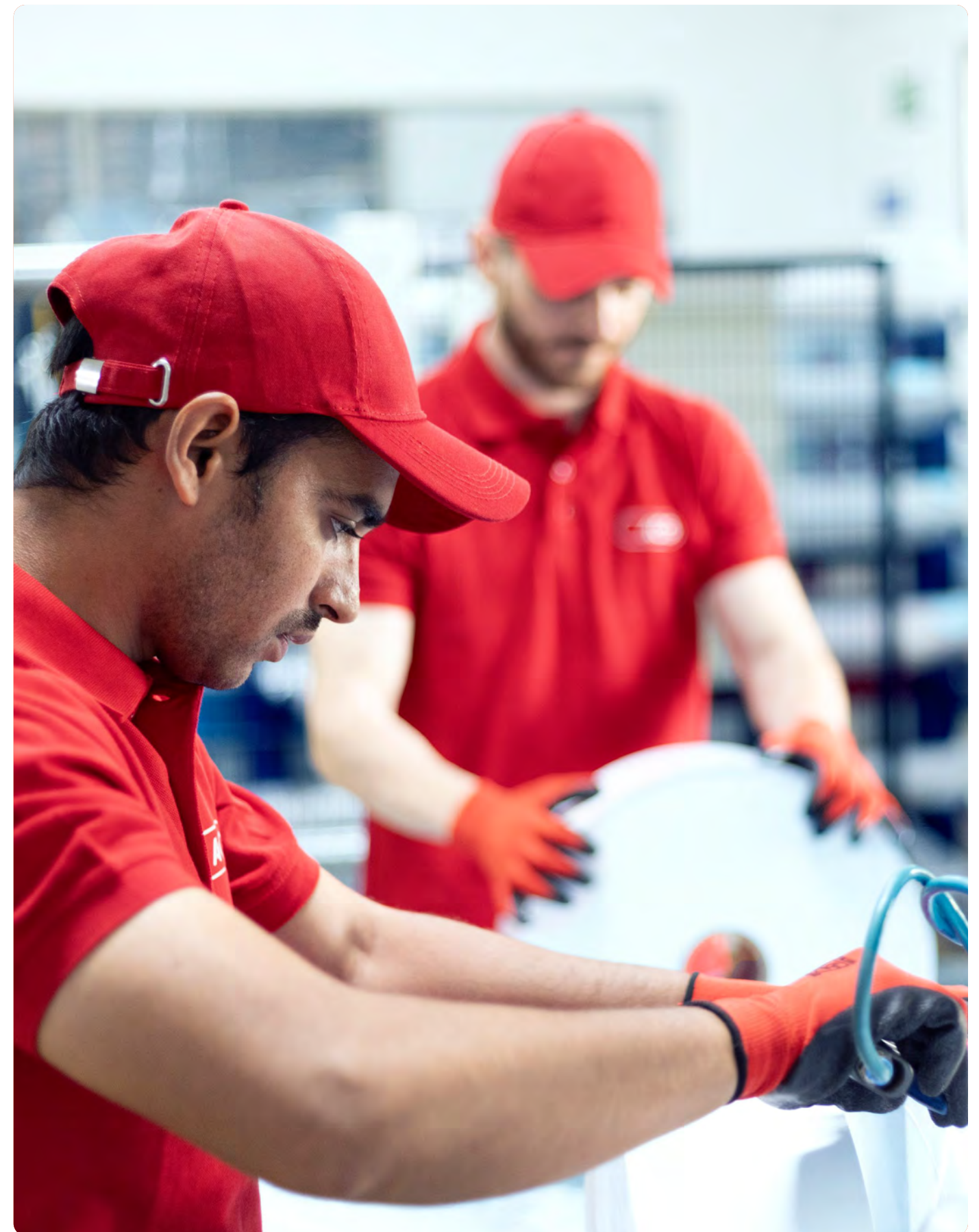
In FY 2024–25, ACG has continued to make tangible progress by reducing our environmental impact, strengthening our governance, and investing in human capital.

- **Science-based net-zero:** ACG Packaging Materials has committed to achieving net-zero targets across Scope 1, 2, and 3 emissions by **2050**
- **Renewable energy transition:** Significant scaling of clean energy integration across manufacturing operations
- **Sustainable product innovation:** Continuous R&D investment in eco-efficient capsules, barrier films, and pharmaceutical machinery, leveraging high-performance materials and precision engineering

Elevating human potential, enabling community resilience

Our people-centric sustainability agenda underscores a long-term investment in talent, inclusivity, and ethical conduct:

- Prioritisation of workforce health, safety, and well-being
- Scaled leadership development and workforce capability programmes
- Continued investment in community health, education, and resilience



Leadership messages

Message from Chairman, ACG

"True success is measured not merely by the extent of our growth, but by the legacy we leave for generations yet to come"



Dear Stakeholders,

It is with profound pride and responsibility that I present ACG's inaugural Sustainability Report. This report transcends a mere chronicle of achievements; it embodies ACG's resolute commitment to lead with purpose, safeguard our planet, and empower our people as we chart our path forward.

Since our inception in Mumbai in 1961, ACG has earned a reputation built on trust and innovation within the pharmaceutical industry. With a presence in 138 countries today, our mission has remained constant to ensure that every individual has access to high-quality medicines. However, our responsibility now extends well beyond accessibility. We are equally committed to ensuring that every facet of our manufacturing, packaging, and distribution processes adheres to the highest standards of ethics, sustainability, and future-readiness.

Sustainability as Strategy

The global challenges confronting us, climate change, social inequality, and the depletion of natural resources are deeply complex and interconnected. At ACG, we perceive these not as impediments, but as compelling opportunities to enact transformative change. Our commitment to achieve science-based net-zero emissions by 2050 is complemented by aggressive scaling of renewable energy deployment, incorporation of circular economy principles in product design and packaging, and rigorous alignment with globally recognized frameworks such as GRI, TCFD, and the S&P Global Dow Jones Sustainability Indices.

Innovation with Impact

Our position as industry pioneers brings a profound responsibility to innovate not only for performance but for impact. From developing plant-based capsules to fully compostable blister packs and implementing energy-efficient manufacturing technologies, we exemplify that innovation and environmental stewardship are mutually reinforcing. Furthermore, we recognize that integrating digital transformation with sustainability initiatives will catalyse scalable and enduring advancements in pharmaceutical manufacturing.

People and Communities at the Heart

Central to this journey are our people. Every member of the ACG family is an essential contributor to our sustainability transformation, supported by inclusive policies, robust career development pathways, and a culture anchored in safety, respect, and collaboration. Our commitment extends beyond our organizational boundaries through the ACG Cares Foundation, which positively impacted over 31,000 lives last year by advancing healthcare, education, environmental conservation, and livelihood initiatives.

ACG at 89: A Vision for 2050

Looking ahead to 2050, when ACG will turn 89, I envision an organisation that is not only a global leader in pharmaceutical solutions, but also a global beacon of sustainability and responsibility. By this milestone, we aim to operate 100% on renewable energy, achieve full circularity across our products and packaging, and be globally acknowledged for fostering access not only to essential medicines but also to a healthier and more sustainable planet.

The commitments we initiate today through this Sustainability Report will shape our enduring legacy. The decisions we make now will resonate for decades.

The Road Ahead

While this report highlights our progress, it also affirms our pledge to uphold transparency, accountability, and ambitious goal-setting. The journey ahead demands courage, strategic collaboration, and relentless innovation. Guided by our foundational values of care, collaboration, and progress, I am confident that ACG will navigate the evolving landscape and seize emerging opportunities to create lasting value.

On behalf of the Board of Directors, I extend my heartfelt gratitude to our associates, customers, partners, and communities for your unwavering trust and support. Together, we will not only redefine the future of pharmaceuticals but also contribute meaningfully to building a healthier, more equitable, and sustainable world.

Sincerely,

Ajit Singh

Chairman, ACG Group

Message from Managing Director, ACG

“Sustainability isn’t a chapter in our story: it’s woven into every decision we make, every innovation we pursue, and every partnership we build.”



Dear stakeholders,

It is with immense pride and a deep sense of responsibility that I present ACG’s inaugural Sustainability Report, a significant landmark in our evolution as a global organisation committed not only to growth but to enduring impact. This report reaffirms our commitment to transparency, accountability, and the creation of sustainable, shared value.

The financial year 2024–25 has been a defining chapter in ACG’s journey, marked by sustained growth, strategic focus, and operational resilience. We achieved robust financial results, with revenue reaching ₹53142 Million in this financial year. These outcomes reflect the strength of our strategic direction, the enduring trust of our customers, and the collective dedication of our people. Over the course of the year, we expanded our manufacturing capacity, accelerated technology integration, and enhanced our agility to meet the dynamic demands of the global pharmaceutical industry.

Product stewardship and innovation for a circular economy

Our R&D strategy is now deeply anchored in principles of circularity, material science innovation, and life-cycle efficiency. From developing recyclable and compostable packaging substrates to energy optimised machinery and plant-based capsule formulations, every product we engineer embodies environmental stewardship alongside regulatory foresight.

These innovations are underpinned by rigorous testing protocols, data-driven performance validation, and a clear mandate to reduce environmental impact without compromising on quality, safety, or functionality. In doing so, we are not only enabling our customers to meet evolving compliance standards but also actively supporting their progress on broader environmental, social, and governance (ESG) ambitions.

Sustainability as a strategic business driver

At ACG, sustainability is not an adjunct, it is a strategic imperative embedded across every dimension of our business. Throughout the year, we made meaningful progress toward our environmental commitments, including science-based carbon reduction targets, increased integration of renewable energy, and enhanced circular resource management. These actions are not isolated initiatives but part of a deliberate effort to future-proof our operations and value chain.

We continue to embed operational excellence into our sustainability agenda, driving efficiencies that align environmental stewardship with business performance. Our ESG governance framework remains rigorous and globally aligned, ensuring that our progress is both measurable and accountable.

A defining milestone in our journey was the recognition of our Pithampur Capsules facility by the World Economic Forum’s Global Lighthouse Network, making it the first capsule manufacturing site globally to earn this distinction. This prestigious inclusion acknowledges our pioneering application of Fourth Industrial Revolution technologies including IoT, AI, and real-time analytics to deliver operational efficiency and environmental stewardship at scale.

Fostering an inclusive, empowered and safe workforce

Our people remain our greatest asset and most powerful enablers of transformation. We are committed to nurturing a work environment that is inclusive, meritocratic, and anchored in safety and respect. It is therefore a matter of immense pride that ACG has been certified a Great Place to Work® for the fourth consecutive year, a validation of our sustained focus on employee engagement, well-being, and leadership development.

We prioritise diversity, equity, and well-being, creating an environment where every employee feels valued, respected, and motivated to innovate. Our comprehensive health, safety, and continuous learning programmes ensure that our workforce remains healthy, skilled, and secure. Beyond our internal culture, the ACG Cares Foundation drives impactful social initiatives in healthcare awareness, education, and environmental sustainability, working closely with local communities and partners to create meaningful change. These interventions are designed not as acts of corporate benevolence, but as drivers of long-term community resilience and shared prosperity.

Looking Ahead: accelerating collective impact

As we look ahead, ACG’s sustainability strategy will continue to evolve anchored in robust data analytics, aligned with global best practices, and shaped by the evolving priorities of our diverse stakeholders. We are steadfastly aligning our disclosures with internationally recognised frameworks such as GRI, TCFD, and DJSI, while embedding comprehensive ESG metrics into our governance architecture, evolving enterprise risk management, and performance evaluation systems.

We fully acknowledge that the challenges we face, such as climate volatility, resource scarcity, and social inequity, are complex, systemic, and deeply interconnected. Addressing them demands collaboration, innovation, and resolve. At ACG, we are committed not merely to participating in this global movement, but to leading it, catalysing transformative change across our operations, supply chains, and communities.

On behalf of the leadership team, I extend my sincere appreciation to our employees, customers, partners, investors, and communities. Your continued support, trust, and engagement propel us forward. Together, we will continue to redefine the standards of responsible growth advancing our industry while safeguarding the future for generations to come.

Sincerely,

Karan Singh

Managing Director, ACG

Message from CEO, ACG Capsules

“Sustainability is inseparable from our purpose of enabling healthier lives. For us, capsules are not just carriers of medicine, they are also the carriers of responsibility.”



As one of the world's largest capsule manufacturers, we recognise not only the scale of our responsibility, but also the opportunity to lead our industry toward a greener, more resilient future. Looking back at the financial year 2024–25, I am proud to share the progress our capsules business has made. We recorded year-on-year growth in FY 2024–25, with revenue and net sales reflecting stable performance throughout the period. This performance was driven by strategic investments, continued product innovation, and growing global demand for high-quality, sustainable capsule solutions.

Accelerating our sustainability commitments

In addition to our business growth, this year we have also accelerated our sustainability journey with bold, science-aligned goals. We are working towards a 90% reduction in Scope 1 and 2 emissions, transitioning to renewable energy across our sites, halving our freshwater consumption, and eliminating landfill waste from our operations. These goals are backed by real and measurable action. We are replacing high-speed diesel with biodiesel, increasing our renewable energy share through both capital investment and open-access models, and implementing energy-efficient technologies across our manufacturing sites.

In parallel, we have initiated Product Carbon Footprint (PCF) assessments for key product lines, helping us better understand and reduce emissions across the value chain.

Driving innovation and digital transformation

Innovation and digitalisation continue to be powerful enablers of our growth and sustainability agenda. We have transformed our product portfolio with fully customisable capsule solutions available in plant-based and natural formats designed to meet evolving consumer expectations and global regulatory standards.

Digitalisation plays a vital role in making this innovation scalable, efficient, and intelligent. From manufacturing to quality control, we are embedding digital tools that improve precision, reduce waste, and enhance responsiveness. Our AURIC facility, the world's only dedicated HPMC capsule manufacturing site, stands as a beacon of this progress. This year, it became the first capsule site globally to be recognised by the World Economic Forum's Global Lighthouse Network for excellence in digital transformation and sustainable manufacturing.

Embedding sustainability across the value chain

We are embedding sustainability not just in our products, but across our operations and supply chain. Our goal is to ensure that at least 50% of our procurement is sustainable, with rigorous criteria that consider environmental and ethical standards. Our operations are supported by robust business continuity plans and circular practices, such as converting gelatin capsule cutting waste into bio-manure through bioremediation and significantly reducing water consumption through closed-loop systems. These initiatives are complemented by strong business continuity planning, robust risk assessments, and a culture of continuous improvement that prepares us to respond proactively to external challenges, including those posed by climate change.

Empowering our people

Our people are central to our progress, and we remain committed to building a workplace that is safe, inclusive, and empowering. Over the past year, we enhanced our diversity, equity, and inclusion (DEI) initiatives, expanded our digital training platforms, and improved workplace safety performance across all facilities.

We are nurturing a culture that encourages ownership, innovation, and collaboration ensuring that our employees are not just aligned with our sustainability goals, but are actively shaping and driving them.

Looking forward: a future built on responsibility

As we look ahead, we are developing a comprehensive decarbonisation roadmap that will guide our long-term emissions reduction strategy. We are also assessing the financial impact of climate risks on our business to ensure resilience in an increasingly volatile global landscape.

With a clear vision, strong governance, and a culture built on care, innovation, and accountability, I am confident that ACG Capsules is well-positioned to shape the future of capsules, not just as a delivery mechanism for medicine, but as a catalyst for sustainable progress.

Sincerely,

Selwyn Noronha
CEO, ACG Capsules

Message from CEO, ACG Packaging Materials

“We are building packaging that is not only functional and protective, but also regenerative and we are doing it through innovation, responsibility, and a shared vision for a healthier, more sustainable world.”



As we reflect on the financial year 2024-25, I am pleased to share the progress made by our packaging materials business both in terms of financial performance and commitment towards sustainable growth. We achieved strong year-on-year growth in FY 2024-25, driven by strategic market expansion and a continued focus on customer-centric innovation. Our ability to deliver high-quality, reliable packaging solutions across global markets has reinforced our position as a trusted partner in the pharmaceutical-allied sectors. To support this growth, we continue to make strategic investment. A key milestone for this was the commissioning of a slitting and warehouse facility in Croatia, enabling us to better serve the European market with enhanced speed and flexibility.

Sustainability embedded by design

Sustainability remains at the core of how we design, develop, and deliver packaging solutions. We are actively developing a range of advanced packaging materials that are recyclable, halogen-free, compostable, and biodegradable, supporting both environmental sustainability and product safety. In line with our commitment to reducing our carbon footprint, we are also investing in innovative technologies that drive circularity across our operations. A key milestone in this journey is the upcoming launch of our paper-based, fully compostable blister pack, which represents a significant step forward in our alignment with global health and sustainability goals. In parallel, we have also conducted Product Carbon Footprint (PCF) for our core aluminium and polymer-based products, aligning with the EU's Carbon Border Adjustment Mechanism (CBAM). As regulations like CBAM reshape industry expectations, we are not only compliant, we are future-ready. Our solutions are designed to meet the most rigorous international standards, empowering our customers to achieve their own sustainability goals.

Excellence in quality and innovation

Product quality remains the bedrock of our operations. To preserve the integrity of pharmaceutical products, our packaging offers uncompromising protection against environmental stressors such as moisture and oxygen.

We offer the world's widest range of high-barrier films and foils for solid dosage forms, each manufactured in-house to ensure complete control over quality, traceability, and compliance. Our experts consider customers' specific needs to address complex packaging challenges, ensuring every solution delivers both exceptional

functional performance and meaningful environmental benefits. Our R&D investment of INR 6 million this year reflects our commitment to continuous innovation and product excellence.

Science-aligned climate action

In alignment with global climate goals, Science Based Targets initiative (SBTi) has validated our commitment to achieving net zero GHG emissions across the value chain by 2050. This endorsement ensures our environmental ambitions are both scientifically rigorous and globally aligned. To deliver on these targets, we are deploying a comprehensive set of measures, including increased renewable energy adoption, IoT-enabled process efficiencies, advanced technologies to lower baseline energy demand, and optimised logistics to reduce transport-related emissions. Currently, 10% of our energy needs are met through renewable sources.

We are also actively exploring plastic credit mechanisms to mitigate the impact of residual plastics in our operations. Our packaging materials facility is a Zero-Liquid Discharge (ZLD) unit, and we send zero waste to landfill, reflecting our commitment to resource efficiency through responsible water and waste management.

Empowering our people

We continue to deepen our commitment to social responsibility by investing in our people. We are advancing diversity, equity, and inclusion DEI, reinforcing safety protocols and training, and implementing comprehensive development programmes focused on leadership, skill enhancement, and career progression. At the same time, we are prioritising employee well-being through targeted mental health and wellness initiatives that promote a safe, inclusive, and high-performing work environment. These efforts reflect our belief that empowering our people is fundamental to driving long-term growth, innovation, and resilience.

Future-focused and resilient

Looking ahead, we will undertake a comprehensive climate risk and energy assessment to further integrate sustainability into our ESG governance framework. This initiative will strengthen our ability to anticipate and manage emerging environmental challenges, while aligning with global best practices.

With a strong foundation in quality, a clearly defined sustainability roadmap, and a culture of continuous improvement, we are confident in our ability to shape the future of pharmaceutical packaging responsibly, resiliently, and with purpose.

Sincerely,

SR Shivshankar

CEO, ACG Packaging Materials

Message from Head Sustainability & CSR, ACG Group

“In a world where environmental and regulatory risks are accelerating, we view sustainability not as a challenge, but as a transformative opportunity to build resilience and lead the future of our industry.”



At ACG, sustainability is not just a responsibility, it is a strategic driver of growth, innovation, and long-term value creation. By embedding sustainability into every aspect of our business, we are protecting and growing our enterprise, attracting customers who seek innovative and sustainable products, and earning the trust of stakeholder who value transparency and accountability.

Over the past year, we have advanced a comprehensive Sustainability Roadmap aligned with India's Nationally Determined Contributions (INDCs) and United Nation Global Impact (UNGC) principles. This roadmap includes science-based targets for greenhouse gas reduction, large-scale integration of renewable energy, water stewardship and the deployment of energy-efficient designs across our manufacturing units. These actions move us closer to our aspiration of net-zero emissions, while ensuring that our growth remains responsible and future ready.

We continue to maintain rigorous compliance with Safety, Health, and Environmental (SHE) standards, Good Manufacturing Practices (GMP), and the highest benchmarks for data integrity and product quality. These commitments ensure that sustainability is not an adjunct but is embedded into our operational excellence and product integrity.

ACG leadership is proactive in embedding sustainability into our business strategy and culture. Together, we are driving purpose-led growth by setting measurable targets across all ESG pillars:

- **Environmental:** reduce emissions, expand renewable energy use, and advance circular economy efforts
- **Social:** enhance workforce diversity, engage suppliers, invest in safety programmes, and expand employee learning and development
- **Governance:** set up governance framework, realign policies, reinforce ethics and compliance structures, and improve transparency in disclosures.

Through our community engagement programs, we have reached over 31000 beneficiaries, investing resources to strengthen education, healthcare, environment, sports and livelihood opportunities in the communities where we operate. These initiatives remain central to our belief that business must be a force for shared prosperity.

Looking ahead, we will strengthen our ESG data maturity by tracking information in real time, assessing climate and human rights risks, and taking steps to mitigate them. These forward-looking actions are integral to building a more sustainable, future-ready ACG.

As I reflect on our journey, I extend my heartfelt thanks to all ACG associates, partners, and stakeholders who are enabling this transformation. Together, we are advancing our ESG commitments driven by our core values of caring and progressive. I invite each one of you to join us in co-creating a resilient, sustainable future for the pharmaceutical industry, where purpose, planet, and people are always at the centre of progress.

Sunil Kumar,
Head Sustainability & CSR, ACG Group

About the report

ACG honours sustainability. With our growing presence in India and across the globe, we recognise the responsibility that comes with touching more lives. By manufacturing quality products and fostering meaningful connections with our people and society, we strive to ensure our impact is both responsible and positive. This year, we are proud to share our first Sustainability Report – an expression of our values and our commitment to building a healthier, more sustainable future.

Reporting frameworks

This report has been prepared in reference to the Global Reporting Initiative (GRI) framework and the United Nation's Sustainable Development Goals (UNSDGs).

Reporting scope and boundaries

This report covers our ESG and economic (Environmental, Social, and Governance) performance for the reporting period 1 April 2024 to 31 March 2025, and outlines our ESG strategy, commitment, goals, and disclosures.

The ESG information in the report includes:

- Our core businesses i.e. Capsules and Packaging Materials

- Packaging Materials:** Data pertains to the manufacturing facility in Shirwal, India. Manufacturing facilities in Brazil and the UAE are excluded from environmental and social data

reporting for this cycle.

- Capsules business:** Covers all manufacturing facilities located in India, Croatia, and Brazil, along with the corporate office in India. Aurangabad facility in India is excluded from environmental and social data reporting for this cycle.
- Corporate office:** This includes both Jogeshwari and Nariman Point offices.

Financial information provided in the report is at ACG consolidated level.

External assurance

The non-financial data presented in this report has been externally verified and assured by DNV Business Assurance India Pvt. Ltd., an independent third-party assurance provider. The assurance was carried out in accordance with DNV's VeriSustain™ protocol, V6.0, which is based on the principles of ISAE 3000 (revised).

Data Compilation Methodology

Data for this report has been sourced from ACG's internal record-keeping systems and compiled through a structured process to ensure accuracy, consistency, and reliability. All non-financial metrics disclosed reflect our performance over recent year and are intended to support comparability and transparency.

The information presented has been reviewed by ACG's Management to ensure factual integrity. Any limitations or

constraints in data availability or scope have been clearly indicated within the relevant sections. ACG reserves the right to revise its internal guidelines for data inclusion in future reports, in line with evolving reporting practices and organizational priorities.

Forward-looking statements

This report may include forward-looking statements with respect to our sustainability goals, business strategy, and operations. These statements are based on assumptions and expectations made in bonafide faith and are subject to inherent risks and uncertainties. Actual outcomes may differ materially due to changes in regulatory, environmental, or market conditions. We do not undertake any obligation to update or revise these statements unless required by applicable laws or regulations.

Any suggestions or feedback regarding the reported information can be provided at info.sustainability@acg-world.com and will be considered for inclusion in future sustainability reports.

Performance highlights

Governance



Zero
incidences of corruption



Zero
incidences of discrimination



Zero
incidences of data breach and cybersecurity



Zero
incidences of non-compliance

Environment



110949.43 tCO₂e
scope 1+2 emissions



15%
renewable energy consumption in total energy mix



64%
waste diverted from disposal



158374.75 KL
water recycled

Social



18%
female representation in workforce



100%
return to work



31,000
CSR beneficiaries



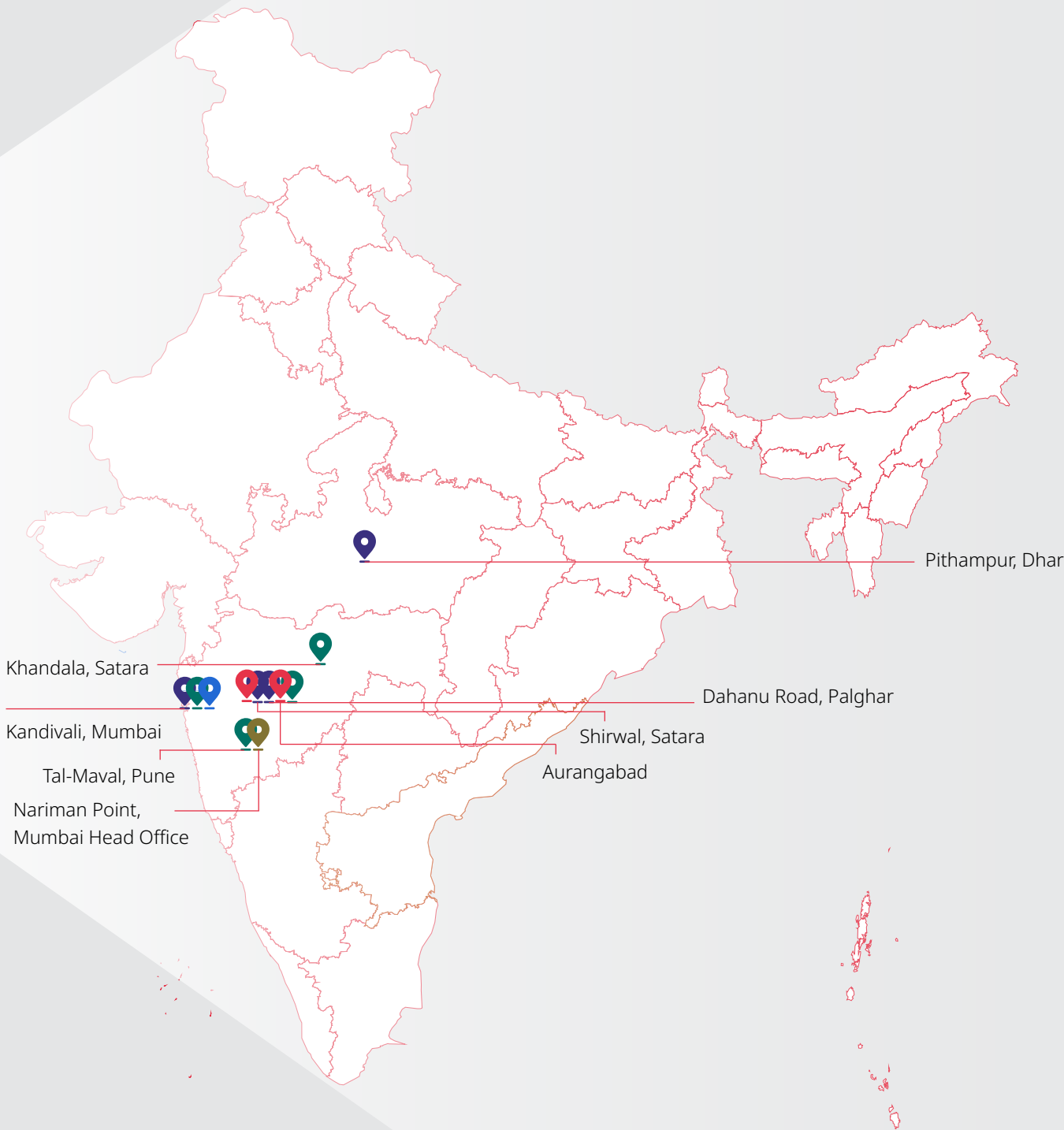
100%
eligible associates covered under performance and career development review

About us



About us

We are world's leading provider of comprehensive oral dosage solutions for the pharmaceutical industry, supporting the entire solid dosage value chain. With 16 state-of-the-art manufacturing facilities, we bring this expertise to more than 138 countries, giving pharmaceutical partners access to a complete suite of solutions, from capsules and precision engineered equipment to protective packaging and traceability systems.



Capsules		Engineering		ACG offices	
Packaging		Inspection			

Our values

Caring



We prioritise the well-being of individuals, communities and the planet. We believe that our actions have a broad impact and always endeavour to make a positive difference.

Collaborative



The whole is greater than the sum of its parts. We work together to achieve shared goals, leveraging our collective strengths and expertise.

Progressive



We constantly seek new solutions to improve healthcare for the greater good. We foster an inclusive work environment that values diversity and supports the growth and development of all our associates.

Our sustainability ambition

“A better world, together”

By working together, we strive to build a healthier, sustainable, and more equitable future for patients, partners, and the planet.

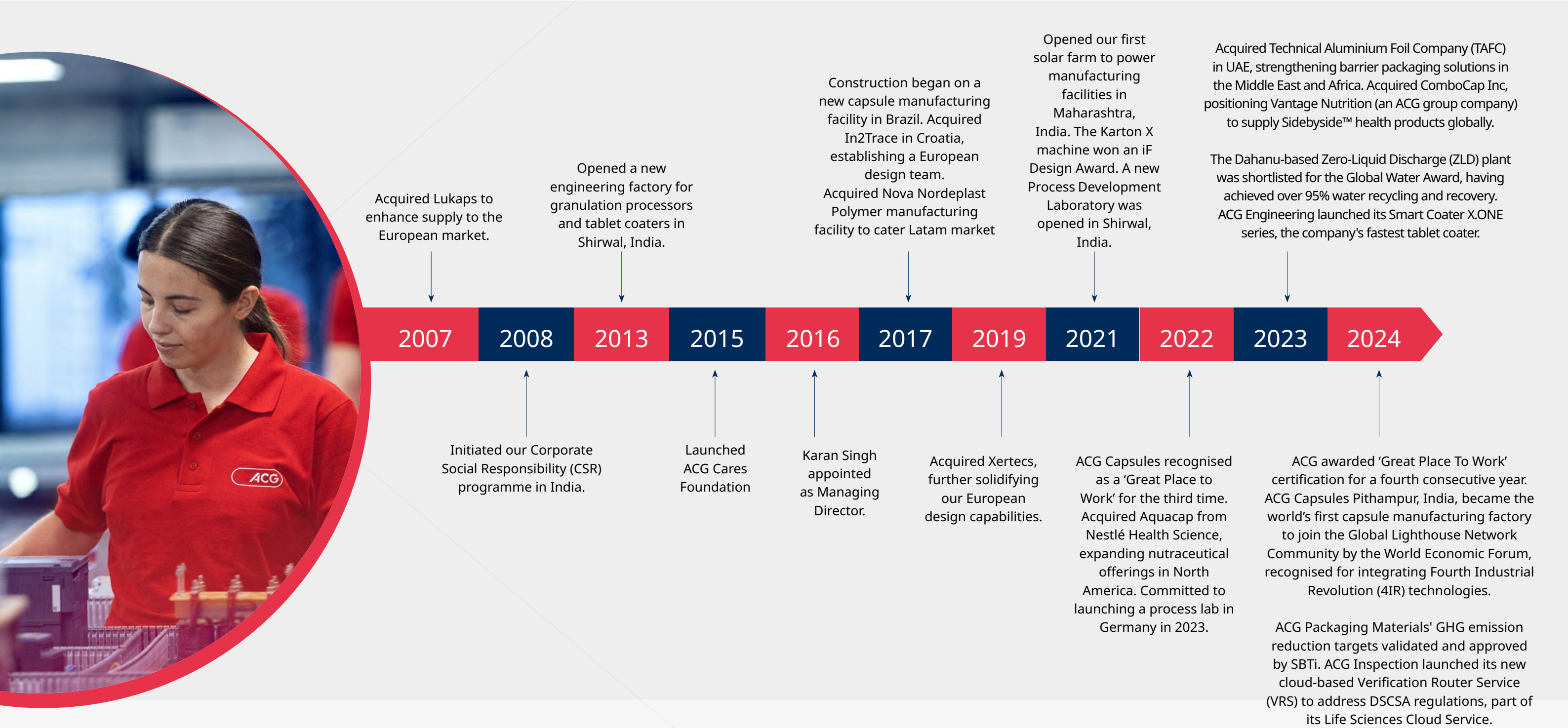
Our belief

We believe that everyone on Earth deserves access to good medicine.



Our journey

Our journey started in 1961 with the launch of our first capsule manufacturing facility in Kandivali, India. We continued to grow, establishing our first engineering plant in 1972 and a fully automated capsule making facility in 1973. These early milestones set the stage for our global expansion. Since then, we have continually expanded our capabilities and global presence through strategic growth and targeted acquisitions.



Our businesses

Our operations are structured across four businesses: **Capsules, Packaging Materials, Engineering, and Inspection.** This integrated model empowers us to deliver seamless, end-to-end solutions backed by our quality, efficiency, and innovation.

Capsules



We are one of the largest producers of empty hard-shell capsules. Our offerings are broadly categorised into Gelatin Capsules and Vegetarian (HPMC) Capsules, each with specific features and benefits tailored to diverse market needs. Our manufacturing facilities are equipped to produce 150+ billion capsules in a year.

Packaging Materials



We offer the widest range of films and foils for packaging pharmaceutical and nutraceutical products, including the entire spectrum for solid dosage forms. Our portfolio comprises speciality packaging films, and high and ultra-high barrier films of pharmaceutical grade.

Engineering



We manufacture a comprehensive range of machinery, ancillaries, tooling, and consumables to address almost every aspect of oral dosage production, such as granulation and pelletisation, encapsulation, capsule check-weighing, tablet compression, tablet coating, blister packaging etc.

Inspection



We provide visual inspection systems to track and monitor manufacturing lines, ensuring flawless and safe products throughout the supply chain. Our "Life Sciences Cloud" platform is a user-friendly, efficient, and highly scalable solution for multi-enterprise supply chain business networks. The platform delivers end-to-end supply chain traceability, ensures regulatory compliance, and integrates cloud computing and data analytics to unlock smart insights for supply chain transparency and product authenticity.



Our products

“Wherever in the world there’s a medicine cabinet, we are probably somewhere inside it.”

Capsules

Gelatin capsules

Our gelatin capsules are engineered for ultimate efficiency and reliability. They offer considerable versatility and customisation options to meet varied product requirements.

Understanding and enhancing patient acceptability is paramount for optimal therapeutic outcomes. Consequently, these capsules are simple to administer owing to its smooth surfaces, thereby making them easier to swallow than tablets. They can incorporate multiple active ingredients with different release profiles within a single capsule.

Our hard capsules offer unmatched flexibility, allowing for filling with diverse contents, including powder blends, granules, beads, semi-solids, liquids, tablets, mini-tablets, and even mini-capsules.



ACGcaps™ GR
A flexible multi-purpose gelatin capsule



ACGcaps™ GC
For clinical trials



ACGcaps™ GL
A gelatin capsule for liquid filling



ACGcaps™ GF
Made with fish gelatin



ACGcaps™ GI
A gelatin capsule for dry powder inhalation



ACGcaps™ GT
For enrobing caplets

Vegetarian (HPMC) capsules

We are at the forefront of HPMC capsule development, focusing on enhancing product quality, patient safety, and aligning with consumer preferences for healthier, kinder, and more sustainable products.

These capsules are completely natural, vegan, and 100% free from use of any animal product. They are also excellent for moisture-sensitive or hygroscopic ingredients. The vegetarian capsule range features variants for almost every application, from delayed release to liquid-fill and dry powder inhalation.



ACGcaps™ HR
A flexible multi-purpose HPMC capsule



ACGcaps™ HX
Our delayed release vegetarian capsule



ACGcaps™ H+
Our cleanest vegetarian capsule



ACGcaps™ HI
A vegetarian capsule for dry powder inhalation



ACGcaps™ HL
A vegetarian capsule for liquid filling



ACGcaps™ HA
Addresses differentiated dissolution profiles for IR capsules

Packaging materials

All ACG's cold-form base foils are made from only validated raw material sources and comply with pharmaceutical regulatory standards. Our lidding foils are suitable for both thermo-form and cold-form blister packs, meeting global benchmarks in quality and compliance, and exhibiting exceptional sealability to common blister base materials like PVC, PVdC, and APET. Our range of packaging foils includes:

Ultra-high barrier packaging films



ACG Aclar® Laminates

An ultra-high barrier PCTFE film, serving as an advanced packaging option for highly sensitive drug products.



Ultrasafe

An ultra-high barrier PVdC film that provides an exceptional moisture and oxygen barrier.

Speciality packaging films



Alukbliss™

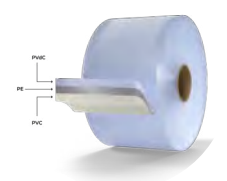
A PVC-based aluminium-look thermoform packaging film that offers excellent shelf stand-out while ensuring dent-free blisters.



Unidose™

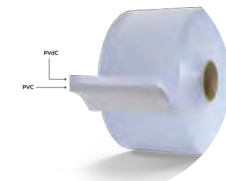
Designed for single-use packaging of liquid and semi-liquid pharmaceuticals.

High barrier packaging films



Tripac®

A multi-layered PVC/PE/PVdC film offering enhanced machineability with PE in the laminate, suitable for deep- and large-cavity blister packs.



Dupac®

A two-layer structure with PVC film coated with high-performance PVdC, providing a moderate to high barrier against moisture and oxygen.



Ecopac®

A dependable PVC blister film, ideal for stable tablets, capsules, syringes, ampoules, and medical devices.



Brandshield (film)

An anti-counterfeiting and brand-building packaging film, featuring a differential-grated embedded image for brand protection and stand-out.



Suppose™

A laminated film for suppositories that can withstand high-temperature filling and ensures tight sealing.

Packaging foils



Alumpack

A premium grade cold-form base foil made of primer-grade aluminium laminates, ensuring high resistance to delamination.



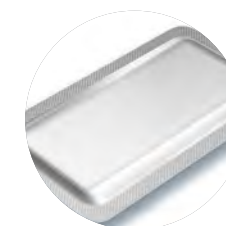
Alumlid

A premium lidding foil material for thermo and cold-form blister packs, ensuring exceptional seal ability to common blister substrates.



CR/SF foil

A lidding foil specifically designed for child-resistant and senior-friendly blister packs, offering excellent safety credentials, convenience, and user-friendliness.



Tropical foil

Aluminium-based laminates for tropical blister applications, providing an impermeable barrier to protect even the most sensitive products.

Engineering



Granulation and pelletisation

Our offering includes high-shear mixers, fluid beds, fluid bed combos, and granulation trains. We leverage pelletisation to advance nutraceuticals and dietary supplements.



Encapsulation

We provide machines for solid, containment, and liquid filling, as well as band sealing, including capsule-filling equipment for powders, pellets, tablets, and liquids.



Capsule check-weighing

This includes automatic 100% capsule checkweighers designed for precision.



Tablet compression

We offer Single-rotary and Double-rotary presses, with interchangeable turrets and tooling options.



Tablet coating

Our solutions include coaters and containment coaters, featuring our proprietary nozzle for horizontal airflow perforated drum coaters.



Blister packaging

We provide flat forming, flat sealing, rotary forming, and rotary sealing blister machines, along with format parts.

Our ACG Packaging Materials business developed a **biodegradable PVC plastic** that degrades in five to ten years if landfilled. Additionally, our research and development teams are working on sustainable packaging materials which are recyclable, biodegradable, and halogen-free. We are preparing to launch a paper-based, fully compostable blister pack that will substantially strengthen our sustainability credentials, as well as those of our customers.



Cartoning
This includes continuous and intermittent carton packaging machines.



Washing
We offer bin washing systems for the thorough cleaning of Intermediate Bulk Containers (IBCs).

Inspection

1. Vision inspection systems (QualiShield Series): Our state-of-the-art vision inspection systems are engineered to identify even the most subtle manufacturing defects, ensuring that only flawless products reach the market. These systems integrate advanced artificial intelligence (AI), delivering a significant enhancement in defect detection accuracy particularly in challenging scenarios involving low-contrast products and foil materials. Leveraging deep learning capabilities, the systems require minimal human intervention for training and are capable of continuously improving their performance by autonomously learning from operational data. This innovation not only strengthens product quality and consistency but also contributes to resource efficiency and waste reduction across the manufacturing process.

Vision inspection systems (QualiShield Series)



BS series
The BS series includes our high-tech AI-powered blister inspection systems, which integrate seamlessly with various blister-packaging machines.



CV series
The CV series is a high-speed, high-resolution, multi-colour, camera-based solution for inspection of a variety of data on inspection media such as cartons, labels, leaflets, and many others.



PH series
The PH series is designed specifically to detect surface imperfections on aluminium foils, such as pinholes or pores. It inspects base aluminium foils after forming and checks lidding foils before sealing.

2. Track and Trace Systems (VeriShield Series): Our advanced serialization, aggregation, and anti-counterfeiting solutions are designed to ensure the secure tracking and protection of pharmaceutical products throughout the entire supply chain from production to end-user delivery. These systems are compliant with global regulatory requirements, enabling seamless traceability regardless of geographic location, manufacturing origin, or customer destination. By safeguarding product integrity and preventing the circulation of counterfeit medicines, our solutions contribute to patient safety, regulatory adherence, and the overall sustainability of pharmaceutical supply chains.

**CS series**

The CS series consists of a range of accurate and reliable carton serialisation systems. Easy to use, they can serialise cartons of various sizes, from small blister packs to large shipping containers.

**LS series**

The LS series is designed to uniquely identify and serialise labels, providing a comprehensive solution for product authentication, traceability, and supply chain security.

**BA series**

The BA series manages and tracks the movement of individual bottles within larger packaging units by creating a hierarchical relationship between individual bottles and their respective packaging units.

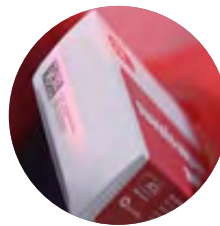
**CA series**

The CA series embodies a world-class cGMP industrial design and makes the carton and bottle aggregation process faster and easier.

**SM300**

SM300 is a plant management software suite for track and trace that ensures data security and integrity. It is a centralised server system application comprising multiple modules.

- 3. ACG Life Sciences Cloud:** Our Life Sciences Cloud solution empowers businesses to achieve unparalleled end-to-end supply chain traceability (E2E-SCT) and maintain full regulatory compliance. By integrating advanced technologies such as cloud computing and data analytics, the platform delivers actionable insights that enhance supply chain transparency, ensure product authenticity, and support informed decision making.

**Serialisation module**

Our digital supply chain suite provides robust serialisation capabilities, generating unique serial numbers for each product. This process ensures precise tracking and management throughout the supply chain. By assigning distinct identifiers, manufacturers can monitor each item's journey from end to end, preventing counterfeits and enhancing product authenticity.

**Integrations module:**

Achieve seamless connectivity with our comprehensive integration capabilities. Our digital supply chain suite supports multiple integration protocols, allowing effortless data exchange between different systems and partners. Whether it's connecting plant servers, ERP systems, or third-party applications, the platform ensures smooth collaboration and real-time visibility across the entire supply chain network.

**EPCIS Repository Module**

The EPCIS (Electronic Product Code Information Services) repository serves as the backbone of an end-to-end traceability solution. It enables to capture, store & query detailed supply chain event data (such as commissioning, aggregation, shipping etc), ensuring full transparency and visibility from raw materials to finished goods.

**Supply chain traceability solution**

Our platform offers end-to-end product visibility, tracking items from raw materials to finished goods. Real-time insights enhance efficiency, prevent counterfeits, and improve recall management. Seamless integration ensures transparency and accountability at every stage.

**Compliance Gateway Solution**

Compliance Gateway simplifies pharmaceutical track and trace compliance by streamlining regulatory reporting and ensuring adherence to global standards such as GS1 and EPCIS. By reducing complexity and compliance costs, it enables organisations to stay ahead of evolving regulations while maintaining the highest standards of product integrity and safety.

**Consumer engagement solution**

ACG's End Consumer Engagement product enables instant product verification through simple scans, ensuring transparency and security across the value chain. By making authenticity easy to confirm, it helps build consumer trust, supports responsible retail practices, and contributes to stronger, more transparent relationships between brands and their customers.

Awards, accolades and publications

Silver – iRise Initiative (Skill Development)



TISS-LeapVault CLO Awards

Recognised for empowering leaders through tailored growth journeys via LEF.



Bronze – We Lead (Gender Diversity)



TISS-LeapVault CLO Awards

Honoured for advancing gender inclusion and talent retention through women-led programmes.



Best Innovative Leadership Training Programme Women’s Empowerment Organisation of the Year



ETHR World Future Skills Awards 2024

Awarded for the ANCHOR programme fostering senior leadership excellence and team climate.





6th D&I Summit & Awards by Transformance

Celebrated for creating an inclusive ecosystem that champions women’s empowerment.



Problem Solving Excellence Award



Kepner-Tregoe Inc.

ACG Packaging Materials awarded for being recognised as a global benchmark in master problem solving and best technologies.



Best Supplier Award



Unilab

ACG Packaging Materials awarded Best Supplier award by Unilab



Global Excellence Award



Kepner-Tregoe Inc.

ACG Packaging Materials recognised with the Global Excellence award.



Case Study Publication

Presented by : **Harvard Business Review**

Under recognition summary

Harvard Business Review Case Study A case study on Diversity, Equity and Inclusion (DEI) at ACG was published by Harvard Business Review, highlighting our journey in implementing initiatives that advance DEI across the organisation.

ACG Capsules



Presented by : **World Economic Forum**

ACG became the World’s First Capsule Manufacturing Factory to Join the Global Lighthouse Network Community.





Memberships and associations

ACG proactively engages with regulatory bodies, industry associations, trade chambers, and think tanks. These partnerships enable ACG to stay informed of evolving regulatory landscapes, contribute to industry-specific insights, and benchmark against global best practices. Our engagements focus on technical discussions around upcoming regulations, international trade environments, and market trends at both macro and micro levels.

- American Association of Indian Pharmaceutical Scientists
- American Association of Pharmaceutical Scientists
- Associated Chambers of Commerce & Industry
- Bombay Chamber of Commerce & Industry
- Bone Miller Association
- Confederation of Indian Industries
- Capsule Manufacturers’ Association
- Controlled Released Society: Indian Chapter

Drug Information Association
Express Pharma Pulse (Advisory Board)
Federation of Indian Chambers of Commerce & Industry
International Pharmaceutical Federation/Board of Pharmaceutical Sciences
Health Foods & Dietary Supplements Association
HCPC Europe & USA
Indian Drug Manufacturers' Association
Indian Pharmaceutical Association
International Pharmaceutical Excipients Council of India (affiliated to IPEC Federation)
Institute of Packaging Machinery and Manufacturers of India
ISPE India Affiliate – International Society of Pharmaceutical Engineering
Organisation of Pharmaceutical Producers of India
Pharma Bioworld and Pharma Manager
Pharmaceutical Export Promotion Council of India
Society for Pharmaceutical Dissolution Services
WPO Forum
YPO Forum India
Plex Concil

Our Board of Directors

We believe that strong governance is rooted in an active, well informed, and experienced Board of Directors. They serve as the cornerstone of our corporate governance framework. The Board ensures that the Company upholds the highest standards of accountability, transparency, and ethical conduct while conducting its operations.

We are a privately held, business with a single-tier Board structure consisting of five directors. Our Board's diverse expertise and experience enables effective decision making and the successful execution of our long-term business strategies. This ensures that we effectively navigate the dynamic business environment and ensure sustained growth.

The Board of Directors is elected and re-elected annually, ensuring a dynamic and effective leadership. The selection process for induction of new Directors, as well as for those up for reappointment, is carried out in a transparent way i.e. during our annual meetings or through postal ballots. ACG has established a structured reporting process to ensure effective communication between senior executives and the highest governance body regarding the management of impacts on the economy, environment, and people. Senior leadership and the Board meet weekly to discuss ongoing progress, risks, and operational updates. Additionally, Our Board convenes quarterly to review our Company's financial and non- financial performance and take appropriate actions. Furthermore, a dedicated strategic meeting among Board members is held quarterly to align on long-term objectives and performance related to the organization's impacts. This frequent and layered reporting process ensures continuous oversight, timely decision-making, and accountability at all levels. The Board has established specific charters and policies that define its role, responsibilities, and authority in governing the company's operations including operations, risk management and sustainability.

Board of Directors



Ajit Daljit Singh
Chairman



Jasjit Daljit Singh
Vice Chairman



Karan Jasjit Singh
Managing Director



Selwyn Noronha
CEO ACG Capsules



SR Shivshankar
CEO ACG Packaging

POSH Committee
 Business Ethics Committee
 Talent Council Committee

CSR Committee
 ESG and Sustainability Core Committee

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Leadership



Udit Singh
CEO ACG Inspection



Nikhil Kulkarni
CEO ACG Engineering



Werner Bongers
CEO Scitech



Nitin Desai
Chief Commercial Officer



Sunil Jha
Chief Human Resource Officer



Parag Shah
Chief Financial Officer



Shankar Gupta
Chief Sales Officer



Balaji Kasiram Sundararajan
Chief Digital Officer



Alexander Robertson
Chief Marketing Officer

ACG regularly facilitates targeted training programs, workshops, and access to external expert insights focused on environmental, social, and governance (ESG) issues. These efforts ensure that board members remain well-informed on evolving sustainability challenges and best practices, enabling them to provide effective oversight and strategic guidance aligned with ACG's sustainability goals.

Board skill matrix

	Financial expertise	Industry knowledge	Legal/ compliance	Technology	Marketing	Risk management	Leadership	ESG
Ajit Daljit Singh	✓	✓	✓	✓	✓	✓	✓	✓
Jasjit Daljit Singh	✓	✓	✓	✓	✓	✓	✓	✓
Selwyn Noronha	✓	✓	✓	✓	✓	✓	✓	✓
Karan Jasjit Singh	✓	✓	✓	✓	✓	✓	✓	✓
SR Shivshankar	✓	✓	✓	✓	✓	✓	✓	✓

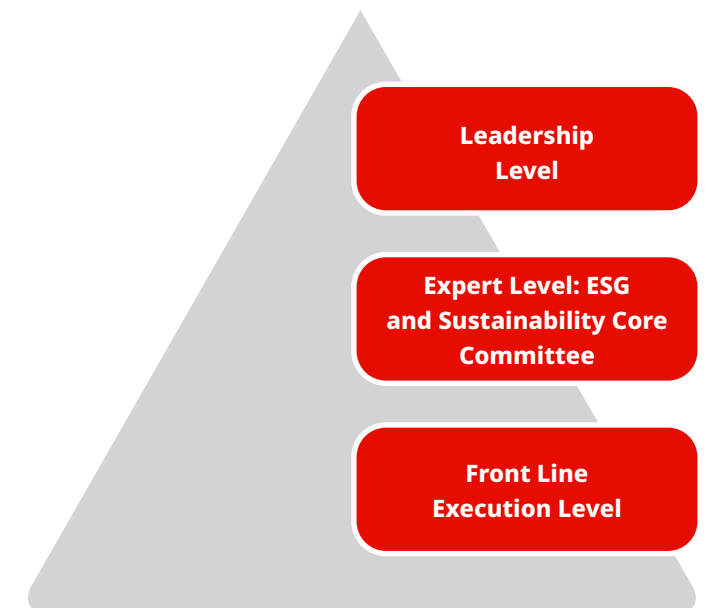
ESG governance

We are deeply committed to integrating sustainability into every aspect of our business. This commitment is overseen at the highest level, with our Board of Directors actively involved in all sustainability-related matters. To ensure effective implementation, we have established a three-tier sustainability governance structure.

At the top leadership level is our Managing Director, who also serves as a Non-Executive Director on the Board and is responsible for decision making on sustainability-related aspects. The Managing Director's role includes providing oversight of key policies, ESG initiatives, strategy, and reporting.

To ensure seamless execution of our ESG agenda, we have constituted the ESG and Sustainability Core Committee at expert level. The Committee is led by the Group Sustainability & CSR Head and supported by senior representatives from our Capsules, Engineering, Packaging Materials, and Inspection business.

Implementation is driven at the frontline by the ESG Working Groups, which consists of experts from various departments. These task forces ensure local execution, integration, and monitoring of ESG actions. This ensures sustainability is seamlessly integrated into day-to-day business practices across the entire organisation.



Our policies and frameworks

Our policies and frameworks are integral to our corporate governance. These policies guide our stakeholders, helping them align their actions and decisions with our core values. We regularly review and update our policies to adapt to evolving legal requirements, feedback, and global best practices. To ensure everyone has access to this information, all our policies are available on our internal and external communication platforms.

 **EHS Policy**

 **POSH Policy**

 **Business Ethics Policy**

 **Grievance Redressal**

 **Diversity and Inclusion Policy**

 **CSR Policy**

 **Human Rights Policy**

 **Information Security Policy**

 **Vendor Management Policy**

 **ESG Policy**

 **Social Media Policy**

 **Talent Management Policy**

 **Travel Policy**

 **IT Policy**

 **Privacy Policy**

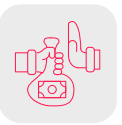
 **Hybrid Working Policy**

Our Code of Conduct

Our Code of Conduct, as outlined in the Business Ethics Policy, reflects our commitment to operate our business with integrity, accountability, and ethics. It addresses key guidelines related to ethics, integrity and professional conduct. The Code of Conduct applies to our associates and all who are associated with us, including value chain partners.

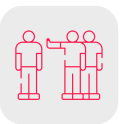
 **Transparency**

 **Prevention of sexual harassment**

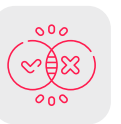
 **Anti corruption**

 **Fraud prevention**

 **Responsible use of company assets**

 **Non-discrimination**

 **Human rights**

 **Conflict of interest**

 **Privacy**

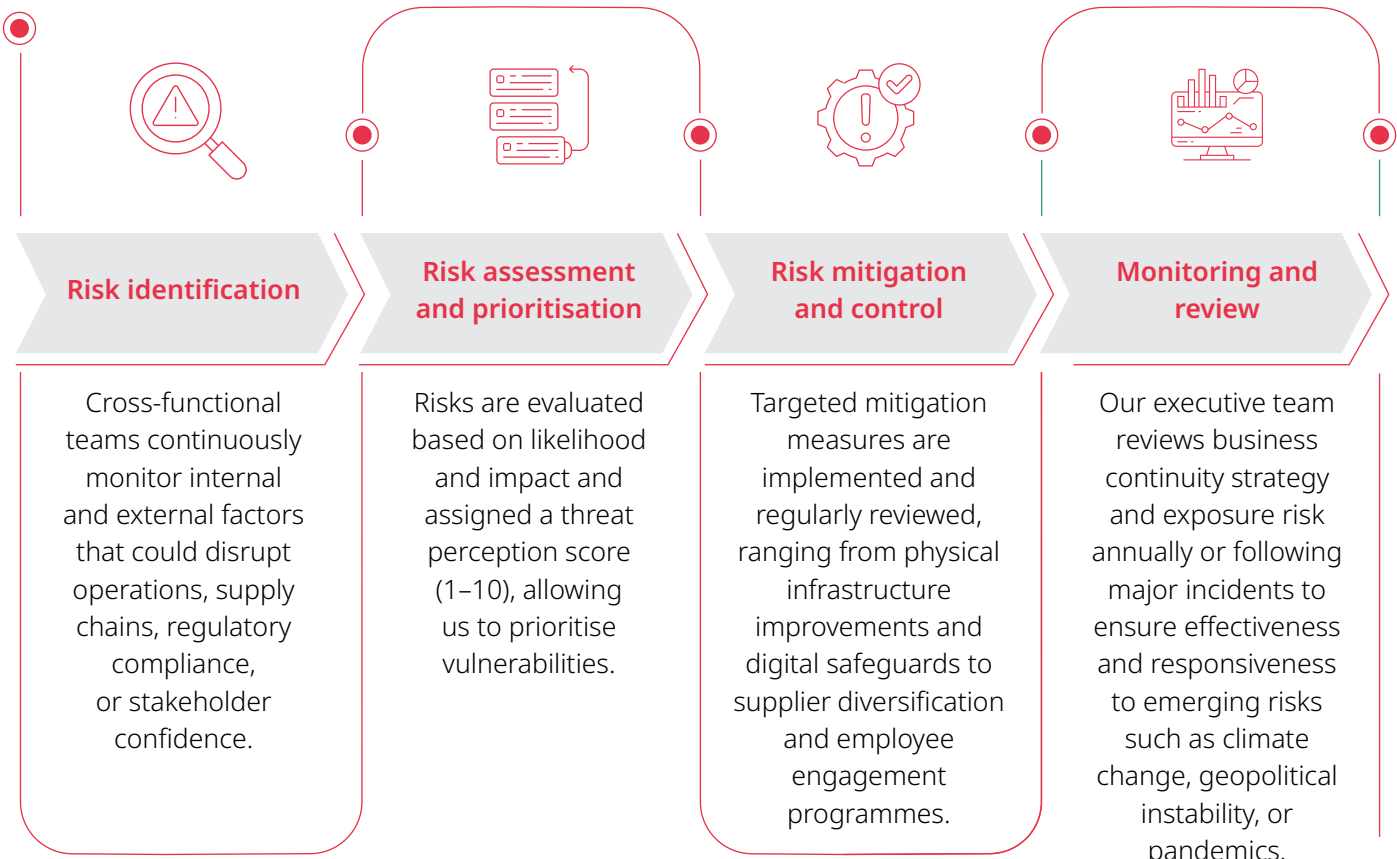
 **Safety, health, and environment**

Zero
cases of conflict of interest were reported

ACG has implemented a robust governance framework designed to ensure systematic enforcement of ethical standards and regulatory compliance. The framework is anchored by the Business Ethics Committee and the Ombudsman, both of which are responsible for policy governance, breach investigation, and whistle blower protection. All associates are encouraged to raise concerns confidentially and without fear of retaliation. To support this, ACG has implemented measures including regular employee training, mandatory acknowledgement of the Code of Conduct, accessible reporting channels, and oversight by designated compliance functions. Alleged breaches are promptly investigated in accordance with established procedures, with appropriate corrective or disciplinary actions taken as warranted.

Risk management

Effective risk management is essential for ensuring business continuity, safeguarding stakeholder interests, and maintaining resilience amid a rapidly changing global environment. We have a structured risk management framework that is integrated into our strategic, operational, and compliance functions in the Company.



Based on our risk management framework, we have identified key risks along with its mitigation strategies. This structured approach allows us to proactively manage potential threats and ensure business continuity.

Key risk and mitigation measures

Risk category	Description	Mitigation measures
Natural disasters	Earthquakes or floods impacting operations (low risk at current locations)	- Periodical review of the building stability and emergency control through mock drills - In flood-prone area, facility gate should be at a higher level and gradually slopes towards the ETP area which has a risk of flooding
Fire incidents and accidents in facility	Potential fire outbreaks in production or storage areas	- Adequate number of fire extinguishers at all strategic and potential fire points. - Independent fire hydrant system with separate DG back up having a minimum of one hour firefighting capabilities. - Installation of separate standalone fire sprinkler systems in designated fire-prone areas - Fire alarm systems - Support from local mutual aid groups, government fire departments, and nearby medical facilities - A detailed, documented emergency preparedness plan addressed on potential emergencies in place - Display of emergency contact numbers at strategic locations
Cybersecurity threats	Risk of data theft, vulnerabilities, malware or phishing attacks.	Protection safeguards implemented through a combination of people, process, and technology People - Multi-track cybersecurity awareness programme (ARMED) empowering employees to stay secure against evolving threats Process - Structured processes ensure secure access, timely threat detection, and continuous protection against evolving risks Technology - Layered security controls encompass Next-Generation Firewalls (NGFW), Web Application Firewalls (WAF), Virtual Private Networks (VPN), Multi-Factor Authentication (MFA), Endpoint Detection and Response (EDR), Next-Gen Antivirus (NGAV), and encryption solutions

Risk category	Description	Mitigation measures
Supply chain disruptions and raw material risks	- Potential risks arising from delays, shortages, or mismanagement of raw materials and inventory - Risks due to asymmetric information leading to supply disruptions	- Key raw materials such as CTFE and resin are maintained in stock to cover lead time consumption. - Materials are stocked at multiple sites to mitigate supply chain disruptions
Pandemic situations	Disease outbreaks disrupting labour availability and supply continuity	- Necessary PPEs made available - Necessary training and social distancing ensured - Channels developed with government agencies to get real-time information and support - Detailed plan in place to align business with the New Normal with regular reviews
Trade barriers	- Global economic sanctions - Imposition of US tariffs - Levies and surcharges	- Shift supply bases to minimise trade tariff impact (e.g. polymers supplied from Brazil to the US) - Localisation of key raw materials
Geopolitical risks	- Armed conflict or instability in key trade regions - Hostility in sanctioned territories such as Iran and Iraq - Closure of the Red Sea trade route	- Schedule order cycles to protect customer needs despite longer lead times - Multiple locations to protect customer requirements - Increasing inventory and working capital cycles - Maintain inventory for critical RM – 60 days DOH - Secure additional volume from suppliers - Alternate vendors available across the globe - Geographical de-risking - Close coordination with sales/central planning for aligning supplies
Operational continuity risks	- Sudden power cuts - Sudden stoppage of water supply - Sudden stoppage of gas/fuel supply	- Dedicated power and water lines - Power redundancy with generator backup at all sites - Multiple fuel sources and in-house fuel storage.

Risk category	Description	Mitigation measures
HR risks	High attrition affecting productivity and knowledge retention	- Engagement initiatives and structured growth plans to ringfence talent - Multiple HR initiatives maintaining attrition around 5% - Build an internal talent pipeline - Engage with high schools/universities for skill-building initiatives - Explore retention bonus/programme for skilled manpower - Invest in continuous learning and development
Economic and political risks	- Translation exposure - Localised political impacts e.g. strikes	- Around 80% of exposure is hedged - Effective communication channels maintained and monitored to mitigate low-probability conflict
Distribution risks	Inability to supply Just-In-Time or experiencing delays	- Multiple locations for warehousing, manufacturing, and slitting - Stocking, slitting, and sales of polymers from UAE site

We promote a strong risk-conscious culture in the Company through focused training across all levels of risk management principles. These efforts ensure that risk considerations are integrated into everyday decision making. Additionally, defined risk criteria are incorporated into the development of new products and services, supporting compliance, strengthening operational resilience, and ensuring the delivery of customer focused solutions



Stakeholder engagement and double materiality assessment



Stakeholder engagement

Nurturing collaborative relationships and creating long-term value

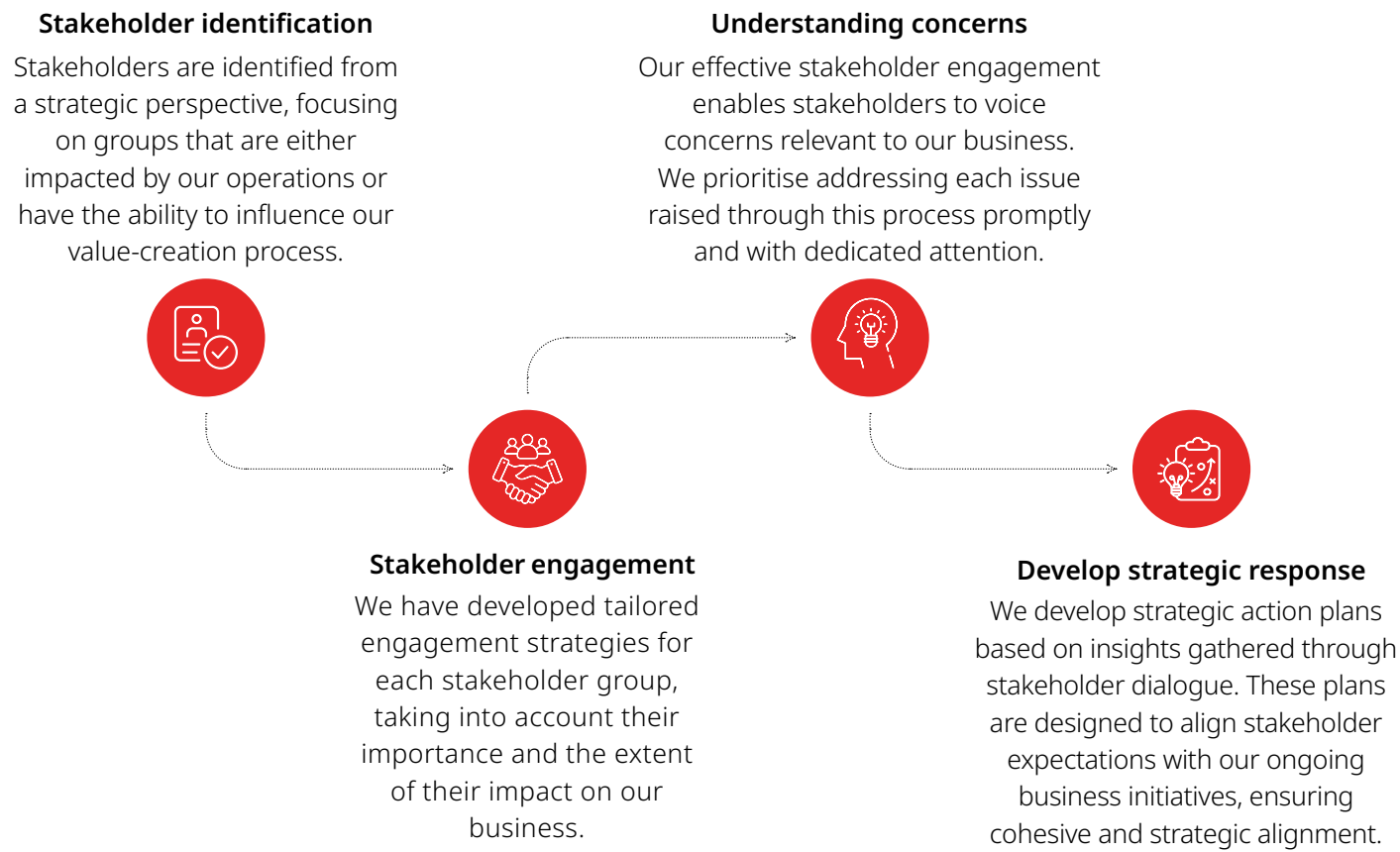
At ACG, we recognise that meaningful stakeholder engagement is fundamental to the long-term success of our business strategy. We believe that proactive, meaningful discussions with our stakeholders enables us to better understand their expectations, anticipate and mitigate risks, and identify opportunities for shared growth.

Our stakeholder engagement framework guides our interactions with the people and groups who influence or are impacted by our business. This helps us build mutual trust and operate responsibly in global markets. By aligning our business priorities with their interests, we ensure that our growth is inclusive and responsible.

Through proactive stakeholder engagement, we aim to:

- Incorporate stakeholder concerns and expectations into our decision making, processes, and strategic initiatives
- Strengthen the clarity, relevance, and timeliness of our communication with them to foster meaningful, two-way engagement
- Enhance stakeholder trust and confidence in our commitments and operational integrity
- Leverage stakeholder insights to anticipate emerging risks, identify innovation opportunities, and co-create long-term value

Our stakeholder engagement framework



We believe in fostering open and continuous engagement with all our stakeholders, including associates, promoters, regulatory bodies, customers, media, business partners, suppliers, and the community. These vital interactions help us identify key issues, address concerns, uncover opportunities, and mitigate potential risks.

Internal stakeholders

Associates*			
Significance	Mode of engagement	Material topics	Frequency of engagement
Our associates are at the core of our success, fuelling innovation, enhancing efficiency, and elevating customer experiences, ultimately shaping our growth and reputation.	• Regular interactions and feedback sessions • Performance reviews • Associate engagement activities • Electronic communications • Events like town halls, the Annual Leadership Summit, and Value celebrations	• Associates' health and safety • Protection of human rights • Human capital management	• Periodically • Annually • Quarterly town hall meetings
Promoters			
Ensures ESG priorities are integrated into corporate strategy, securing top-level commitment and resource allocation.	• Board meetings • Quarterly updates • Electronic correspondence • Leadership summits	• Financial performance • Climate change mitigation • Anti-bribery and corruption • Corporate governance and ethics • Energy efficiency • Resource use and efficiency	Quarterly

External stakeholders

Regulatory bodies			
Significance	Mode of engagement	Material topics	Frequency of engagement
Regulatory bodies shape our compliance framework and strategic direction. Through consistent engagement and transparent reporting, we ensure adherence to legal standards.	- Electronic correspondence - Virtual meetings and calls - Half-yearly and annual reports - Public policy and advocacy	- Corporate governance and ethics - Climate change mitigation - Waste management - Water and effluents management	Bi-annual
Customers			
Our customers drive our purpose and performance. Their expectations shape our innovation, influence our quality standards, and strengthen our commitment to service excellence and sustainability.	- fNPS Survey - Periodic customer feedback - Online and offline events and outreach - Email - Website - VOC Survey - Senior delegation visit - Regular customer visits - Seminars - One ACG events - Exhibitions	- Product safety and quality - Privacy and data security - Regulatory compliance - Higher productivity - Service and qualification support	Regular and need based
Media			
Fosters transparent communication, promotes informed public discourse, and enhances awareness of industry developments and organisational initiatives. This interaction supports broader stakeholder understanding and alignment.	- Press releases - Stakeholder interviews - Media launches - Industry stories	Corporate governance and ethics	Periodically

Business partners and suppliers

Significance	Mode of engagement	Material topics	Frequency of engagement
Business partners and suppliers are critical to ensuring quality, efficiency, and sustainability across our value chain. Through collaboration and shared accountability, we drive responsible sourcing and long-term supply chain resilience.	- Electronic correspondence - In-person and virtual meetings - Sustainability awareness sessions - Supplier audits (need based) - Supplier visits (need based)	- Protection of human rights - Responsible supply chain management - Privacy and data security - Ethical raw material sourcing	Periodically and need based
Communities			
Community partners and NGOs are instrumental to advancing our social responsibility goals. We are committed to serving the local communities by aligning our business practices with environmental and social norms, strengthening local engagement, and building trust within the broader society.	- Focus group discussions - Direct stakeholder consultation - Regular field surveys - Community engagement panels	- Climate change mitigation - Water and effluent management - Community engagement panels	Periodically

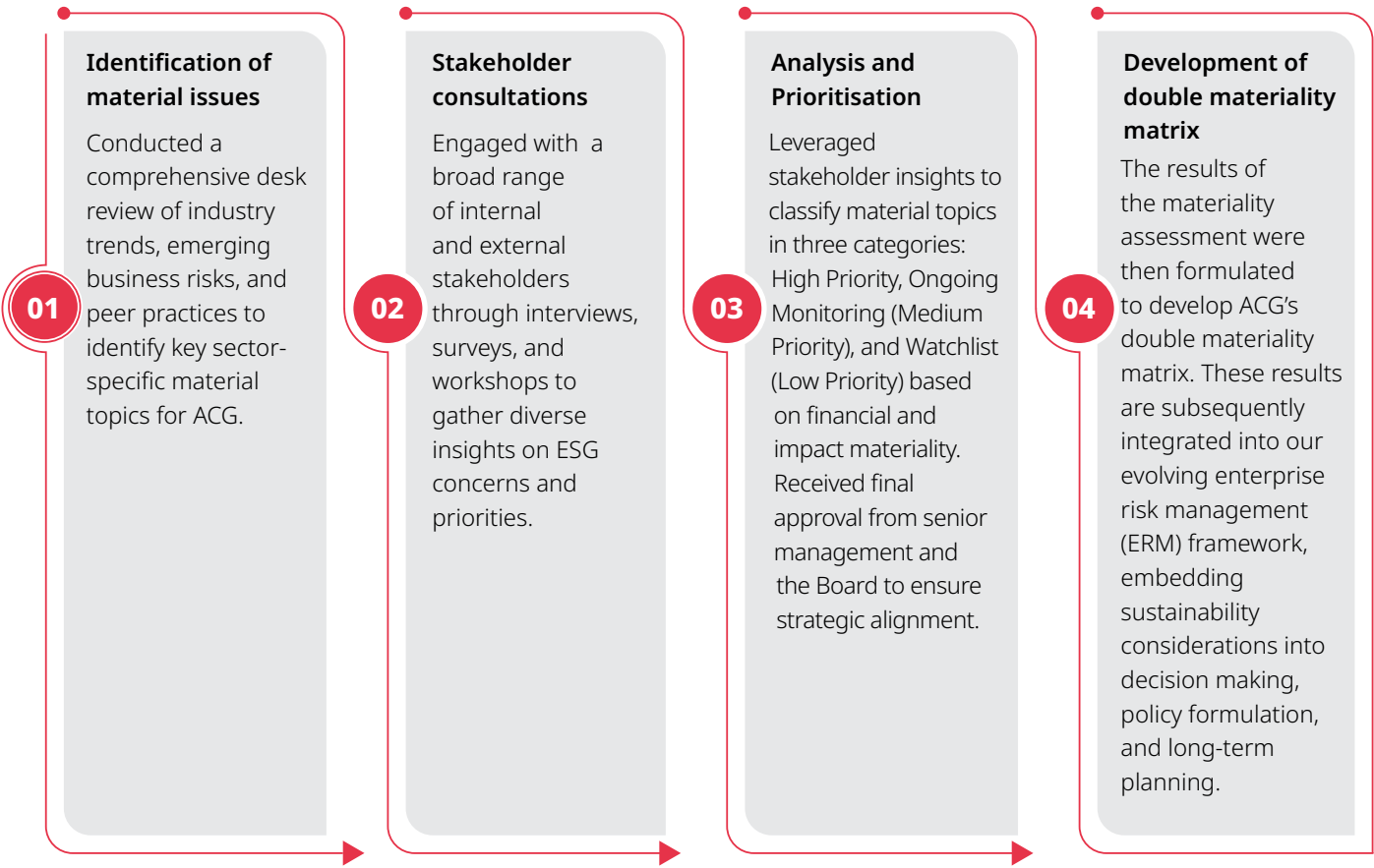
*ACG refers to employees as associates.

Double materiality assessment

Understanding what impacts us

At ACG, our commitment to materiality assessment strategically guides our focus toward the most important topics. This year, we used the principle of double materiality to identify and prioritise our sustainability topics. This process ensures our efforts are strategically directed at the areas that create the greatest impact, driving sustainable value and enhancing our resilience.

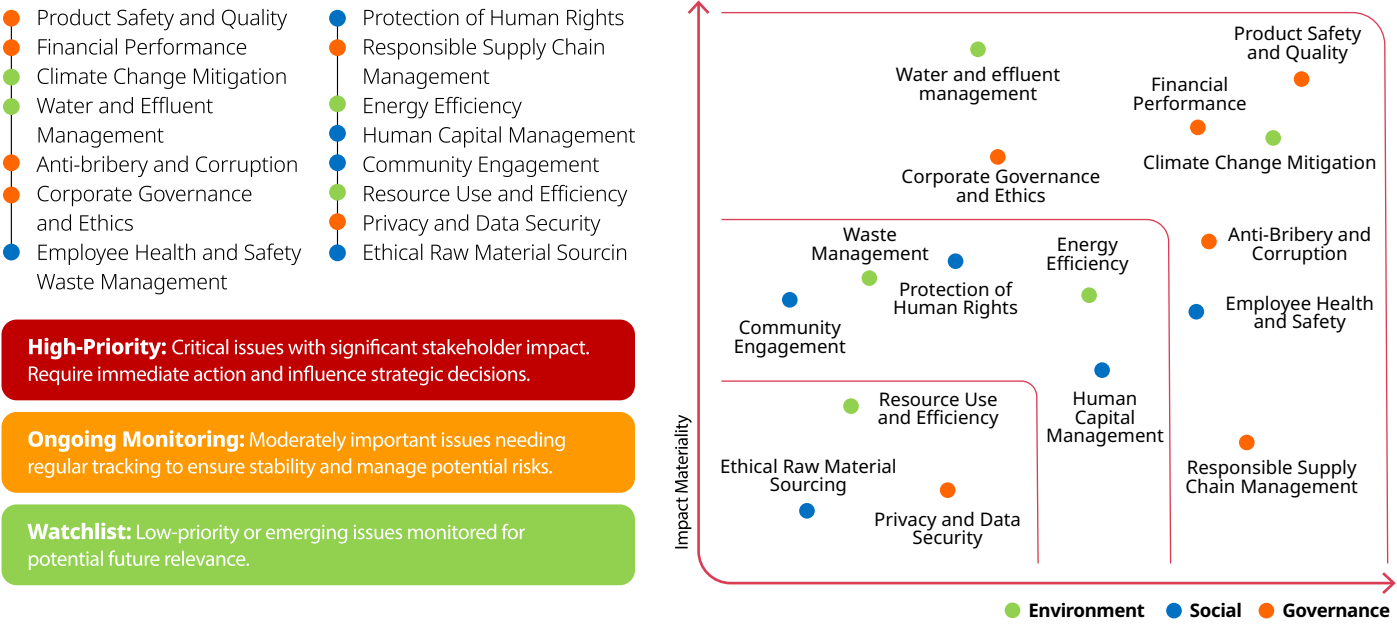
The assessment process includes the following steps:



We have identified 16 key topics and prioritised them using an evaluation framework. Further, we assessed the risks and opportunities for each topic, linking them to the relevant UN Sustainable Development Goals (SDGs). For each topic, we have also created a strategic framework that aligns with our goals, including key initiatives and metrics to measure our progress. Outcomes of the double materiality assessment were approved by the Managing Director.

The materiality assessment process and outcomes were independently assured by DNV, providing external validation of our methodology, stakeholder engagement, and results.

Group-level double materiality matrix ranked by importance:



Mapping of risk and opportunity against material issues

Product safety and quality

Risk/Opportunity	Significance	  
Risk: Product recalls, regulatory non-compliance	Ensures regulatory compliance, protects public health, and drives customer satisfaction.	
Opportunity: Build customer trust, market leadership		

Financial performance

Risk/Opportunity	Significance	  
Risk: Market volatility, operational cost pressures	Provides the foundation for sustainable investments, innovation, and workforce development.	
Opportunity: Attract investment, enable long-term business growth and innovation		

Climate change mitigation

Risk/Opportunity	Significance	    
Risk: Regulatory penalties, carbon pricing, physical climate risks	Addressing climate risk enhances resilience, ensures regulatory compliance, and competitiveness in global markets.	
Opportunity: Energy cost savings, net-zero positioning, investing in infrastructure improvements		

Water and effluents management

Risk/Opportunity	Significance	 
Risk: Water scarcity, compliance violations	Critical for operational efficiency and maintaining social licence to operate, especially in water-stressed regions.	
Opportunity: Resource conservation, community goodwill		

Anti-bribery and corruption

Risk/Opportunity	Significance	
Risk: Legal action, fines, reputational damage	Promotes ethical conduct and reduces legal and reputational exposure.	
Opportunity: Strengthen governance, enhance investors', customers' and other stakeholders' confidence		

Corporate governance and ethics

Risk/Opportunity	Significance	
Risk: Regulatory non-compliance, loss of stakeholder trust	Strong governance drives ethical conduct, transparency, and accountability across all business levels.	
Opportunity: Improve transparency, accountability, and long-term strategic stability		

Employee health and safety

Risk/Opportunity	Significance	 
Risk: Workplace injuries, loss of productivity, legal liability	Supports workforce well-being and legal compliance, improving performance and retention.	
Opportunity: Strengthen compliance with safety regulation, reduce absenteeism, ensure operational continuity		

Waste management

Risk/Opportunity	Significance	  
Risk: Pollution, non-compliance with waste disposal regulations, increasing disposal and treatment costs	Efficient waste management reduces environmental footprint and supports circular economy principles.	
Opportunity: Enable reduce, reuse and recycling, achieve cost efficiency, support circular economy goals		

Protection of human rights

Risk/Opportunity	Significance	  
Risk: Legal and regulatory penalties, supply chain disruptions, loss of investor confidence Opportunity: Promote equity, comply with global standards, attract ethical investors	Upholding human rights reflects responsible business conduct and is key to sustainable supply chains and workforce equity.	

Responsible supply chain management

Risk/Opportunity	Significance	  
Risk: ESG non-compliance among suppliers, reputational risk, supply chain disruption risk, Opportunity: Improve transparency, strengthen supplier relations, reduce systemic risks, build supply chain resilience	Ensures end-to-end accountability, risk mitigation, and alignment with ESG goals through the entire value chain.	

Energy efficiency

Risk/Opportunity	Significance	 
Risk: High energy costs, carbon emissions, non-compliance Opportunity: Reduce operational costs, meet climate targets, enhance competitiveness	Reduces environmental footprint and aligns with energy transition goals.	

Human capital management

Risk/Opportunity	Significance	  
Risk: Talent attrition, workforce skill gaps Opportunity: Drive innovation, boost engagement, support long-term capability building	Essential for sustaining a skilled, motivated, and future-ready workforce.	

Community engagement

Risk/Opportunity	Significance	  
Risk: Social disconnect, community resistance and potential unrest Opportunity: Strengthen local partnerships and societal impact	Active community engagement builds goodwill, ensures inclusive development, and reduces operational risk.	

Resource use and efficiency

Risk/Opportunity	Significance	
Risk: Operational inefficiencies, increased costs Opportunity: Lower environmental footprint and cut costs	Efficient use of water, materials, and energy supports sustainability commitments and boosts operational efficiency.	

Privacy and data security

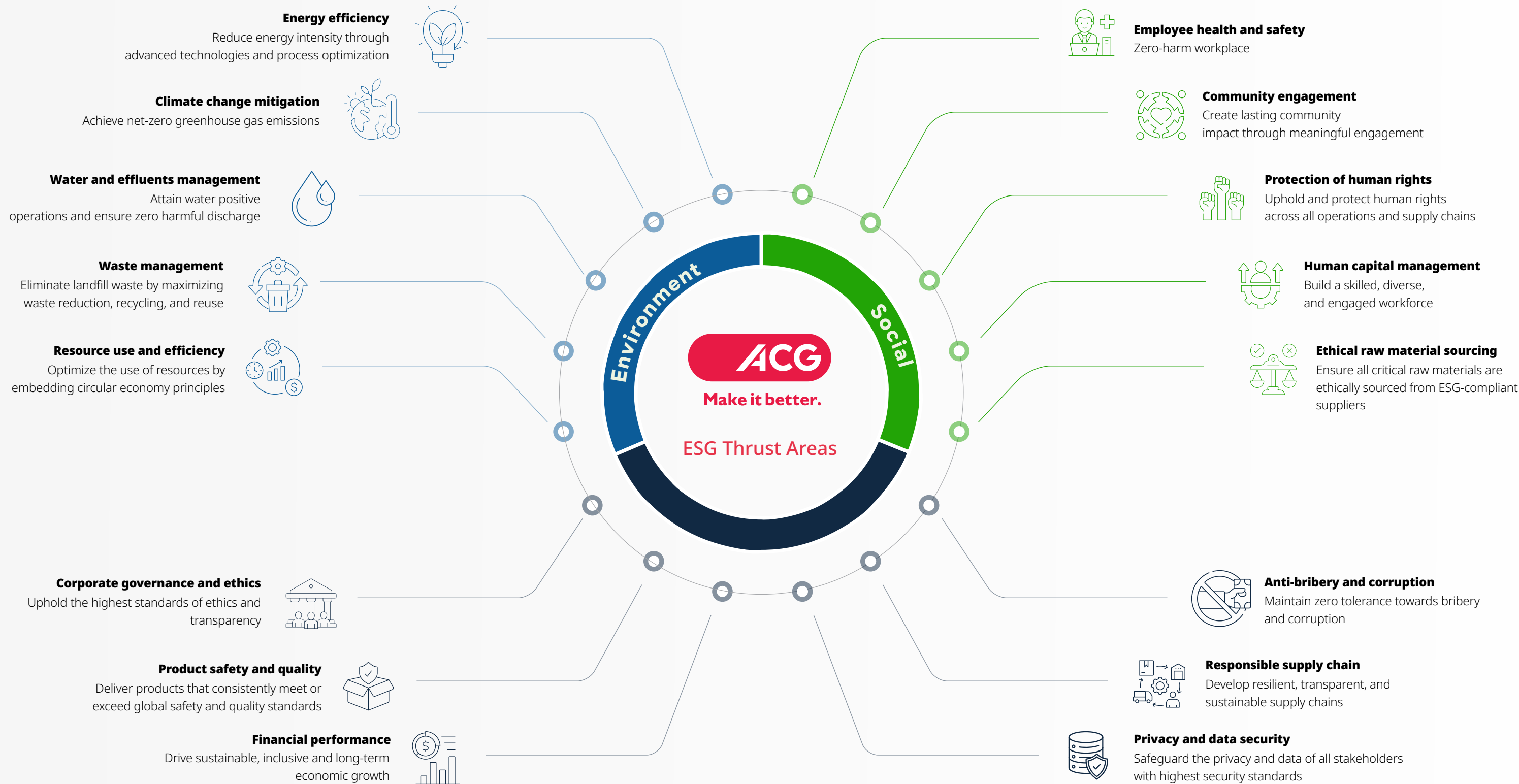
Risk/Opportunity	Significance	 
Risk: Cyberattacks, regulatory penalties, data loss Opportunity: Build digital trust, ensure legal compliance, enhance stakeholder confidence	Safeguarding sensitive data ensures customer and associates' trust, mitigates IT risks, and aligns with global data protection standards.	

Ethical raw material sourcing

Risk/Opportunity	Significance	
Risk: ESG violations in supply chain Opportunity: Promote responsible sourcing, ensure traceability, strengthen resilience	Ethical sourcing upholds social and environmental standards, ensuring compliance, transparency, and stakeholder assurance across the value chain.	

The material topics have been strategically grouped into three pillars: Environmental, Social, and Governance providing a clear framework for sustainability implementation. This allows us to effectively manage our sustainability agenda and report on our progress with clarity and purpose.

ESG Thrust Areas



Environment

We are committed to environmental stewardship, integrating it into every facet of our operations. Our goal is to minimise our ecological footprint through the responsible use of natural resources and a focus on circularity. We are dedicated to reducing our carbon emissions and improving energy efficiency, contributing to the global effort to combat climate change. Through responsible water and waste management, we aim to protect and preserve ecosystems. This commitment is a journey of continuous improvement, as we seek innovative ways to create the right impact for the planet.

Materials issues addressed

Energy efficiency	Climate change mitigation	Water and effluent management
Waste management	Resource use and efficiency	

Key stakeholder impacted

Associates Customers Business partners and suppliers Communities

SDGs Impacted



Our comprehensive Environmental, Social, and Governance (ESG) Policy outlines our commitment to sustainable and responsible business practices. Endorsed by the Board, this policy applies to all our operations, supply chain partners, and business relationships. Key aspects of the policy include:

- **Climate change mitigation** – Assessing and managing climate-related risks, setting measurable targets to reduce environmental impacts, implementing adaptation measures, and raising awareness on environmental management internally and externally
- **Biodiversity protection** – Committed to protect biodiversity by setting related targets, adopting a mitigation hierarchy, and engaging stakeholders in conservation initiatives
- **Water and effluent management** – Reducing water usage, prioritising efficiency in water-stressed regions, implementing water conservation technologies, Zero-Liquid Discharge systems, and efficient effluent treatment in all manufacturing sites, along with ensuring all discharged water meets regulatory standards
- **Waste management** – Minimising hazardous and non-hazardous waste, adopting green chemistry principles, and using recyclable, biodegradable, or reusable packaging
- **Energy efficiency and renewable energy** – Optimising energy use, adopting renewable energy sources, and engaging stakeholders in conservation practices
- **Resource use and efficiency** – Working with suppliers to reduce emissions and resource consumption, integrating efficiency principles into product design and operations

Climate change mitigation

Climate change presents significant risks to ecosystems, economies, and communities globally. As a responsible company, we recognise our role in contributing to international climate action. We are committed to reducing our greenhouse gas emissions by optimising energy use, adopting low-carbon technologies, and transitioning to cleaner energy sources. These efforts not only support global climate goals but also align with India's national objective of achieving net-zero emissions by 2070. This commitment enhances our operational efficiency and builds long-term resilience.

Enhancing our energy mix

We are progressively reducing reliance on conventional energy sources by increasing the share of renewables in our energy portfolio. Currently, renewable energy holds a share of 10% in total energy mix in our ACG Packaging Materials division and 17% at ACG capsules.

Switching to alternative fuel

Replacement of high-speed diesel (HSD) with bio-diesel.

Increase renewable energy

Replace grid power with renewable energy through capital investment and open access models.

Key initaitves implemented:

- **Solar power generation**
Our solar power plant at packaging and capsules business consumed renewable 25323147 KWh of clean energy in FY 2024-25, avoiding approximately 24,360.87 tCO2e emissions. Installation of 10 MWp solar power is planned in Tuljapur, Maharashtra which will further support our decarbonisation goals by significantly offsetting future emissions
- **Solar water heating systems**
At our Dahanu, Kandivali, Shirwal, and Pithampur facilities, solar thermal systems are generating 145,000 kilolitres of hot water per day. This has resulted in a monthly GHG reduction of approximately 162.18 tonnes of CO₂, based on local solar radiation intensity
- **Bioenergy from waste**
At our Dahanu facility, a bio-methanation plant generates 400 kWh/day of green energy, converting organic waste into fuel while supporting circularity
- Our future investments for a cleaner future include captive solar power, innovative Waste Heat Recovery Systems (WHRS), and long-term Power Purchase Agreements (PPAs) to deliver lasting environmental impact

Transitioning to clean power: Jambhrun village solar project

To reduce dependence on non-renewable grid power and lower energy costs, ACG commissioned a ground-mounted solar power project with a capacity of 5.90 MWp. Previously, the plant relied entirely on electricity from MSEDCL, a non-renewable and cost-intensive source. With the solar installation, 40–45% of the plant's energy needs are now met through renewable sources, with daily power generation is actively monitored.

An expansion of an additional 2.0 MWp is planned. The project, costing ₹220.52 lakh, is projected to deliver significant savings – ₹176 lakh in FY 2024–25 and ₹42.29 lakh in FY 2025–26 – contributing to both cost efficiency and ACG's transition to cleaner energy.

Circular energy from methane recovery at ACG capsules, Dahanu & Shirwal

ACG Capsules has implemented a closed-loop methane-to-energy system that captures biogenic methane produced through anaerobic digestion at its Zero Liquid Discharge (ZLD) plants and repurposes it for onsite electricity generation. By converting this high global warming potential (GWP) gas into a renewable energy source, the system effectively mitigates fugitive methane emissions, enhances energy efficiency, and reduces dependence on grid-supplied electricity. This engineered solution is aligned with circular economy principles and demonstrates process-integrated decarbonisation, delivering both operational resilience and measurable environmental impact.

The initiative was first commissioned at the Dahanu facility in FY 2020–21 and expanded to Shirwal in FY 2022–23. Feasibility studies are currently underway for wider implementation across ACG's operations. In FY 2024–25, the initiative resulted in an estimated CO₂ reduction of 25,000 kg (0.35%), reinforcing ACG's commitment to responsible innovation and sustainable energy practices.

Parameter	FY 2024-25 (GJ)
From renewable energy sources	152645.53
Total electricity consumption	91163.33
Total fuel consumption	61482.21
From non-renewable energy sources	841245.54
Total electricity consumption	566678.18
Total fuel consumption	274567.36
Total energy consumed (renewable + non-renewable sources)	993891.10

Charting a greener future: ACG Packaging Materials secures SBTi approval for emission

Overall net-zero target:

- To reach net-zero greenhouse gas emissions across the value chain by FY2050

Near-term science-based targets:

- Reduce absolute Scope 1 and 2 GHG emissions 54.6% by FY2033 from a FY2023 base year
- Reduce Scope 3 GHG emissions from purchased goods and services, fuel and energy-related activities, and upstream transportation and distribution by 61.1% per tonne of products produced within the same timeframe*

Long-term science-based targets:

- Reduce absolute Scope 1 and 2 GHG emissions by 90% by FY2050 from a FY2023 base year
- Reduce Scope 3 GHG emissions from purchased goods and services, fuel- and energy-related activities, and upstream transportation and distribution by 97% per tonne of products produced within the same timeframe*

*The target boundary includes land-related emissions and removals from bioenergy feedstocks.

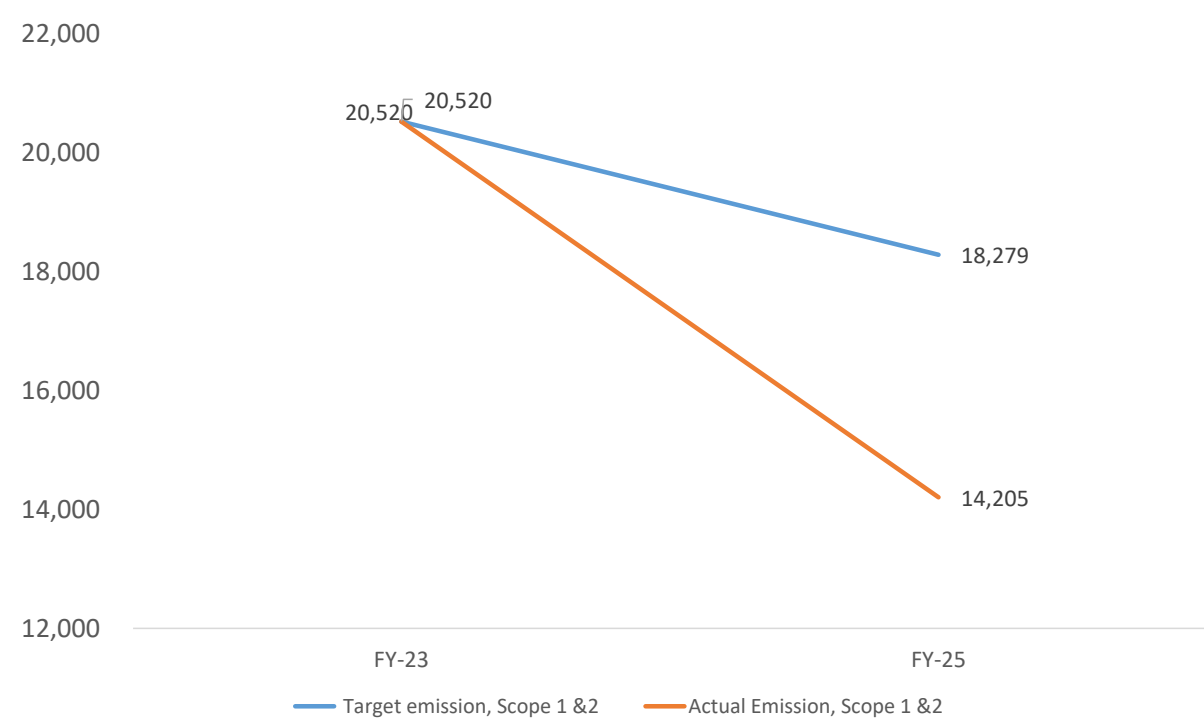
GHG emissions	Emissions in tCO ₂ e
Total direct GHG emissions (Scope 1)	21366.95
Indirect GHG emissions (Scope 2)	
Location based	92313.37
Market based	89582.48
Total indirect GHG emissions (Scope 3)	363927.50
Biogenic emissions	4605.92

Scope 3 emissions

We recognise that a significant portion of our environmental impact resides within our value chain. Our Scope 3 emissions are primarily influenced by purchased goods and services, fuel and energy-related activities, and upstream transportation and distribution. In response, ACG is fostering long-term, collaborative partnerships with customers and suppliers, encouraging the adoption of science-based targets.

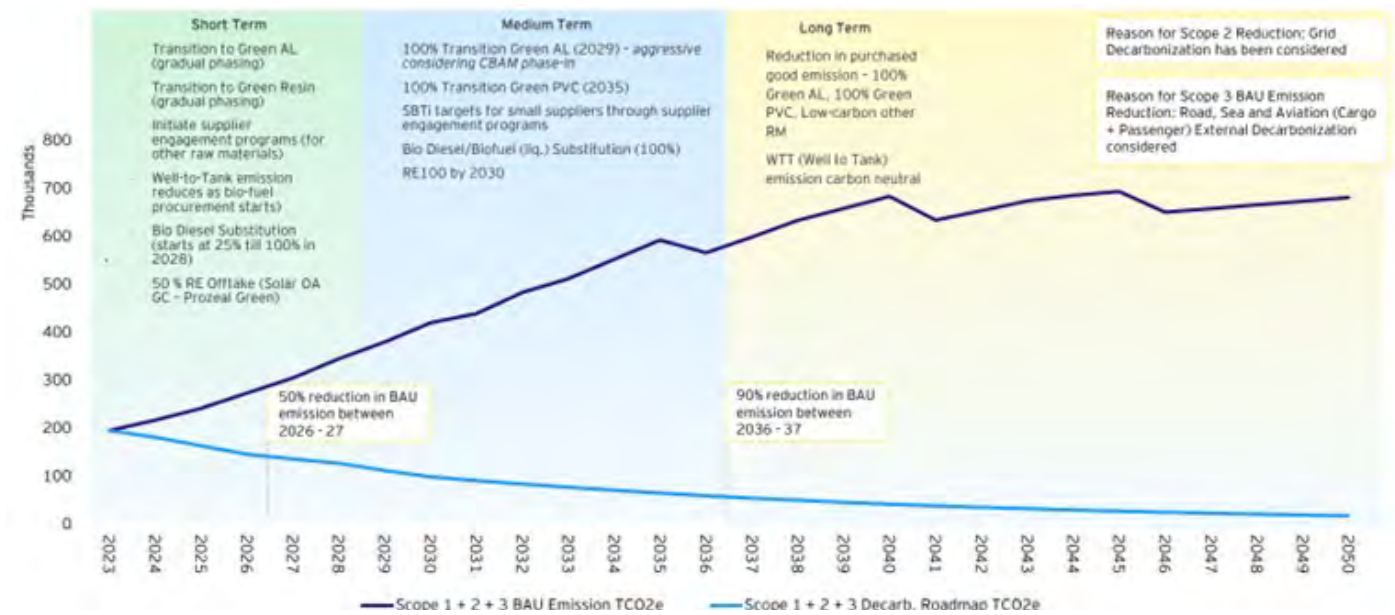
Categories	Emissions in tCO ₂ e
Purchased goods and services	266695.76
Capital goods	14117.60
Fuel and energy-related activities	20119.89
Upstream transportation and distribution	25310.04
Waste generated in operations	1346.78
Business travel	4318.76
Employee commuting	1590.73
Downstream transportation and distribution	20470.02
Processing of sold products	9437.13
End-of-life treatment of solid products	520.77
Total Scope 3 emissions	363927.48

SBTi trajectory progress against ACG Packaging Materials' target emissions (30.7% reduction against SBTi baseline)



Decarbonisation roadmap of ACG Packaging Materials

We are committed to reducing our GHG emissions, in line with our long-term sustainability vision. To implement this commitment, we at ACG Packaging Materials have developed a phased Decarbonisation Roadmap aligned with science-based targets (SBTs) and international climate goals. This roadmap provides a structured approach to emissions reduction, built upon transparent baselines, actionable pathways, and measurable performance indicators. To advance these objectives, we implemented targeted decarbonisation initiatives tailored to our emissions profile, addressing both direct operational emissions and broader value chain impacts.



Energy efficiency

We are committed to enhancing energy efficiency across our operations to reduce our carbon footprint and operational costs. We actively monitor our energy consumption to identify and implement further improvements. Our strategy includes the continuous upgrade to energy-saving technologies and optimisation of our processes.

Integrated energy performance management

Energy conservation at ACG is driven by data-backed performance tracking and system-wide efficiency programmes. We monitor energy intensity through the **Energy Consumption Ratio (ECR)**, which is normalised against production output and reviewed at both plant and group levels. This metric is integrated into strategic targets and operational KPIs, with a committed **year-on-year ECR reduction target of 5%.**

Key energy management measures implemented:

- **Deployment of Energy Management Systems (EnMS):** Seamless integration with production processes enabling real-time data acquisition, operational control, and fault diagnostics to optimise energy use
- **Overall Equipment Effectiveness (OEE) Optimisation:** Implementation of strategies targeting minimisation of energy consumption during machine idle periods and downtime to improve asset utilisation
- **IoT-enabled monitoring:** Installation of smart meters and sensor networks for continuous energy consumption analysis, enabling proactive identification and mitigation of inefficiencies
- **Energy-efficient infrastructure upgrades:** Deployment of advanced technologies including retrofits, high-efficiency motors, variable frequency drives (VFDs), and optimisation of HVAC systems to reduce baseline energy demand
- **Periodic energy audits and benchmarking:** Systematic internal energy assessments to identify energy-saving potentials, validate implemented initiatives, and establish performance benchmarks for continuous improvement
- **Optimised transportation:** Initiated a vehicle clubbing strategy for product deliveries to end customers. By consolidating transportation loads, we aim to reduce fuel consumption and emissions from logistics operations

We are ISO 14001: 2015 (Environmental Management System) certified for 100% of our sites which underscores our proactive efforts to reduce and neutralise our environmental impact and conserve resources.

Advanced dehumidification technology

We have installed a Kathabar dehumidification system across all HPMC lines at our Pithampur plant. This initiative is expected to save 450 kWh per million dips, translating to 13,500 units per day equivalent to 4.92 million energy units saving per year. This results in an estimated annual reduction of 4,040 tonnes of CO₂ emissions.

Implementation of IoT-enabled real-time OEE monitoring

Our ACG Packaging Materials Shirwal division deployed an IoT-based system for real-time monitoring of Overall Equipment Effectiveness (OEE) to enhance operational efficiency and data integrity. Historically, OEE metrics were collected manually post-shift using spreadsheets, causing latency in data availability, inconsistent reporting, and limited scope for proactive decision making.

The integrated IoT solution automates the capture of critical parameters, including machine availability, performance rate, and quality yield in real time. This continuous data stream enables immediate identification of equipment losses such as downtime, reduced speed, and defect rates facilitating prompt root cause analysis and targeted corrective actions. Furthermore, shift-level data granularity supports operator accountability and fosters continuous process optimisation.

The system's ability to reduce equipment idle time, minimise rework, and prevent overproduction directly contributes to lower energy consumption and material waste. These operational improvements align with our strategic commitment to enhancing manufacturing productivity while reducing the environmental footprint across our facilities.

Product Carbon Footprint

We are committed to understanding and reducing the carbon footprint of our products. To achieve this, we conduct detailed life-cycle assessments to identify emission hotspots across the value chain, from raw material sourcing to end-of-life disposal. This data-driven approach informs decisions on product design, material selection and manufacturing processes, enabling us to deliver lower-carbon products that support more sustainable choices for our customers.

In alignment with the Carbon Border Adjustment Mechanism (CBAM) and evolving global regulatory frameworks, our ACG Packaging Materials division has completed Product Carbon Footprint (PCF) analyses for both aluminium-based and polymer-based packaging solutions. These assessments guide material selection and design optimisation, while equipping customers with accurate emissions data to advance their own sustainability goals.

The list below outlines the products for which GHG intensity has been calculated in accordance with CBAM guidelines:

Aluminium-based products		Polymer-based products	
1. CFB Regular	4. Lid foil DS/DP	1. Ecopac	3. Tripac
2. CFB Primer	5. Lid foil speciality	2. Dupac	4. Aclar
3. CFB Speciality	6. Lid CR foil		

Additionally, our ACG Capsules division has initiated Product Carbon Footprint assessments across its capsule portfolio (Gelatin Capsules, HPMC (HR) Capsules, and H+ Capsules) to establish a robust environmental baseline. These insights will guide emissions reduction strategies, inform sustainable product design, and support alignment with science-based climate targets.

AI-driven solution for GHG accounting and Product Carbon Footprint (PCF) tracking

To overcome limitations in the accuracy and consistency of greenhouse gas (GHG) emissions data, ACG transitioned from manual spreadsheet-based processes to the **digital carbon accounting platform**. Legacy systems lacked integration, real-time visibility, and conformance with globally accepted standards such as the **GHG Protocol** and **Product Life Cycle Accounting and Reporting Standards**.

The platform facilitates automated, real-time quantification of **Scope 1, Scope 2, and material Scope 3 emissions**, as well as **granular Product Carbon Footprint (PCF) assessments** at the SKU level. This has enabled the organisation to identify high-emission value chain activities and optimise product design based on embedded carbon intensity.

Key technical benefits include:

- Improvement** in environmental data management efficiency
- Enhanced **data granularity**, enabling emission hotspot identification across processes and SKUs
- Improved alignment with **global reporting frameworks** (e.g. GHG Protocol, CDP, CBAM, SBTi)
- Strengthened **supply chain emissions visibility** and traceability
- Robust data infrastructure to support **target-setting, assurance, and scenario modelling**

By embedding digital GHG accounting into our sustainability function, ACG has significantly improved emissions transparency, strengthened stakeholder confidence, and established a scalable foundation for science-aligned decarbonisation planning.

Air emissions

Our facilities are equipped with state-of-the-art emissions control technologies, including **Electrostatic Precipitators (ESPs) and baghouse filtration systems**, which are critical for the efficient capture and reduction of particulate matter prior to atmospheric release. These systems are engineered to meet stringent performance standards, ensuring effective mitigation of pollutants across a range of operating conditions.

To further strengthen our emissions management framework, we have deployed **Continuous Emissions Monitoring Systems (CEMS)**. These systems provide real-time monitoring and data acquisition, enabling proactive process optimisation and immediate corrective action where required. Our commitment to regulatory compliance is resolute. We align fully with local and regional environmental regulations and routinely benchmark our performance to exceed statutory requirements wherever practicable. Environmental compliance audits and internal performance reviews are conducted regularly to validate our adherence and identify opportunities for continual improvement.

During FY 2024–25, we conducted comprehensive **ambient air quality assessments** across all operational sites. The results confirmed that emission levels remained comfortably within the permissible thresholds defined by relevant environmental authorities. This outcome reaffirms our commitment to environmental stewardship and our strategic focus on sustainable, responsible operations.

Air emissions	Unit (MT)
Particulate matter	80.46
Nitrogen Oxides	19.13
Sulphur Oxides	53.01

Climate risk assessment

We recognise that climate change presents a material and multidimensional risk with the potential to significantly influence our operational, regulatory, and market landscape. We are exposed to both physical risks such as acute events including cyclones, floods, and extreme rainfall, as well as chronic stressors like heatwaves, water scarcity, and rising sea levels which may disrupt our manufacturing activities, supply chains, and logistics infrastructure.

Simultaneously, we acknowledge a range of transition risks driven by evolving regulatory requirements, changing consumer behaviour, technological shifts, and increasing stakeholder expectations. These may result in increased compliance obligations, operational costs, and reputational vulnerabilities.

Our ACG Capsules division has identified the integration of climate-related risks into its evolving Enterprise Risk Management (ERM) framework to ensure the systematic identification, assessment, and governance of climate issues across the organisation. We are actively working towards aligning our climate risk and opportunity management approach with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). As part of this alignment, we plan to embed TCFD principles into our governance structures, strategic planning, and risk management processes to strengthen our climate resilience.

Physical risk

Extreme weather events		
Description	Financial implications	Mitigation methods
Floods, storms, or wildfires can damage infrastructure and disrupt operations or logistics.	- High CAPEX to repair damaged assets or build resilience - Increased insurance premiums - Business disruption leads to revenue loss	- Upgrade infrastructure (flood-proofing, fire barriers) - Business continuity planning and insurance
Rising temperatures		
Increased cooling needs and lower labour efficiency in heat-exposed regions.	- Higher OPEX due to increased energy costs (cooling, HVAC) - Potential productivity loss and health-related downtime - CAPEX for water-efficient tech	- Invest in cooling systems and green buildings - Adjust working hours for labour safety
Water scarcity		
Limited water access affects manufacturing and cooling processes.	- Risk of plant shutdowns or production delays - Supply chain cost increases	- Water recycling and rainwater harvesting - Shift operations to water-secure regions
Supplier vulnerability		
Suppliers impacted by climate events may delay deliveries or increase costs.	- Increased procurement costs - Possible stockouts or production delays leading to lost sales	- Diversify suppliers - Monitor supplier climate risks

Transition Risk

Regulatory stricter emission laws		
Description	Financial implications	Mitigation methods
New or tighter emission caps and environmental regulations increase compliance obligations.	- Compliance costs - Fines or penalties for non-compliance - CAPEX to upgrade systems or processes - Margin compression due to cost pass through limitations	- Adopt cleaner technology - Enhance emission tracking and reporting - Invest in process efficiency
Regulatory carbon pricing/taxes		
Governments impose taxes on carbon emissions or introduce carbon trading schemes.	- Direct increase in operational costs - Reduced margins on carbon intensive products	- Implement energy efficiency measures - Switch to renewable energy sources - Evaluate and optimise carbon footprint
Regulatory mandatory climate disclosures		
New disclosure frameworks (e.g. TCFD, SEBI BRSR) require system upgrades and reporting investments.	- OPEX for ESG reporting systems - Consultant and audit costs	- Deploy ESG data management platforms - Train internal teams or hire ESG specialists - Integrate sustainability into core governance
Market shift in consumer preferences		
Consumers prefer sustainable and ethical products, low carbon, and ethically produced goods.	- Revenue decline for legacy products - R&D and marketing expenses for repositioning	- Redesign products with sustainable features - Promote transparency in sourcing and carbon impact - Launch green branding campaigns

Reputational – reputational damage

Description	Financial implications	Mitigation methods
Negative perception due to lack of climate action or unsustainable practices.	- Loss of brand equity and goodwill - Reduced customer loyalty	- Develop a transparent ESG roadmap - Publish credible sustainability reports - Engage with stakeholders proactively
Finance/operational – higher insurance premiums		
Investors and insurers integrate climate risks into underwriting and lending.	- Rising premiums for climate-exposed assets - Possible denial of coverage - Higher cost of capital or limited access to green finance	- Strengthen risk management - Improve site resilience - Pursue green financing or insurance options
Green product innovation		
Develop low carbon or climate resilient products (e.g. biodegradable packaging).	- Initial R&D CAPEX but potential for high return on investment - Access to new revenue streams - Premium pricing for sustainable products	- Invest in R&D for sustainable materials - Collaborate with green tech providers
Energy efficiency		
Improve operational efficiency via green buildings, automation, and smart energy use.	- Upfront investment with long-term cost savings on utilities - Reduced carbon taxes or penalties	- Retrofit existing infrastructure - Deploy energy monitoring and management systems
Access to green finance		
Tap into green bonds, ESG-aligned investors and climate-linked loans.	- Lower cost of capital through green bonds or ESG funds - Improved investor confidence and valuation	- Align strategy with ESG goals - Develop eligible green projects - Issue green or sustainability-linked bonds

Description	Financial implications	Mitigation methods
Government incentives		Regulatory
Benefit from tax credits, grants, and subsidies for clean energy, carbon reduction, or sustainable innovation.	- Cash inflows in the form of grants or tax credits - Reduced CAPEX for green projects	- Apply for subsidies - Engage in public-private climate programme
Competitive advantage		Strategic
Early ESG adopters gain investor and customer preference, improving market share.	- Increase in market share - Pricing power for eco-labelled products - Stronger customer loyalty	- ESG-focused marketing and positioning - Obtain eco-labels and certifications (LEED, B Corp)
Expansion into new markets		Market
Opportunity in renewable energy, carbon trading, or sustainable infrastructure.	- Revenue growth from sustainable sectors - First-mover advantage in emerging green markets	- Conduct strategic market research - Build partnerships in climate-aligned industries
Improved brand value		Reputational
Strong ESG positioning enhances brand image and stakeholder trust.	- Enhanced corporate valuation - Easier stakeholder engagement and improved share price stability	- Transparent ESG reporting - Proactive stakeholder engagement campaigns
Associates retention and attraction		Operational/HR
Sustainability values attract top talent, especially younger generations.	- Lower attrition and recruitment costs - Greater innovation and productivity	- Implement green workplace initiatives - Foster internal ESG engagement and culture

Water and effluent management

Water is a vital resource, and at ACG, we treat it with the care it deserves. Through the implementation of efficient water management systems, recycling and reuse initiatives, and process optimisation, we strive to minimise consumption and preserve water resources.

Across our capsule manufacturing operations, the primary source of water is the municipal supply. An exception is our Brazil facility, where groundwater is withdrawn to meet operational needs. In our packaging materials manufacturing units, water is primarily sourced from municipal supply and nearby rivers. Borewell water is used only marginally, and primarily for domestic and emergency purposes.

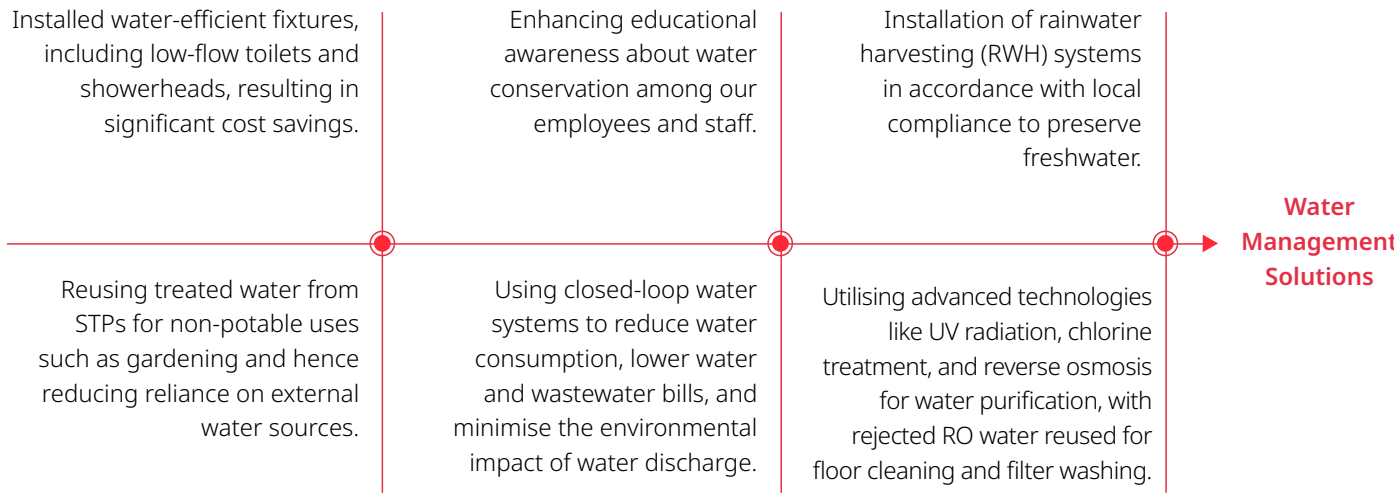
KPIs	Category	FY 2024-25 (KL)
Surface water	freshwater (≤1,000 mg/L Total Dissolved Solids)	33406.00
Ground water	freshwater (≤1,000 mg/L Total Dissolved Solids)	113307.50
Third-party water	freshwater (≤1,000 mg/L Total Dissolved Solids)	664983.02
Total water withdrawal	freshwater (≤1,000 mg/L Total Dissolved Solids)	811696.81
Total water consumption	freshwater (≤1,000 mg/L Total Dissolved Solids)	722117.41
Total water recycled	freshwater (≤1,000 mg/L Total Dissolved Solids)	158374.75
Water discharged	freshwater (≤1,000 mg/L Total Dissolved Solids)	89579.40

All our Indian capsule manufacturing operations are equipped with dedicated wastewater treatment systems and operate with Zero-Liquid Discharge (ZLD), enabling 100% recycling and reuse of treated water within operations. At our facilities in Brazil and Europe, treated effluent from internal wastewater systems is directed to nearby Common Effluent Treatment Plants (CETPs), in accordance with applicable environmental regulations.

Our ACG Packaging Materials manufacturing facilities treat wastewater through a combination of Effluent Treatment Plants (ETPs) and Sewage Treatment Plants (STPs). The treated water undergoes further purification through Reverse Osmosis (RO) systems and is reused for sanitary applications and landscaping purposes.

Discharge parameters are regularly monitored to ensure full compliance with State Pollution Control Board (SPCB) norms in the country. During the year we had zero instances of non-compliance reported. Additionally, independent external agencies conduct routine assessments to verify the quality of treated water discharged from our facilities.

Our water consumption optimising strategies include:



ACG has evaluated water-related challenges and vulnerabilities across all operational sites to proactively identify and address potential issues impacting water availability, quality, and sustainability. These evaluations consider physical risks such as water scarcity, quality issues, and flood exposure, as well as regulatory and reputational risks linked to water management. By integrating these insights into our operational planning and evolving risk management processes, we ensure resilience against water stress and compliance with evolving environmental standards. Continuous monitoring and mitigation strategies enable us to optimise water use, safeguard supply security, and support long-term sustainability goals.

ACG's business division	Water-related risks	Mitigation strategies
ACG Capsules	High water consumption in the evaporative cooling units	- Implement water-efficient cooling technologies (e.g. closed-loop cooling, air-cooled condensers) to reduce water use - Conduct regular water audits and optimise cooling system operations - Use real-time monitoring to detect leaks and inefficiencies in water usage
	Discharge of treated wastewater	Maintain and expand Zero-Liquid Discharge (ZLD) systems to ensure complete recycling of wastewater
ACG Packaging Materials	Variation in water quality due to contaminated water supply (also used by vendors)	- Establish strict water quality standards and supplier requirements with frequent audits - Implement advanced water treatment technologies ((e.g. membrane filtration, and UV disinfection) to manage variable raw water quality - Source optimization: minimise groundwater use and optimise surface water withdrawal aligned with demand - Enhance runoff and stormwater management systems to prevent contamination - Calibrate and maintain Effluent Treatment Plants (ETPs) and Sewage Treatment Plants (STPs) regularly to ensure treated water quality - Deploy automated water metering and leak detection to reduce unaccounted water loss - Reuse treated water wherever feasible (gardening, cleaning, utilities) to reduce freshwater dependency

Waste management

We are committed to minimising waste and advancing a circular economy. We have robust waste management approach focused on reducing, reusing, and recycling across all our operations. Our goal is to divert waste from landfills and responsibly manage all waste streams, including hazardous materials. We continually seek innovative solutions to optimise our processes and partner with certified waste management providers. This commitment is central to our environmental stewardship and a key component of our sustainability journey.

We manage hazardous waste with the highest standards of safety and environmental compliance, ensuring its disposal through authorised treatment, storage, and disposal facilities (TSDFs). Non-hazardous waste is segregated at its source and sent to certified partners for recycling, reuse, or co-processing. All our waste handling and disposal activities are regularly monitored and documented to ensure full traceability and regulatory compliance.

Waste generation	Total (MT)
Plastic waste	8820.45
Battery waste	5630.67
E-waste	4501.79
Bio-medical waste	3372.90
C&D waste	2514.76
Other hazardous waste	2514.76
Non-hazardous waste	2514.76
Total waste generation	7016.55

Waste diverted from disposal	Hazardous waste	Non-Hazardous waste	Total (MT)
Reuse	198.26	930.63	1128.89
Recycle	415.66	2957.27	3372.93
Other recovery options	0	0	0
Total waste diveted form disposal	613.92	3887.90	4501.82

Waste disposed	Hazardous waste	Non-Hazardous waste	Total (MT)
Total waste disposed			
- Waste landfilled	2438.59	76.17	2514.76
- Waste incinerated with energy recovery	0	0	0
- Waste incinerated without energy recovery	0	0	0
- Waste otherwise disposed, please specify:	0	0	0
- Waste with unknown disposal method	0	0	0
Total waste disposed	2438.59	76.17	2514.76

We actively pursue innovative approaches to minimize waste generation at the source through process optimization, material efficiency initiatives, and adoption of sustainable packaging solutions. ACG Packaging files annual EPR returns and holds certification as a Producer & Importer, reinforcing our dedication to regulatory compliance and sustainable practices. ACG is committed to achieving year-on-year reductions in total waste intensity by implementing cleaner production technologies, leveraging circular economy opportunities across operations, enhancing associate awareness, fostering stakeholder engagement, and driving continuous process improvements.

01

Increased material recovery
We have scaled up recycling efforts for packaging materials, metal scrap, and other process-generated waste through authorised recyclers.

02

Plastic waste reduction
We've introduced initiatives to reduce single-use plastics and increase the use of recyclable or biodegradable alternatives in packaging.

03

E-waste management
Electronic waste from equipment upgrades is collected, documented, and responsibly handed over to certified waste recyclers.

04

Composting organic waste
Food and organic waste from cafeterias are composted on-site at selected facilities, generating nutrient-rich compost for landscaping.

05

Process optimisation
Lean manufacturing principles have been implemented to reduce raw material wastage and enhance yield efficiencies.

06

Employee awareness drives
Training sessions and awareness campaigns are conducted to encourage waste segregation, reduction, and responsible disposal practices at the individual level.

07

Digital waste tracking
Implementation of a centralised waste tracking system across sites for better data collection, analytics, and compliance reporting.

08

Zero Waste to Landfill (ZWtL) Vision
ACG is in the early stages of evaluating a company-wide ZWtL roadmap, with pilot programmes launched at select facilities.

Respect for biodiversity

At ACG, we recognise that preserving biodiversity is essential to sustaining the ecosystems that support human health, global supply chains, and planetary well-being. We are committed to protecting and enhancing biodiversity through our operations, partnerships, and nature-positive initiatives across our value chain. None of ACG's current facilities are located within or directly adjacent to areas designated as protected areas or areas of high biodiversity value. However, we proactively assess, monitor, and mitigate potential impacts on flora, fauna, and local ecosystems in and around our sites.

We align our approach with national biodiversity regulations and international frameworks by securing necessary environmental clearances and conducting ecological sensitivity mapping around our operational sites. Additionally, we implement biodiversity conservation and restoration programmes while actively engaging associates and local communities through environmental awareness initiatives.

Key actions and initiatives:

- **Tree plantation drives:** As part of our environmental objectives and commitment to biodiversity, ACG Capsules conducts annual tree plantation drives in partnership with local forest authorities. A minimum of 1,200 trees are planted each year as part of this ongoing initiative. Over the past three years, more than 5,000 trees have been planted, with a recorded survival rate of 85% by the end of the third year. These efforts support ecological restoration, enhance local biodiversity, and reinforce our broader sustainability goals
- **Waterbody restoration:** At select sites, ACG has supported desilting and rejuvenation of local ponds and rainwater catchments, improving habitats for aquatic life and migratory birds
- **Zero discharge and chemical controls:** By adhering to Zero-Liquid Discharge (ZLD) where applicable, and tightly managing chemical usage, we reduce the risk of soil and water contamination that can harm biodiversity
- **Bioremediation:** At our capsule manufacturing facilities, waste generated from gelatin capsule cutting is repurposed through bioremediation to produce bio-manure. This nutrient-rich organic material is then utilised as fertiliser for plantation areas. This initiative supports waste minimisation, promotes circularity, and contributes to sustainable land management practices
- **Awareness campaigns:** ACG fosters environmental awareness through associates-led biodiversity days, birdwatching walks, and workshops with local schools. These initiatives promote ecological literacy and encourage community stewardship of natural resources



Tree plantation drive at ACG

Biodiversity Risk Assessments are identified as a key component for integration into our EHS management system and future expansion decisions, with plans to implement this integration in the upcoming year. Furthermore, No IUCN Red List or nationally protected species are known to be adversely affected by our operations.

As part of our roadmap toward nature-positive operations, ACG is:

- Exploring partnerships with local forest departments and NGOs for habitat restoration projects
- Planning to pilot biodiversity impact metrics at selected sites in the upcoming year, utilising remote sensing and ground surveys to enhance our understanding and management of biodiversity
- Evaluating nature-based solutions (NbS) for stormwater management and carbon offsetting

ACG plans to undertake a comprehensive biodiversity risk and dependency assessment covering both direct operations and key supply chain activities. This assessment will evaluate the extent of ecological impacts and dependencies, enabling a risk-based prioritisation of mitigation actions and opportunities to enhance positive contributions. Concurrently, we are formulating a suite of mitigation strategies, including site-specific habitat restoration, supplier engagement and capacity-building programmes, and the integration of biodiversity performance criteria into procurement processes and operational planning. These efforts are underpinned by ACG's ESG Policy, which includes clear commitments to avoid operations in ecologically sensitive areas, pursue net-positive biodiversity outcomes, and apply the mitigation hierarchy – avoid, minimise, restore, and offset – to systematically address impacts across the value chain.

Environmental compliance

Environmental compliance is a core component of our sustainability framework. We operate with a deep sense of responsibility toward environmental protection and strictly adhere to all applicable environmental laws, rules, and regulations laid down by the government of India and respective State Pollution Control Boards (SPCBs). Our operations are in full compliance with the statutory requirements outlined under various environmental legislations, including but not limited to:

- The Environment (Protection) Act, 1986
- The Air (Prevention and Control of Pollution) Act, 1981
- The Water (Prevention and Control of Pollution) Act, 1974
- The Hazardous and Other Wastes (Management and Transboundary Movement) Rules, 2016
- The E-Waste (Management) Rules, 2016
- The Plastic Waste Management Rules, 2016
- The Solid Waste Management Rules, 2016, where applicable

Compliance is ensured through a robust system of internal audits, real-time monitoring, and periodic inspections. In FY 2024–25, ACG maintained 100% compliance across all its manufacturing sites, with no major non-conformances or penalties related to environmental performance. This track record reflects our proactive approach to environmental governance, which includes timely renewals of permits, training of operational teams on environmental protocols, and swift corrective action where required.

Social

At ACG, our social strategy is anchored in our core cultural values of being Caring, Collaborative, and Progressive. We prioritise creating an inclusive and supportive workplace that fosters both the professional advancement and personal well-being of our workforce. Our commitment extends to maintaining stringent health and safety protocols, encouraging holistic development, and empowering our workforce to achieve their highest potential. Through a robust portfolio of continuous learning and development initiatives, we actively enhance the skills and capabilities of our people, equipping them to take on expanded roles and drive sustained value creation.

Materials issues addressed

Employee health and safety	Protection of human rights
Human capital management	Community engagement

Key stakeholders impacted

Associates	Customers	Communities	Suppliers
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SDGs impacted

2
ZERO
HUNGER

3
GOOD HEALTH
AND WELL-BEING

4
QUALITY
EDUCATION

5
GENDER
EQUALITY

8
DECENT WORK AND
ECONOMIC GROWTH

10
REDUCED
INEQUALITIES

12
RESPONSIBLE
CONSUMPTION
AND PRODUCTION

16
PEACE, JUSTICE
AND STRONG
INSTITUTIONS



Human capital management

We are committed to nurturing our most valuable asset: our people. Our human capital management strategy is centred on fostering a diverse, equitable, and inclusive workplace where every associate can thrive. We invest in continuous learning and professional development, empowering our team to reach their full potential. Our focus on workforce well-being, safety, and engagement builds a resilient and motivated workforce. By prioritising our people, we ensure a culture of innovation and long-term business success.

Workforce composition (As on March 31, 2025)

Category	Total in FY 25	Male	Female	<30	30-50	>50
Associates						
Executive	48	42	6	12	20	16
Management	1158	936	222	405	624	129
Non-management	1626	1346	280	526	955	145
Total associates	2832	2324	508	943	1599	290

Category	Total in FY 25
Workers- third party, lease, consultants	929

New hired

Category	Total in FY 25	Male	Female	<30	30-50	>50
Associates						
Executive	4	4	0	1	3	0
Management	171	124	47	73	82	16
Non-management	350	247	103	208	134	8
Total associates	525	375	150	282	219	24

Category	Total in FY 25
Workers – third party, lease, consultants	36

Separation

Category	Total in FY 25	Male	Female	<30	30-50	>50
Associates						
Executive	3	3	0	1	1	1
Management	193	136	57	69	112	12
Non-management	251	176	75	103	126	22
Total associates	447	315	132	173	239	35

Category	Total in FY 25
	MaleFemale
Voluntary exits at management level	9430

Talent attraction and retention

At ACG, attracting and retaining exceptional talent is fundamental to our long-term success and purpose-led growth. We are committed to building a diverse, inclusive, and high-performing workforce that is inspired by innovation, guided by integrity, and united by a shared vision to make healthcare better.



Our talent strategy focuses on creating meaningful career opportunities, offering a compelling associate value proposition, and fostering a workplace culture where individuals feel valued, supported, and empowered to grow. Competitive compensation, clear development pathways, and an emphasis on purpose-driven work make ACG a preferred employer across regions and functions.

To retain top talent, we invest in holistic associate well-being internal mobility, leadership development, and continuous engagement. We actively monitor workforce trends and feedback to ensure our practices remain agile, relevant, and aligned with the evolving expectations of our global workforce.

Fostering a positive workplace culture: ACG’s continued recognition

At ACG, we believe trust is built through consistent actions, transparent leadership, and a deep commitment to our people. We are proud to have been certified as a Great Place to Work for the fourth consecutive year, a recognition driven by strong workforce engagement and a culture rooted in excellence, inclusion, and mutual respect. This achievement reflects the values that define ACG: Caring, Collaborative, Progressive. It affirms our belief that people are central to our success and reinforces our efforts to create a workplace where every individual feels empowered, valued, and motivated.

As we progress on our sustainability journey, maintaining a culture of trust and inclusivity remains central to our social responsibility. This recognition stands not only as a significant milestone but also as an inspiration to continue enhancing the workforce experience and cultivating a workplace where individuals can truly thrive.

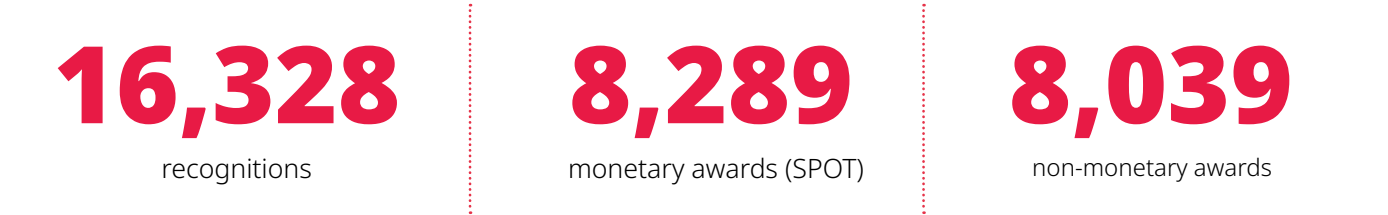
Our Company has a compensation and benefits policy that guides the design and determination of remuneration. Remuneration is periodically reviewed through market surveys to ensure alignment with competitive market standards. Individual performance and employee grade levels are key factors considered in determining remuneration, promoting fairness and motivation across the organisation.

Rewards and recognition

We firmly believe in the power of recognition and appreciation to cultivate a thriving workplace culture. Our structured rewards and recognition programmes are designed to motivate performance, reinforce core values, and foster a sense of belonging across all business verticals.

Key recognition avenues:

- **SPOT Awards (Platinum, Gold, Silver):** Instant recognition programmes that reward associates’ exceptional contributions with monetary incentives
- **POB – Pat on the Back:** A gesture of appreciation to acknowledge positive effort and boost morale
- **TMN – Thank Me Now:** Encouraging colleagues to formally recognise each other’s support and achievements
- **Persona Cards:** Highlight and celebrate the unique strengths and qualities of individuals within the team
- **Learning Cards:** Symbolic tokens that acknowledge associates’ dedication to sharing knowledge and enhancing their skills



Performance and career development reviews

Performance and career development reviews are a strategic pillar of our talent management framework, designed to promote individual growth, organisational alignment, and long-term capability building. The appraisal framework includes a two-tier approval mechanism, first by the reporting manager and subsequently by the reviewer, the Head of Department (HOD). In cases where a Key Result Area (KRA) involves contributions from multiple reporting lines, an additional manager may be assigned as a co-planner to facilitate collaborative goal setting and ensure a balanced evaluation. For critical KRAs, specific performance indices are integrated to capture comprehensive stakeholder feedback and process-related metrics. For instance, the Talent Acquisition Index consolidates input from candidates, hiring managers, and other relevant stakeholders, while also tracking key indicators such as turnaround time (TAT), offer-to-join ratio, and cost efficiencies. This enables a robust, 360-degree performance evaluation.

In addition to the formal appraisal process, ACG conducts regular surveys at both the associate and managerial levels to gather feedback on employee experience, stakeholder satisfaction, and the effectiveness of internal processes. Insights derived from these surveys are systematically analysed and translated into continuous improvement initiatives. Survey outcomes are also factored into relevant KRAs, reinforcing the value of feedback in performance measurement. Furthermore, to strengthen leadership effectiveness and embed organisational values, periodic 360-degree feedback surveys are administered for People Managers. These assessments provide structured input on leadership behaviour, team engagement, and values alignment, and serve as a foundation for both performance appraisal and individual development planning.

Parameter	FY 2024-25
% of associates received performance and career development review*	100%

*Data under the associates’ category is for associates eligible for performance and career development reviews for the year.

Diversity, Equity and Inclusion (DEI)

18%

female representatives
in associates

As an equal opportunity employer, we are deeply committed to diversity, equity, and inclusion (DEI), recognising their essential role in driving creativity, innovation, and productivity. We strive to foster a culture where every associate feels a genuine sense of belonging and respect empowering them to thrive as their authentic selves. As part of this commitment, we launched Spectrum, our DEI initiative focused on advancing gender, generational, and broader cultural diversity across all levels of the organisation. Through Spectrum, we drive intentional actions that build a more inclusive, representative, and empowering workplace for all. This not only strengthens our internal culture but also drives better outcomes for our customers and communities.



DEI framework

- 1. Amplify:** Establishing a strong foundation to foster inclusion, value every voice and impactful policies and actions.
 - Inclusive infrastructure and equitable policies
 - Always listening culture - surveys, FGDs etc
 - Formation of DEI council and SPOCs
 - Robust audit and governance mechanism
 - Leadership-driven commitment and top-down accountability
 - DEI branding and communication
- 2. Catalyse:** Sparking transformative change and advancing through equitable opportunities and inclusive practices.
 - Inclusive hiring: Housewives, widows, graduates, women on break, veterans, LGBTQ+, PwD etc
 - Equal opportunity for growth and advancement
 - Awareness campaign: Unconscious Bias workshop , DEI quizzes, training etc
 - Celebrating diversity and inclusion milestones
- 3. Gravitate:** Inspiring growth, collaboration and progress through supportive networks, leadership development and impactful recognition.
 - Leadership Development Programme

- Mentoring and coaching
- Formation of ERGs
- Networking and conferences
- Celebrating success: Recognitions and inspiring stories

Our key DEI initiatives

Our DEI strategy is driven by structured programmes, meaningful conversations, and actionable initiatives, including:

- Formation of DEI Committee and Council to guide and govern inclusion efforts
- Benchmarking industry best practices to stay aligned with global DEI standards
- Installation of sanitary pad vending machines across all locations to support associate well-being
- DEI surveys and focused group discussions to gather insights and shape future actions
- Focused, merit-based hiring of women and multigenerational talent
- Implementation of unbiased recruitment practices to ensure fair opportunities
- Restart Career Programme to support women returning to the workforce after a break
- Awareness campaigns including Unconscious Bias workshops, DEI quizzes, and training sessions
- Recognition of ARG associates who actively drive DEI initiatives
- Inclusive celebrations of events such as Women's Day, Mother's Day, and Father's Day
- WE Lead, a leadership development programme for women
- HerMark – success stories of inspiring women at ACG
- Inclusive and associate friendly policies
- Charcha Session (Conversation Circle) – a safe, open, and inclusive space where women and Young Talent associates share their experiences, challenges, and ideas around workplace inclusion and growth
- Regular mentorship and networking sessions to build professional connections
- Expert speaker sessions featuring both internal and external voices to inspire and educate
- 2 active ARGs to support the under represented Mosaic for Women and Young Talent. Timely recognition of ARG associates who actively drive DEI initiatives

Celebrating Pride Month at ACG

As a global organisation serving all segments of society, ACG is committed to fostering an inclusive workplace where every individual feels seen, heard, and valued. Recognising the importance of representation and equity, we continue to educate ourselves about the LGBTQIA+ community, cultivate empathy, and strive for proportionate inclusion of underrepresented groups across the organisation.

In line with this commitment, we celebrated Pride Month with a series of engaging activities that reached 90+ associates across ACG. The events were designed to raise awareness, spark meaningful dialogue, and encourage reflection.

Associate Resource Groups (ARGs) at ACG

Associate Resource Groups (ARGs) sat ACG are communities formed to provide support, foster connection, and create a sense of belonging for targeted groups within the organisation. Currently, we have two active ARGs:

Mosaic for Women

- Facilitation skills training conducted for 48 associates
- Mosaic for Women Charcha sessions attended by 199 associates

Young Talent (YT)

- YT Charcha sessions engaging 157 associates
- YT Leadership and Power session led by the CHRO with 29 participants

We also recognise ACG associates who actively champion and advance our Diversity, Equity, and Inclusion (DEI) efforts. These initiatives strengthen community bonds and promote continuous learning and engagement across ACG.

HerMark: Success Story of Women at ACG

At ACG, we believe in celebrating the strength, vision, and achievements of the women who are shaping our organisation's future. To honour this, we introduced HerMark, a quarterly series that brings to light the inspiring journeys of remarkable women across ACG.

HerMark is more than just a storytelling initiative. It is a tribute to resilience, leadership, and the power of purpose. Each edition captures how women at ACG are driving innovation, breaking barriers, and creating meaningful impact in their roles and beyond. These are stories of courage, growth, and transformation meant to inspire, connect, and empower.



Learning and development

180
average training
manhours in FY 2024-25

At ACG, learning is positioned as a strategic lever to unlock individual potential and build organisational capability. Our integrated development ecosystem comprising digital platforms, structured programmes, and experiential learning advances both functional and leadership competencies. Anchored in business alignment, learning at ACG is embedded, data-informed, and designed to drive long-term talent readiness and enterprise resilience.

Enabling holistic career development

At ACG, we empower associates to shape their own career paths through a holistic, life-aligned approach. Guided by our **4E Framework**: Education, Experience, Exposure, and Ecosystem, we enable purposeful and well-rounded growth. Our commitment is to support balanced development that fuels both individual and organisational success.



Learning and development corporate flagship programmes

- 1. C-Suite Development – MILE:** The MILE programme focuses on enabling leaders to make this transition successfully and assimilate into the ACG culture and values with ease. We aim to seamlessly integrate new leaders into the ACG culture, support them in creating a structured six-month learning plan, enable them to navigate leadership transitions effectively, and facilitate team assimilation while building strong stakeholder alignment.
- 2. C-Suite development – ALCHEMY:** This unique programme is designed for leaders who are stepping into higher responsibilities or transitioning across job families, businesses, or geographies within ACG. Through a blend of role immersion, coaching, and transition labs, the programme builds a strong support system to help leaders navigate their new roles with confidence and clarity. It enables them to reflect on their aspirations, prioritise objectives, and sharpen focus areas. Leaders are guided to map and engage with key stakeholders, strengthen team building, and design a tailored development plan that anchors their transition journey.
- 3. Kaleidoscope:** The programme offers a holistic development journey that combines one-on-one coaching, curated external connects, and immersive learning experiences. It enables future CEOs and CXOs to broaden their perspectives, build critical networks, and strengthen leadership readiness for complex, high-impact roles. With its multi-faceted approach, Kaleidoscope ensures that leaders are equipped to step into senior-most roles with vision, agility, and confidence.
- 4. Leadership campus for key talent:** The programme is designed to identify and develop an internal pool of successors who can effectively lead the organisation in the future, ensuring smooth leadership transitions and business continuity. Tailored to each leadership role, it aligns the expectations of both the successor and the current incumbent to create a seamless transition experience. The focus is on building a strong leadership pipeline by developing internal associates for key positions, assessing their skills and competencies, and evaluating their role readiness and cultural fit.
- 5. Mentoring:** The programme is designed to equip mentors with the knowledge, skills, and tools required to effectively guide and develop talent within the organisation. By fostering trusting relationships built on accountability and responsibility, the programme creates a strong foundation for impactful mentoring. Its purpose is to build an internal pool of mentors, support the growth and development of associates, and nurture a culture of continuous learning across ACG.
- 6. WeLead:** This exclusive programme is designed to empower women associates at ACG to discover their unique identity, define their brand of leadership, and chart their own career path. Blending group development labs, personalised coaching sessions, and opportunities to work on live business projects, the programme provides an immersive growth journey. It focuses on developing leadership skills, enhancing career progression, addressing gender bias and discrimination, and building a strong pipeline of future women leaders within the organisation.

- 7. Company talent programme:** This programme is designed to build a strong talent pipeline at the company level and create a ready pool of associates for entry into the Group Key Talent framework. While centrally designed to ensure consistency, it is driven at the business level with positions aligned to specific organisational needs. The programme focuses on identifying and developing high performers, based on criteria defined at the company level, and preparing them for future leadership opportunities across the group.
- 8. ANCHOR:** This is a unique capability-building programme to support senior-level managers in discovering their personal potential alongside their team's potential, thus encouraging team excellence and well-being. This is a one-of-its-kind programme at ACG with a unique design at its core which is aimed at helping associates discover their natural self and enable them to embark on a journey of self-development.
- 9. iRIse:** iRISE provides associates with personalised support for their development based on the improvement areas identified for them through the Leadership Excellence Framework (LEF). This is a customised programme designed to help the associates delve deeper into themselves and embark on a journey of intentional change for holistic development of all personas according to ACG's Leadership Excellence Framework.
- 10. Leading Self Leading Teams (LSLT):** This programme is designed for Team Managers with the aim of enriching and enhancing their people-management skills. Through a structured approach, it equips managers to solve day-to-day management challenges, plan and prioritise effectively, delegate work efficiently, and coach team members for growth. The programme also focuses on strengthening conflict management capabilities, enabling managers to build high-performing and engaged teams.
- 11. Individual Contributor Excellence (ICE):** This programme is designed for Individual Contributors to enhance their personal effectiveness in their current roles and create a greater impact on stakeholders. It equips them with essential skills such as planning, prioritising, communication, influencing, and conflict management. The programme also enables participants to develop a clear action plan for applying these competencies in their day-to-day work, helping them become more effective managers of self and contributors to the organisation's success.
- 12. Supervisory Team Excellence Programme (STEP):** STEP is designed for associates in supervisory roles and focuses on strengthening their ability to both self-manage and lead teams effectively. The programme helps participants understand the critical role of a supervisor in the organisation, develop strong and efficient supervisory skills, and gain clarity on key management processes. It also introduces essential concepts of planning and prioritisation, equipping supervisors to drive performance and build engaged, high-performing teams.

Leadership Competency Alignment and Mapping Process (LCAMP)

At ACG, we have implemented a structured, evidence-based approach to leadership development through our proprietary **Leadership Competency Alignment and Mapping Process (LCAMP)**. This advanced assessment framework identifies and aligns individual capabilities with the competency requirements of key roles across the organisation.

LCAMP integrates role-specific simulations that replicate real-world business challenges, enabling a nuanced evaluation of leadership behaviours in context. The process supports accurate talent mapping and informs targeted development strategies.

A key component of LCAMP is the **post-assessment development dialogue**, which fosters self-awareness and clarifies individual growth priorities. These structured conversations promote a shared understanding of current capabilities and future potential.

Grounded in the principle of **intentional behavioural change**, LCAMP empowers participants to recognise and activate their inherent strengths. It serves not just as an assessment tool, but as a catalyst for leadership transformation aligned with ACG's long-term strategic goals.

Digitalising HR

ACG leverages a suite of integrated digital platforms to streamline and enhance its people processes. All platforms are seamlessly connected through an integrated service layer to ensure a unified experience.

- **Talent Hub (SAP SuccessFactors)** serves as the central system for recruiting, onboarding, offboarding, learning, and talent management
- **Zing** currently manages core associate data, time and attendance, payroll, and claims, with plans to transition core data into Talent Hub upon full implementation
- **Vantage Circle (ACE platform)** powers our rewards and recognition programme
- **CSOD (MAPS)** supports performance management
- **Survey Sparrow** is used for associate feedback and engagement surveys
- **Unmute** is ACG's dedicated platform to promote holistic employee well-being, with a primary focus on mental health support. It connects associates to Employee Well-being and Assistance Programme (EWAP) services, offering access to confidential counselling. Beyond mental health, Unmute also provides curated resources on physical, financial, and social well-being including nutrition tips, relocation assistance, legal guidance, yoga, and more. It serves as a centralised gateway to tools and content that support associates in leading balanced, healthy lives
- **The Speak Up** on the ONEACG portal offers access to ACG's centralised survey platform. It hosts a wide range of organisational, business vertical, and function-specific surveys such as the Speak Up engagement and satisfaction survey, CSAT surveys (HR and Administration), feedback assessments, and 360-degree reviews. Access is role-specific and tailored to the scope of each survey, enabling targeted insights and fostering a culture of open dialogue, continuous feedback, and improvement across the organisation

Digitalisation of Quality Management System (QMS)

As part of ACG's digitalisation drive, key Quality Management System (QMS) modules such as Change Control, Deviation Management, and CAPA have transitioned from manual, paper-based processes to streamlined digital workflows. This shift has enhanced traceability, operational efficiency, and compliance while significantly reducing the use of paper, printers, and ink, supporting ACG's sustainability goals.

Building on this progress, ACG is working with technology partners to digitise additional QMS modules, including customer complaint handling via SAP, and document control through a Document Management System (DMS). This phased transformation reflects ACG's commitment to operational excellence, regulatory compliance, and environmentally responsible practices.

Leveraging ATS for sustainable talent acquisition

An Applicant Tracking System (ATS) is a digital platform used to automate and manage the recruitment process, from requisition to onboarding. It streamlines hiring workflows, improves candidate experience, and enhances hiring decisions through data-driven insights.

Key Benefits:

- Centralises and digitises recruitment processes
- Reduces manual efforts and paperwork
- Enhances candidate experience with faster, transparent communication
- Provides analytics for better decision making
- Ensures compliance with organisational and legal hiring standards

How ATS contributes to Sustainability Goals:

Environmental	• Minimises paper usage through digital records • Reduces carbon footprint with virtual interviews and digital workflows
Governance	• Provides audit trails and compliance reporting

Employee health and safety

At ACG, our workforce is the cornerstone of our sustained success and innovation. We are committed to providing a safe and healthy workplace for all our associates and stakeholders. Our approach is proactive, focusing on robust risk management, prevention, and continuous improvement in our safety protocols. We invest in comprehensive training and resources to ensure our team is equipped to work safely and responsibly. By prioritising physical and mental well-being, we foster a culture where everyone feels secure and valued. This commitment is fundamental to our business operations and our long-term success.

We understand that true organisational growth is inseparable from the personal and professional development of our people. By creating an environment that supports physical health, mental wellness, career progression, and open communication, we empower our associates to perform at their best while maintaining a healthy work-life balance. Our diverse initiatives reflect industry best practices and are continuously refined based on associates' feedback and evolving needs.

Health and safety initiatives

We prioritise the physical and mental well-being of our associates by providing comprehensive health benefits and safety measures to ensure a secure work environment.

- Health Insurance and Medclaim Policy: Comprehensive medical coverage supporting associates and their families
- Group Insurance and Natural Death Coverage: Financial protection in unforeseen circumstances
- Health Checkup Camps and Reimbursements: Regular health screenings conducted at workplace premises and reimbursement support for health checkups
- On-Site Medical Support: Availability of qualified doctors at offices and manufacturing plants
- Safety Training and Enablement: Ongoing safety programmes to create awareness and reduce workplace hazards
- Employee State Insurance (ESI) and Provident Fund (PF): Statutory benefits ensuring financial security and social welfare

Work-life balance and benefits

We offer flexible and supportive benefits to accommodate life stage needs and promote work-life harmony.

- Paid Parental Leave : Policies to support associates in balancing their professional responsibilities with family needs
- Internal Mobility and Career Growth: Facilitated through self-requested transfers and Internal Job Posting (IJP) systems
- Flexible working hours and work-from-home arrangements

Engagement and communication

Creating an open, inclusive culture where employees feel heard and connected is central to our engagement strategy.

- Continuous Feedback and Performance Dialogue Programmes: Regular conversations to support growth and address concerns
- Associates Connect Initiatives: Forums and activities designed to foster collaboration and community
- Open-door Policy: Direct access to senior leadership to encourage transparency and trust

Wellness and cultural activities

We actively promote positivity and holistic health through a variety of cultural activities and wellness initiatives

- Sports Events and Fun Fridays: Social activities that build camaraderie and relieve workplace stress
- Fitness Sessions: Including Zumba, Bhangra, and Yoga classes to encourage physical health and team bonding
- Festival and Special Day Celebrations: Inclusive events that honour diverse cultures and traditions
- Outbound and Team-building Programmes: Activities focused on strengthening teamwork, resilience, and mental well-being

PHYSICAL WELL-BEING	MENTAL AND EMOTIONAL WELL-BEING	SOCIAL AND FAMILY WELL-BEING	FINANCIAL WELL-BEING
• Preventive Health– Annual health check-ups, screenings, vaccinations • Fitness and Activity – Yoga, step challenges, sports clubs, Zumba, etc • Nutrition and Lifestyle – Healthy meal options, hydration awareness, expertled wellness sessions • Workplace Ergonomics – Proper seating, posture correction initiatives, screen-time management	• Stress and Anxiety Management – Guided meditation, breathing techniques, expert talks • Counseling and Support – 24/7 Employee Assistance Program (EAP), confidential therapy sessions • Work-Life Harmony – Flexible work arrangements, leave policies supporting personal needs • Positive Workplace Culture - Encouraging open conversations, reducing stigma around mental health	• Family-Friendly Support – Parental programmes, childcare assistance,eldercare guidance • Team and Community Bonding – Festivals, virus outbreak, volunteering opportunities • Peer and Managerial Support – Buddy programmes, leadership involvement in wellness	• Smart Financial Planning – Budgeting, tax-saving strategies, retirement planning • Insurance and Security – Health, life, and accident insurance coverage • Emergency Financial Aid – Support during unforeseen crises • Debt and Savings Management – Guidance on loans, investments, and financial stability

We also conduct periodic engagement surveys to assess key aspects of workplace experience, including job satisfaction, sense of purpose, happiness, and stress levels. These surveys provide valuable insights into associates' motivation and well-being, enabling the development of targeted action plans to enhance workplace culture and performance. We plan to expand the scope of these surveys and publicly disclose key findings and response rates in future sustainability reports to ensure transparency and accountability.

Parental leave	Male	Female
Total number of employees that were entitled to parental leave, by gender.	2324	508
Total number of employees that took parental leave, by gender.	69	3
Total number of employees that returned to work in the reporting period after parental leave ended, by gender.	69	3
Total number of employees that returned from parental leave in prior reporting period	117	10
Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work, by gender.	112	9
Return to work (%)	100%	100%
Retention rate	96%	90%

Occupational health and safety

At ACG, we recognise that operational excellence begins with safeguarding the people who drive it. Occupational Health and Safety (OHS) is not merely a compliance requirement, it is a strategic priority that underpins productivity, product quality, and long-term organisational resilience, particularly in our high-precision, regulated manufacturing environment.

Our Occupational Health and Safety Management System (OHSMS) is fully integrated into all aspects of our operations and adheres to global standards, including **ISO 45001, IS 14489, UK HSE**. It is designed to proactively identify risks, prevent incidents, and foster a culture of safety across every site. Our OHMS system covers all individuals accessing our facilities' associates, workers, third-party personnel, and visitors ensuring a comprehensive and inclusive approach to safety management.

Hazard identification

At ACG, cultivating a safe working environment hinges on the meticulous and proactive identification of hazards. We have established a comprehensive framework, incorporating Hazard Identification and Risk Assessment (HIRA) methodologies to systematically identify and evaluate potential hazards across all operations. This approach enables us to anticipate risks and implement effective controls, ensuring the highest standards of occupational health and safety.

Our hazard identification process encompasses:

- Routine and non-routine activities across all departments to capture all operational risks
- Risks associated with contractors, visitors, and external parties present on or near the facility
- Behavioural and psychosocial factors such as fatigue, workload, and mental health, recognising their impact on safety
- Equipment-related hazards covering manufacturing processes, material handling, storage, and facility infrastructure
- Risks introduced by process changes, new equipment installations, or temporary operational activities
- Startup and shutdown phases, including emergency and abnormal operating conditions
- Automation of high-risk areas, such as the hot curing room, to minimise human exposure to hazards
- Implementation of Standard Operating Procedures (SOPs), alongside safety infrastructure like cooling stations and enhanced ventilation systems throughout our facilities

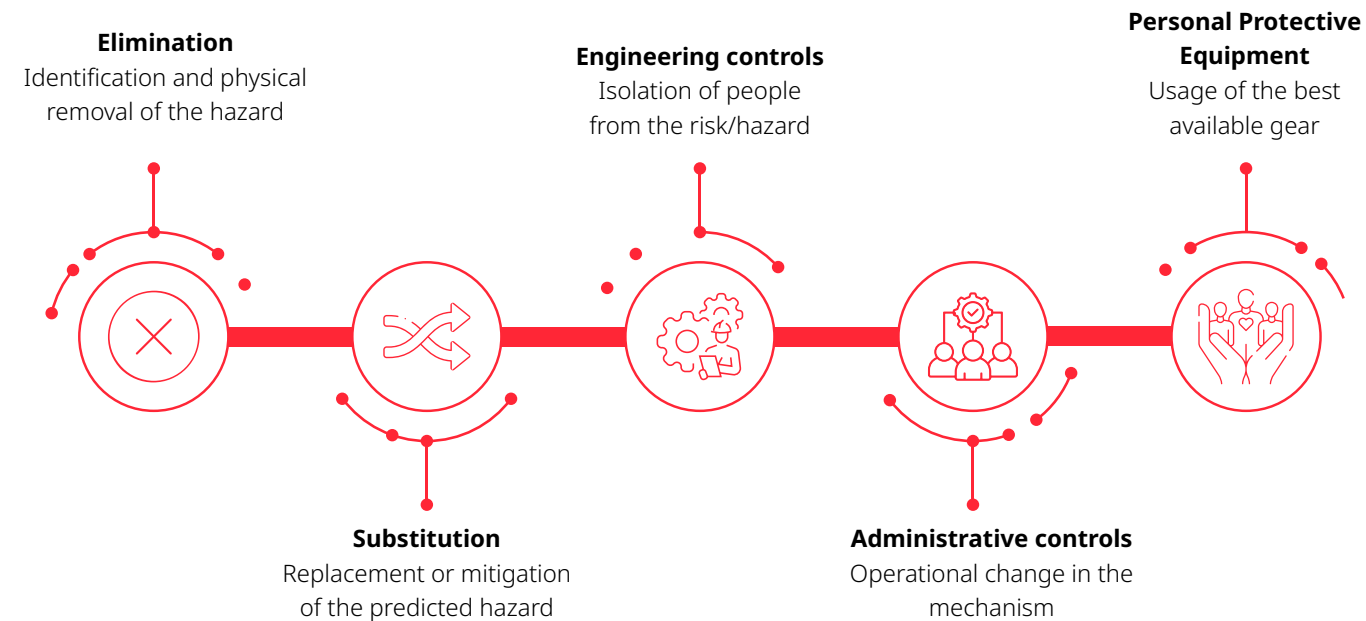
Workers can report work-related hazards or unsafe conditions through multiple accessible channels, including online/offline platforms such as Naemiss, safety committee meetings, and suggestion boxes. ACG encourages proactive reporting through regular campaigns and assigns targets via Key Responsibility Areas (KRAs) and recognition programs to encourage participation. All reported hazards are reviewed by the leadership team, and appropriate mitigation actions are promptly implemented. To further ensure worker safety, ACG follows zero-tolerance for unsafe conditions. Associates and workers are empowered to remove themselves from any work situation they believe poses a risk of injury or ill health by following the escalation matrix outlined in the EHS policy and risk assessment procedure. A cross-functional team ensures hazards are resolved before work resumes. ACG's commitment to a non-retaliatory environment ensures that all employees can report hazards or withdraw from unsafe conditions without fear of reprisal. By embedding this comprehensive hazard identification and assessment process, supported by HIRA, ACG proactively manages workplace risks, safeguarding associates and ensuring operational continuity in line with best industry practices.

Injuries	Associates	Workers
Fatalities	0	0
Recordable work-related injuries	19	2
High-consequence work-related injuries (excluding fatalities)	0	0
Main type of work related injuries	19	5
Manhours worked	5086576.83	1994680
LTIFR*	0.08	0.01

*it has been calculated basis 200,000 hours worked

Zero incidences of work related ill-health have been reported by associates

Hierarchy of controls



Occupational health services

Our Occupational Health Services are designed to proactively manage associates' well-being, ensure compliance with applicable legal standards, and address health risks associated with manufacturing processes especially in high-risk or hazardous work environments.

Our programmes is rooted in both prevention and early intervention. We conduct routine health surveillance, provide timely medical support, and promote awareness to help associates maintain good health.

Key components of our Occupational Health Services include:

1. Periodic Medical Examinations:
 - Annual health check-ups are conducted for all associates
 - Biannual check-ups are carried out for associates engaged in hazardous processes, in line with statutory guidelines
 - These medical examinations are conducted by certified surgeons, as mandated under the Factories Act, 1948, and approved by the Directorate of Industrial Safety and Health (DISH)
2. Data-Driven Risk Management:
 - Summary reports from medical check-ups are analysed annually to identify trends and detect any occupational health hazards arising from specific processes
 - Based on these findings, appropriate engineering, administrative, or procedural controls are implemented to mitigate risks and improve workplace safety
3. Medical Infrastructure and Support:
 - A dedicated Occupational Health Centre (OHC) is established at each plant, offering essential medical care and health monitoring services
 - At locations without an on-site OHC, tie-ups with nearby hospitals ensure access to emergency and routine medical services
 - Qualified paramedical staff are deployed, and first-aid arrangements are available across key operational areas

4. Health training and awareness:
 - Associates are regularly trained in basic first aid and emergency medical procedures
 - ACG conducts a variety of health awareness programmes to promote preventive healthcare, hygiene, and lifestyle management among associates
5. Health screening and legal compliance:
 - Pre-employment medical screening is conducted to assess initial fitness for the job
 - Periodic medical examinations ensure continuous monitoring of associate health throughout their employment
 - As per statutory and organisational policy, associates are enrolled under Group Medical Insurance and Group Personal Accident Insurance schemes

Dedicated Safety Committee

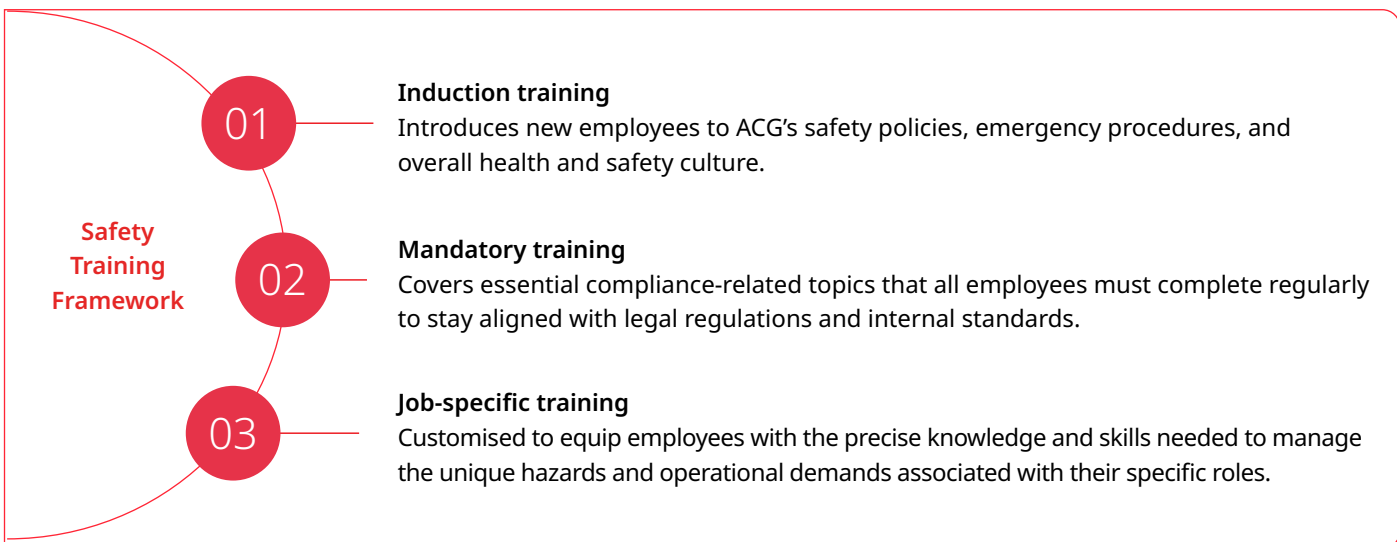
The Safety Committee at ACG comprises an equal number of representatives from both workers and management, ensuring balanced participation. The Plant Head serves as the Chairman, while the Safety Officer acts as the Secretary. The Chairman is responsible for leading the committee and making all final decisions based on discussions and agenda priorities. The Safety Committee meets at least once every quarter, although meetings are typically held monthly to ensure timely discussions and interventions. Minutes of each meeting are documented in detail and must be presented to the Inspector upon request.

The committee's key responsibilities include:

- Supporting the implementation of ACG's Health and Safety Policy
- Identifying and addressing health and safety risks in the workplace
- Promoting awareness and encouraging associates' participation in safety initiatives
- Participating in accident investigations and identifying root causes
- Reviewing safety audits, risk assessments, and ensuring recommended actions are implemented
- Contributing to safety training, inspections, and awareness programmes
- Monitoring and reviewing the effectiveness of implemented safety measures

Safety training

At ACG, safety training is integral to fostering a workplace culture that prioritises the well-being of every individual. The identification of training needs is a systematic process driven by multiple inputs, including a detailed skill matrix that maps associates' competencies, recommendations from Heads of Departments (HODs), outcomes of comprehensive risk assessments, and findings from accident investigations. This multi-faceted approach ensures that training programmes are both relevant and targeted, addressing existing gaps and emerging safety challenges effectively.



Protection of human rights

We are committed to upholding and respecting human rights across all our operations and value chains. We are dedicated to creating an environment where all individuals are treated with fairness, integrity, and respect. Our approach is grounded in internationally recognised human rights frameworks, including the United Nations Guiding Principles on Business and Human Rights (UNGPs), the Universal Declaration of Human Rights, and the International Labour Organization (ILO) core conventions ensuring we prevent, mitigate, and address human rights risks.

We have a formal, company-wide Human Rights and Labour Policy which articulates our zero-tolerance stance on forced labour, child labour, human trafficking, modern slavery and all forms of discrimination. This policy is applicable across our global operations, including affiliates, subsidiaries, joint ventures, suppliers, contractors, and other value chain partners. We ensure compliance with all relevant labour laws and international standards, with a strong focus on fair wages, safe working conditions, freedom of association, and non-retaliation practices. This commitment is reinforced through various training programmes, stakeholder engagement, and performance monitoring.

We are committed to strengthening our human rights due diligence by integrating it more deeply into our enterprise risk management. We'll continue to improve our ability to proactively identify, assess, and mitigate potential human rights risks across our operations and supply chain. Future initiatives will include more frequent, data-driven risk assessments focused on key areas like labour conditions, workplace health and safety, diversity and inclusion and community impact.

We also aim to enhance our corrective action processes, expand supplier capacity-building efforts, and deliver more targeted training. This will build a culture of accountability, prevention, and continuous improvement throughout our organisation.

We also maintain accessible grievance mechanisms for all stakeholders and commit to ongoing monitoring and review of our policies and practices. This ensures continuous improvement and alignment with emerging best practices, stakeholder expectations, and regulatory developments.

Freedom of association & collective bargaining

Our human rights policy reflects our commitment to respect freedom of association and the right to collective bargaining in accordance with local laws, enabling associates to join a union and voluntarily negotiate. We are committed to cooperating with associate representative organisations and to having meaningful and constructive relationships with trade unions at the local and national level. We engage in social dialogue at the regional and global level, and have entered into bipartite agreements that advance the rights of workers.

Prevention of Sexual Harassment (POSH)

In alignment with our values, we are fully committed to maintaining a safe, respectful, and inclusive workplace, free from all forms of coercion, intimidation, and harassment. Our **POSH policy** articulates a zero-tolerance stance towards sexual harassment defined as any unwelcome, offensive, or dehumanising behaviour arising from gender bias, insensitivity, or abuse of power. While rooted in the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013, our approach goes beyond compliance to protect all associates, including women, men, and individuals with gender-fluid or non-conforming identities. The policy outlines clear mechanisms for prevention, reporting, and redressal of sexual harassment. It empowers the organisation to take appropriate and timely action, including modifying workplace conditions, when necessary to ensure the **well-being and protection of the aggrieved individual**. In FY 2024-25, two cases of POSH were raised. Both cases were thoroughly investigated and resolved in a timely and confidential manner, in line with our internal policies and legal requirements.

Zero incidences of child labour/Forced labour within operations and suppliers have been reported.

Zero incidences of discrimination have been reported

We have constituted an internal complaints committee dedicated to addressing and resolving complaints regarding the Prevention of Sexual Harassment in the Workplace. Internal Complaints Committees (ICs) are established at all locations with more than 10 individuals, in alignment with the POSH Act. A central IC in Mumbai governs and ensures compliance across units, with each committee comprising at least 50% women, a senior woman Presiding Officer, and members with expertise in law, social work, or women's rights. All ICs are formally constituted, registered with authorities, submit mandatory annual reports, and uphold strict governance, transparency, and accountability standards.

Procedure for registering a complaint

Any aggrieved individual may file a sexual harassment complaint within **90 days** of the incident. To ensure accessibility and confidentiality, multiple channels are available for submitting complaints. These include:

- Electronic communication by emailing posh.committee@acg-world.com or contacting the Internal Committee (IC) members at their respective official email addresses
- Written communication by addressing the complaint to any IC member at the individual's location
- Reporting through management by submitting the complaint to the immediate Manager or HR Head, who is then responsible for forwarding it to the IC

In instances where the complaint involves individuals from the local IC, HR, or reporting hierarchy, the aggrieved person is assured full protection and non-retaliation. They may directly approach the Central IC members or submit the complaint via posh.committee@acg-world.com without fear of reprisal. ACG is committed to maintaining a safe and respectful workplace by ensuring a fair, transparent, and secure reporting process.

Customer experience

As part of ACG's commitment to sustainable growth and stakeholder engagement, enhancing customer experience remains a strategic priority. We recognize that long-term value creation begins with a deep understanding of our customers' needs, expectations, and perceptions.

To this end, ACG has institutionalized a structured customer feedback process, including comprehensive experience surveys that assess key dimensions of the customer journey—such as product quality, value alignment, supply reliability, technical support, customization, system compatibility, and innovation. These surveys also address emerging ESG-related expectations, particularly in environmental responsibility and ethical business conduct.

Customer expectations continue to evolve, driven by technological advancements, regulatory developments, and heightened awareness of sustainability issues. ACG responds to these shifts by integrating structured survey insights with real-time, qualitative feedback gathered by our Sales and Business Development teams. Through direct engagement, technical consultations, and business reviews, these teams provide valuable, market-specific perspectives that complement our formal feedback mechanisms. Such a dual-channel approach combining structured survey data with field-level intelligence allows for a comprehensive understanding of customer sentiment.

Customer feedback is systematically reviewed at both functional and leadership levels, ensuring it is embedded into product development roadmaps, service enhancements, and strategic planning. This feedback loop is integral to our continuous improvement framework and directly informs investments in innovation, digital transformation, and sustainable manufacturing.

By institutionalizing a customer-centric feedback ecosystem, ACG ensures its growth remains responsive, responsible, and aligned with the evolving priorities of the industries and communities we serve.

Suppliers

Section on suppliers is covered in Governance section as per the materiality.

Empowering local communities

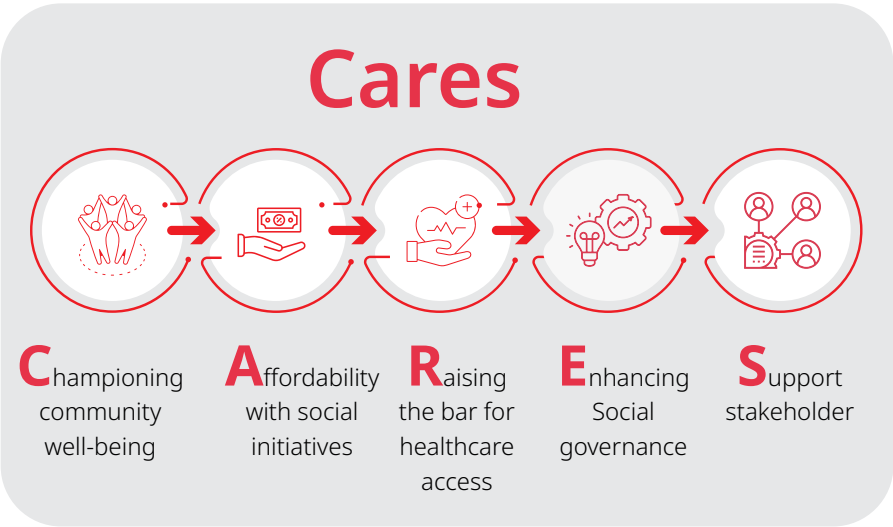
Impact. Intent. Action.

At ACG, Corporate Social Responsibility is an extension of our core philosophy, Make it Better. Guided by the ACG Cares Foundation (ACF), CSR is embedded into our business strategy and underpins our broader mission of driving positive changes for healthy, prospering, and equitable societies.

Vision: To drive positive change for healthy, prosperous and equitable societies by promoting sustainability, inclusivity and long-term impact contributing to both national and global development priorities.

Since our inception in 1961, we have been committed to enhancing the quality of life in the communities surrounding our operations. Our CSR approach is holistic, inclusive, and partnership-driven, working closely with NGOs, government bodies, credible institutions, and domain experts to create impactful, sustainable change. Our efforts are not driven by regulatory obligations, but by a sincere responsibility to foster meaningful change and support sustainable development in the regions where we operate.

ACG is dedicated to the rigorous identification and management of significant actual and potential adverse impacts arising from its operations on local communities. These impacts encompass environmental degradation, including pollution, soil erosion, and biodiversity loss, which undermine the ecological integrity and natural capital vital to community sustenance. Our activities may also lead to changes in land use or access to resources, which can affect local livelihoods and traditional practices. Additionally, operational processes can elevate health and safety risks through exposure to contaminants and industrial hazards. Social dynamics may be further strained by exacerbated inequalities or community tensions resulting from uneven distribution of project benefits and burdens. To mitigate these impacts, ACG undertakes comprehensive baseline and impact assessments prior to programme implementation, ensuring that interventions are context-specific, evidence-based, and aligned with principles of long-term resilience and sustainability. We maintain ongoing engagement with stakeholders and deploy robust mitigation strategies that emphasize transparency, respect for local rights and cultures, and advancement of sustainable development objectives. All initiatives are strategically aligned with the United Nations Sustainable Development Goals (SDGs), facilitating the integration of critical social, environmental, and economic imperatives to foster inclusive and sustainable community outcomes.



Governance and implementation

We have established a comprehensive CSR policy to ensure that the Company operates its business in an economically, socially and environmentally sustainable manner, enhancing the quality of life and economic well-being of society in fulfilment of its responsibilities as a socially responsible corporate. A dedicated CSR Committee has been established to ensure applicable compliances, oversee implementation and monitoring of CSR initiatives, and advise on fund allocation to the ACG Cares Foundation. Additionally, it ensures transparency, timely reporting, and alignment with statutory and regulatory obligations.

Guided by India's CSR regulations, the ACG Cares Foundation plans, executes, and monitors projects using insights from local partners and subject experts, ensuring relevance and efficiency. Our initiatives are implemented through long-term partnerships that foster local capacity, ensure stakeholder ownership, and enhance social governance in our areas of intervention.

Key implementation partner	Role in CSR Execution
NGOs	Community mobilisation, programme delivery
Government bodies	Policy alignment, convergence
Domain experts	Technical guidance, impact assessment

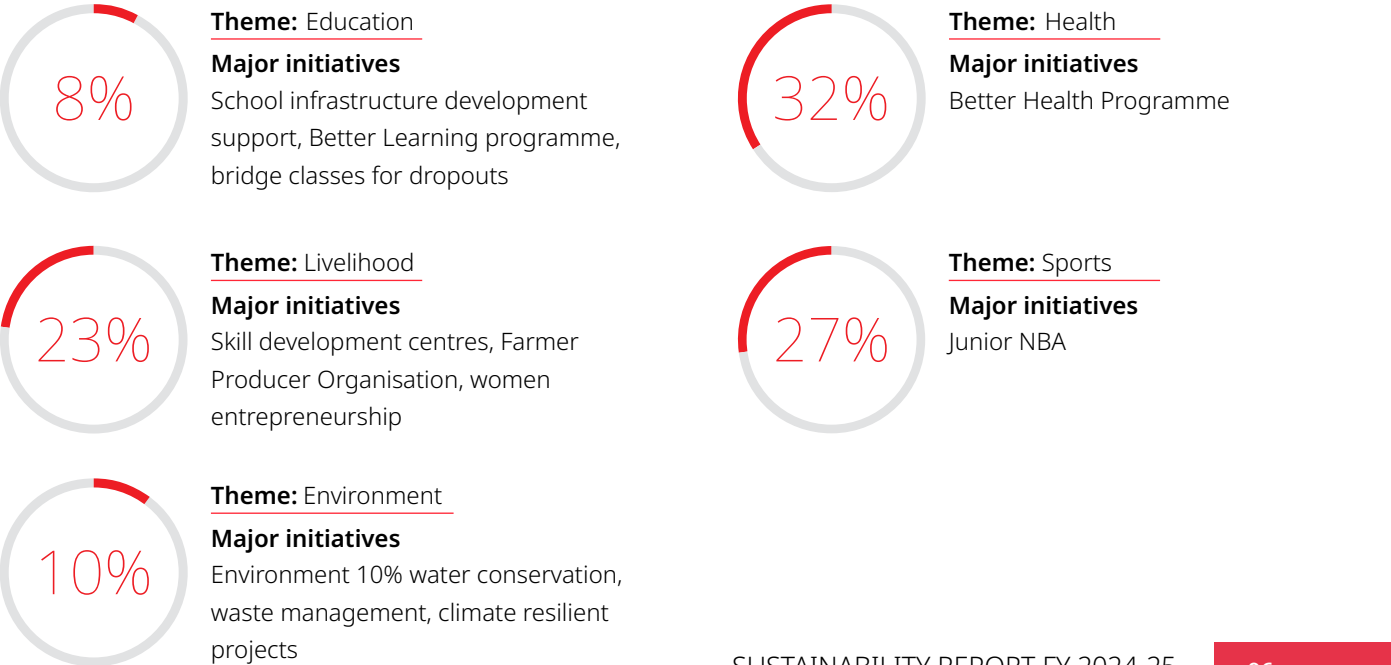
Our CSR thematic areas

Aligned with our strategic CSR priorities and commitment to the UN SDGs, we allocate our CSR budget across five thematic areas to ensure balanced and inclusive community development. These thematic focus areas are Education, Health, Livelihood, Environment and Sports, with an integrated emphasis on women's empowerment, youth skill development, and climate resilience.

ACG Cares Foundation



Our investments are designed to maximise social impact, address critical local needs, and promote long-term sustainability.



What we aim for



Promoting education

We recognise education as a key pillar of social empowerment. ACG's education programmes bridge learning gaps, enhance digital and experiential learning opportunities, and support school retention especially for girls and children from marginalised or migrant communities. By fostering curiosity, confidence, and continuity in learning, we help build a strong foundation for future success.

Programme / initiative	Brief description
Better Learning Programme: strengthening foundational learning	- Provides targeted support in core subjects through activity-based, learner-centric remedial classes in partnership with 18 local schools and community stakeholders - Utilises baseline assessments, tailored sessions, and regular progress monitoring to address individual learning gaps effectively - Has benefited over 1,300 students, resulting in improved academic performance, greater classroom engagement, and increased enthusiasm for learning
Bridge Classes Programme: reintegrating dropout students	- Targets drop out of school children in high-migration areas with flexible, level-appropriate learning modules and safe, inclusive environments - Engages communities and coordinates with local authorities to identify dropouts and facilitate their re-enrolment in formal schooling - Has supported 250 children, with 155 successfully re-enrolled, showing notable gains in literacy and numeracy and improved community attitudes towards education



Together, these programmes reflect ACG's commitment to **inclusive and equitable education**, in alignment with the **Right to Education Act** and **NEP 2020**. By addressing both in-school learning gaps and dropout reintegration, the initiative is helping children in Shirwal, Dahanu, and Pithampur unlock their potential and build a brighter future.

Case Study: Bridge Class Champion

A child of migrant parents, Jyoti had dropped out of school. She was identified by the “Bridge Class on Wheels” initiative in Pithampur and re-enrolled into formal education. She has since become a role model, encouraging other out-of-school children in her community to pursue learning.

Case Study: A Tribal Girl's School Reintegration

After losing her mother, Rukkha was forced to manage her household while living with an alcoholic father. Despite financial challenges and an 8km daily walk to school, she rejoined her studies with ACG's support. Her determination to study and become a police officer has inspired many in her village.

Health and hygiene

Our health initiatives are rooted in the belief that equitable access to quality healthcare is a fundamental right. Through integrated community-based programmes, we address preventive, curative, and rehabilitative needs, with a strong focus on non-communicable diseases, maternal and child health, and palliative care. Our outreach combines medical services with health awareness and access to government schemes, ensuring lasting impact.

Our health interventions in FY2024-25 were anchored in the Better Health Programme, which combines outreach, treatment, awareness, and rehabilitation services. From mobile medical units reaching rural villages to specialised palliative care, nutrition enrichment, adolescent health programmes, disability support, and even animal welfare initiatives, these programmes collectively strengthen community health systems and empower individuals to live healthier, more resilient lives.

Programme / initiative	Brief description
Better Health Programme (BHP) – Dahanu, Shirwal, Talegaon	• A flagship community health initiative aimed at reducing non-communicable diseases (NCDs), improving healthcare access, and providing curative and preventive services. • Operates three Mobile Medical Units (MMUs) • Activities carried out under BHP include regular outpatient services (OPD), medicine dispensing, health awareness, implementation of the Adolescent Anaemia Programme, support for the Underweight Children Programme, and organisation of health camps • Mobile Medical Units (MMUs) bridged access gaps in 36 villages, benefitting over 50,000+ individuals with direct medical services and health awareness initiatives
Village Facilitation Centres (VFCs)	• Created as a centralised platform linking communities to government welfare schemes and services. This technology-driven initiative operates in 24 locations, enhancing access for eligible beneficiaries • At Gram Sahayyata Kendras, facilitators provide information, assist with applications, and conduct outreach activities to ensure doorstep service and follow-up for document collection • 12,417 beneficiaries supported with Direct Benefits Transfers amounting to ₹ 220 Mn and Indirect DBT of INR ₹ 630 Mn demonstrating a meaningful impact on their lives
Paediatric Palliative Care & Nutrition Enrichment	• Specialised medical support for children with serious illnesses, integrating counselling for caregivers, nutrition management, and holistic health interventions • This programme reached 1,333 children and conducted 14,635 counselling sessions, with 94% adherence to treatment plans
Aarogya Mitra Kendra – Adolescent Health Awareness Programme	• A multistakeholder initiative in Mumbai to improve maternal, child, and adolescent health • Activities includes modular health sessions in 10 schools, youth leadership training, mental health support, and sustained community health services benefiting 2,778 students and 577 youth
Special Education & Multiple Therapies for Children with Disabilities	• Support for children with multiple disabilities at B.J. Wadia Centre, delivering 3,618 special education sessions and 472 therapy sessions, along with caregiver training and community-based learning visits
Special Education & Multiple Therapies for Children with Disabilities	• Animal welfare initiative focused on rescuing, rehabilitating, and releasing stray animals, with medical support provided by 13 partner veterinary clinics. In FY2024-25, 629 animals received treatment under this programme



Case study: Restoring childhood – Renuka’s journey to good health

In the village of Savarpada, Paraswadi, 12-year-old Renuka Vikas Valvi was suffering from persistent fatigue that kept her from enjoying the simple joys of childhood. During a routine visit by ACG’s Mobile Health Unit on 5 December 2024, a check-up revealed she had moderate anaemia, with a haemoglobin level of 10.5 g/dl linked to a diet lacking essential nutrients. The healthcare team acted swiftly, providing nutritional counselling, iron folic acid supplements, and guidance on including affordable, iron-rich foods like leafy greens and dates in her diet. By the next visit on 9 January 2025, Renuka’s haemoglobin had improved to 11.1 g/dl, and she had regained her energy and spirit. Her story illustrates the life-changing impact of early intervention, nutrition education, and accessible healthcare, echoing ACG’s belief that good health begins with awareness.

Case study: Critical care in action: emergency rescue by MMU in Shirwal

On 24 January 2025, our partner organisation, Kolumbus Health Care Mobile Medical Unit (MMU), responded to a critical emergency in Palashi, Shirwal, where Mr Sunil Adhav (40) suffered a severe electric shock while working on an electric pole. With no ambulance or nearby medical facility available, the MMU team acted swiftly. Doctors administered immediate CPR on-site and arranged transport via a local tempo. Life-saving care continued enroute to hospital, where Mr Adhav’s pulse was revived upon arrival. This incident highlights the MMU’s vital role in delivering emergency care in remote areas, exemplifying the power of teamwork, adaptability, and dedication, and reinforcing the importance of accessible, community-based healthcare.

Case study: Mrs. Triveni Kadam’s journey of strength and survival

In the quiet town of Wadwadi, 65-year-old Mrs. Triveni Kadam’s life changed when she was diagnosed with Invasive Type II Ductal Carcinoma of the left breast, compounded by her history of hypertension. Initially hesitant to seek further evaluation, a sudden weight loss led her to a cancer screening camp on September 14, 2024, where a suspicious lesion was detected.

As symptoms worsened, and despite initial family reluctance, she underwent a biopsy on 18 November, confirming Grade III cancer. One month later, she underwent a Left Modified Radical Mastectomy at Bharti Hospital under Dr Dhinesh Chaudhari. With emotional support from the Kolumbus team and financial aid through a government healthcare scheme, she navigated treatment without financial burden.

Today, Mrs. Kadam is a symbol of resilience and hope, proving that early detection, community support, and personal courage can turn even the darkest diagnosis into a story of survival and strength.

Livelihood and skill development

Empowering communities to become economically self-reliant is central to our livelihood strategy. In FY 2024-25, ACG strengthened its commitment to enhancing employability, rural livelihoods, and economic empowerment through integrated skill-building programmes. The initiatives ranged from sustainable agriculture and horticulture to vocational training and women’s entrepreneurship, benefitting thousands of individuals across Maharashtra and other regions. The approach combined on-ground training, infrastructure support, and market linkage creation to ensure sustainable impact.

Programme / initiative	Brief description
Skill development centre	Bridging the skills gap: ACG’s Skill Development Centre offers short-term, NSDC-aligned technical courses that have trained over 1,180 local youth, addressing unemployment and enhancing employability. Strong employment outcomes: With a 75% placement rate, trainees have secured jobs across healthcare, engineering, green jobs, and textiles, with notable success in manufacturing (298) and healthcare (205). Fostering entrepreneurship: Beyond employment, 124 entrepreneurs have established their own ventures, driving local economic growth and promoting self-reliance.
Farm-based livelihoods: advancing rural prosperity through sustainable agriculture	- The objective of this programme is to enhance the quality of life and economic well-being of marginalised rural families through sustainable agricultural interventions - Improved the quality of life for 600 marginalised rural families in six villages of Dahanu through horticulture (WADI model), soil and water conservation, vegetable cultivation, floriculture, microenterprise support, and renewable irrigation technologies - Developed 600 WADIs over 240 ha with 96,000 trees (87% survival rate), improving biodiversity, water access, and farmer incomes
Strengthening agriculture through FPO formation	Empowering tribal farmers: ACG supported the formation of the Dahanu Agri Farmers Producers Company Limited (DAFPCL), a registered FPO covering six villages and 46 tribal hamlets, enrolling 344 shareholders, primarily tribal women Economic impact: In its first year, the FPO achieved a turnover of ₹17 lakhs by enabling collective access to agricultural inputs, credit, technology, and market linkages Sustainable growth: The initiative promotes climate-resilient practices, value addition, and strengthens farmers’ bargaining power, enhancing both income and long-term agricultural resilience
Soil & water conservation and water resource development	Implemented trenching, bunding, and farm bunds over 80 ha, constructed wells and borewells, installed pumps, tanks, and drip systems, and treated 382,328.30m³ of water for water conservation.
Vegetable cultivation	300 farmers cultivated vegetables (brinjal, chilli, tomato, bitter gourd) on 10R plots, supported with inputs, nutrition, and marketing. Earned ~₹25,000 annually.
Floriculture for livelihoods (jasmine)	300 tribal families cultivated Bangalore jasmine on 15 ha, earning seasonal incomes of ~₹25,000, with 20 farmers earning over ₹85,000. Reduced migration and encouraged group farming.
Microenterprise support	20 landless/women-headed households trained and equipped for off-farm enterprises tailored to local needs.

Programme / initiative	Brief description
Model plots for diversified horticulture	Demonstration plots for crops like lemon, Thai guava, jamun, and Banawali coconut to promote crop diversification
Solar pump distribution & Jalkund water harvesting	Distributed five fixed and two portable solar pumps, implemented Jalkund water harvesting, improving vegetable and bean yields
Farmer producer organisation (DAFPCL)	Registered FPO with 344 shareholders, turnover ₹17.04 lakh in three months, established aggregation/processing infrastructure, trained 200+ farmers, built market linkages
Vocational training for livelihood	Operated three centres offering 25 trades to 1,180 youth, training in technical, financial, and digital skills, 75% employment/self-employment rate, average salary ₹1,76,400/year
Women’s economic empowerment	Provided 25 women with tools and training (e.g. sewing machines, printers, beauty kits), enabling incomes of ₹4,000–₹6,000/month and greater self-reliance



Case Study: Empowering rural livelihoods: Vanita Bhiku Malakari’s journey

Vanita Bhiku Malakari from Devgaon, Maharashtra, once relied on seasonal farming and migrant labour, earning just ₹45,000 over four months through manual work. With barren land and no formal education, her livelihood was uncertain. Her situation changed after joining the Wadi development and vegetable farming programme. Inspired by a field visit, she planted mango and cashew trees and adopted year-round farming with technical and financial support, including a solar pump for irrigation.

Impact highlights:

- Income growth: Increased from ₹22,048 in 2022-23 to ₹2,14,910 in 2024-25
- Total profit: ₹3,52,862 over three years
- Crop diversification: Chilli, cluster beans, rice, brinjal, cucumber, ivy gourd, and cashew
- Key investments: Education, healthcare, mobile phone, motorcycle, and essential household items
- Social impact:
 - Reduced seasonal migration
 - Created local employment
 - Inspired neighbouring farmers
- Environmental benefits:
 - Improved soil fertility
 - Reduced erosion through continuous cropping and soil conservation

Case Study: Ms Namrata Narayan Neverekar: Women leading change

Passionate about solar energy, Namrata Narayan Neverekar turned her dream into reality after completing the solar technician training at the ACG–MITCON Skill Development Centre in Talegaon. With the skills and confidence gained, she launched SUNARAYAN SOLAR ENERGY in Narhe, Pune, and now earns a stable income of ₹50,000 per month. Namrata credits the free training and guidance for helping her start and grow her business, and for empowering women through entrepreneurship and sustainable livelihood opportunities.

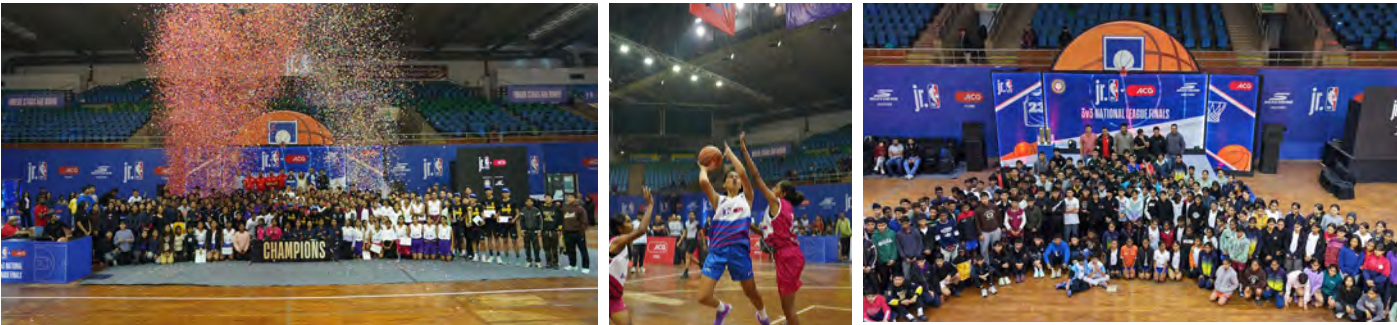
Sports

Basketball in India is witnessing a surge in popularity at both grassroots and professional levels. However, national teams continue to face challenges such as limited access to quality training infrastructure and resources. To bridge this gap and elevate the standard of basketball in India, a strategic partnership was formed between **ACG Cares Foundation and the National Basketball Association (NBA)**.

Programme highlights

- Training camps conducted in collaboration with NBA coaches and scouts
- Curriculum aligned with international standards, focusing on technique, strategy, and conditioning
- Regular assessments and performance tracking to monitor progress
- Special focus on inclusivity, encouraging participation from girls and underrepresented communities
- Engaged 4,000 young athletes
- The 2024–25 season featured city tournaments in Mumbai, Chennai, Delhi, Aizawl, Ludhiana, and Kolkata, with top teams advancing to a league phase culminating in the National Finals held in February 2025 at the Indira Gandhi Arena, New Delhi. The season recorded record-breaking participation and performance metrics, bolstered by media outreach and strategic partnerships with the Basketball Federation of India (BFI) and state associations

Programme / Initiative	Brief Description
National-Level Athlete Support	Provision of enhanced training infrastructure and resources for the Indian national basketball team to address performance limitations caused by resource gaps.
ACG Jr. NBA – City & League Tournaments	India's largest school-based basketball program for under 14 players, featuring 3v3 tournaments in 6 cities with top teams progressing to national finals.
Girl-Centric Participation Drive	Targeted efforts to increase girls' participation in tournaments, including special outreach during events.
Coach, Youth & Referee Clinics	Training and certification sessions to strengthen basketball officiating and coaching at grassroots levels.
Partnership with BFI & State Associations	Collaborative approach to boost registrations, logistics support, and ensure quality tournament execution.



Environment

We are committed to environmental stewardship and climate action through projects that have an objective to conserve natural resources, restore ecosystems, and promote clean energy. From watershed management and afforestation to decentralised waste management and renewable energy adoption, our programmes build climate resilience while supporting sustainable livelihoods.

Programme / initiative	Brief description
Climate change adaptation & mitigation	Builds rural climate resilience through renewable energy, organic farming, irrigation efficiency, soil health, and eco-friendly livelihoods. Supported 407 households across five villages by tackling erratic rainfall, soil erosion, and water scarcity. Key interventions include: • Promoting soil health through vermicomposting, producing 58.4 tonnes of nutrient-rich compost that reduces dependence on chemical fertilisers • Renewable energy efforts feature four biogas units reducing carbon emissions by 18.48 tonnes annually and a solar water lift system benefiting 216 households • The programme has empowered 25 women entrepreneurs and implemented efficient irrigation over 35 acres, cutting water usage by 40% • By training 181 farmers, it has bolstered community resilience and innovative adaptation to climate challenges
Watershed development & management	Restores degraded land and improves water availability via soil-water conservation, recharge structures, and horticulture plantations. • The initiative secured water resources and boosted agricultural productivity by constructing 161 water absorption trenches and farm bunds with a recharge capacity of 1.573 million litres, along with 115 recharge pits supplying 19.8 million litres of water to 24 farmers • Additionally, 248 gabion outlets were built, benefiting 104 farmers, and horticultural support was extended to 169 households across 34 hectares • The project also improved drainage systems for 850 households across five villages, increasing total water storage and recharge capacity to 40 million litres • These efforts have significantly enhanced food, fodder, and fuel security for the community, empowering residents to better withstand the impacts of drought

Programme / initiative	Brief description
Silvipasture development	Establishes fodder trees and grasses to enhance livestock feed, biodiversity, and carbon sequestration.
Horticulture livelihoods	Promotes fruit and vegetable cultivation to boost income and nutrition.
Renewable energy solutions	Installs solar water systems, solar equipment, and biogas plants to cut fossil fuel use and emissions.
Shirwal Samruddhi – waste management	Training and certification sessions to strengthen basketball officiating and coaching at grassroots levels.
Badlaav Campaign	Drives household waste segregation and plastic reduction through behaviour change.
Swachhata Hi Seva Drive	Mobilises communities for cleanliness and hygiene awareness.
Decentralised waste – Atit Village	Converts 60+ MT kitchen waste annually into compost for home gardens.
Home gardening and compost planters	Trains households to compost kitchen waste for vegetable cultivation and savings.



Case Study: Transforming barren land into a thriving orchard: The journey of Rupali Satyawar Jadhav

In the drought-prone village of Karnawadi, marginal farmer Rupali Satyawar Jadhav faced severe water scarcity that rendered her land barren. Determined to change her circumstances, Rupali began by planting 100 fruit trees on one acre, including Kesar mangoes and Taiwanese guavas, supported by interventions promoting sustainable land and water management. She constructed a water tank and lined farm pond to secure reliable irrigation. Buoyed by early success, Rupali expanded her orchard to two acres, planting an additional 142 trees and installing a drip irrigation system to optimise water use. Her annual income has increased by 54%, turning previously unproductive land into a flourishing orchard. Rupali’s journey exemplifies resilience and innovation, inspiring local farmers to adopt climate-resilient practices and demonstrating the profound impact of community collaboration and holistic watershed development on sustainable livelihoods.



Governance

Our commitment to governance is steadfast. We uphold the highest standards of corporate governance and ethics, backed by robust policies on anti-bribery and corruption. Our focus extends to ensuring strong financial performance, maintaining rigorous product safety and quality, and upholding a responsible supply chain. We also prioritise the protection of data through a strong commitment to privacy and data security.

Materials issues addressed

Product safety and quality	Financial performance	Anti-bribery and corruption
Responsible supply chain management	Privacy and data security	Corporate governance and ethics

Key stakeholders impacted

Associates	Promoters	Regulatory bodies	Business partners and suppliers
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SDGs impacted



Corporate governance and ethics

Our Company's corporate governance is built on a foundation of transparency, accountability, and ethics. The corporate governance framework serves as a critical enabler for ethical business conduct, regulatory compliance, and effective risk oversight. We follow robust policies and strong monitoring to ensure our decisions are carefully considered, benefit our stakeholders, and align with our long-term company goals.

Anti-bribery and corruption

At ACG, we are committed to the highest standards of integrity and transparency in all our operations. We have a zero-tolerance policy for corruption, bribery, money laundering, and all illegal payments. We are also dedicated to fair competition and avoid actions that could hinder free trade.

Our Code of Conduct outlines clear ethical expectations for associates and third parties, covering fair business practices, political contributions, charitable donations, and sponsorships. To foster a culture of accountability, we have implemented robust whistleblowing mechanisms that encourage the reporting of unethical or illegal activities, including instances of fraud, bribery, and corruption. Additionally, we conduct regular training programmes to ensure that all stakeholders are well-informed about anti-bribery policy, their responsibilities, and how to identify and report potential violations.



Our position on political contributions

We do not make monetary contributions to political campaigns, parties, lobbyists, trade associations, tax-exempt entities, or groups primarily involved in influencing politics, public policy, or legislation. This includes donations to candidates, ballot measures, or lobbying efforts.

Grievance redressal

ACG has established a structured grievance redressal mechanism to support transparent, ethical, and timely resolution of any environmental, social, or governance related concerns. This mechanism empowers all stakeholders to voice concerns safely without any fear of discrimination, and ensures that all issues are addressed in a fair and consistent manner. It reflects our commitment to responsible business conduct and continuous improvement.

Stakeholders may report grievances through multiple channels, including our online portal, dedicated email addresses, phone lines, postal mail, or in-person meetings. Each channel is monitored to ensure prompt acknowledgement and resolution of issues raised.

Complementing the general grievance process, ACG has established a robust whistleblowing mechanism to address breaches of company policies or unethical practices. This mechanism is supported by an independent third-party service provider, ensuring impartiality and safeguarding the confidentiality of all reports. Whistleblowers may submit concerns anonymously via secure email, dedicated hotlines, or confidential written communication to the Head of Compliance. Reports are managed by a designated committee, which is trained to investigate complaints impartially and in accordance with established timelines. Matters that fall outside the committee's scope are referred to the appropriate body for further review.

In addition, we regularly train associates and stakeholders on how to use the grievance and whistleblowing channels, reinforcing the importance of reporting concerns to uphold ethical conduct. Through this integrated grievance redressal and whistleblowing framework, ACG ensures that stakeholder concerns are addressed constructively, reinforcing our commitment to ethical governance, operational integrity, and sustainable business practices.

Economic performance

We are committed to maintaining strong financial performance and ensuring long-term value creation for our stakeholders. Our focus is on generating sustainable financial returns while carefully managing our economic impacts. We strive to create and distribute economic value responsibly through our operations and investments.

In 2024–25, we generated significant direct economic value which was driven by cost optimization, strong stakeholder relationships, and the efficient management of financial capital.

Financial indicators	FY 2024-25 (INR million)
Revenue	53142
Payments to government (Tax)	2015
Community investments (CSR)	129

Product quality and safety

At ACG, product quality and safety is integral to our identity and our commitment to the global pharmaceutical industry. As a trusted partner in healthcare manufacturing and packaging, we uphold the highest standards of safety, compliance, and reliability across our entire value chain from capsules and processing equipment to fully integrated packaging solutions.

Our quality systems are designed to comply with international regulatory frameworks, including cGMP, US FDA, EU, and WHO guidelines. We maintain globally recognised certifications such as **ISO 9001** for quality management, **ISO 14001** for environmental management, **ISO 22000** for food safety management, and **ISO 15378** for primary packaging materials for medicinal products. These certifications underscore our dedication to maintaining excellence in product safety, environmental responsibility, and manufacturing integrity.

Zero

product recalls

Zero

non-compliances with regulations and/or voluntary codes

100%

of our significant product and service categories are assessed for their potential health and safety impacts

We ensure the highest quality at every stage of our operations, from raw material sourcing to production and distribution. Our advanced laboratories, real-time traceability systems, and rigorous testing procedures guarantee that all products meet or exceed the specifications of our customers. We undertake regular internal and external audits to further strengthen our quality systems and drive continuous improvement.

Training and continuous learning are essential to embedding a strong culture of quality and safety across the Company. We invest in comprehensive development programmes that enhance technical expertise, regulatory awareness, and operational excellence at all levels of the organisation. Through regular training sessions, awareness campaigns, and alignment with global best practices, we ensure that quality remains a consistent focus in every aspect of our work. Engagement with customers and regulatory bodies further enables us to anticipate emerging trends, adapt swiftly, and strengthen the safety, reliability, and efficacy of our products.

Sustainable pharmaceutical packaging with APET film

At ACG Packaging Materials, we are committed to advancing sustainable, high-performance solutions for pharmaceutical packaging. In line with global regulatory and environmental trends, we have introduced halogen-free APET (Amorphous Polyethylene Terephthalate) films as a viable alternative to conventional PVC in blister applications.

APET is a transparent, rigid, and thermoformable polymer offering excellent clarity, mechanical strength, and barrier properties. Its halogen-free and vinyl-free composition enhances recyclability, aligns with circular economy principles, and lowers environmental impact compared to PVC.

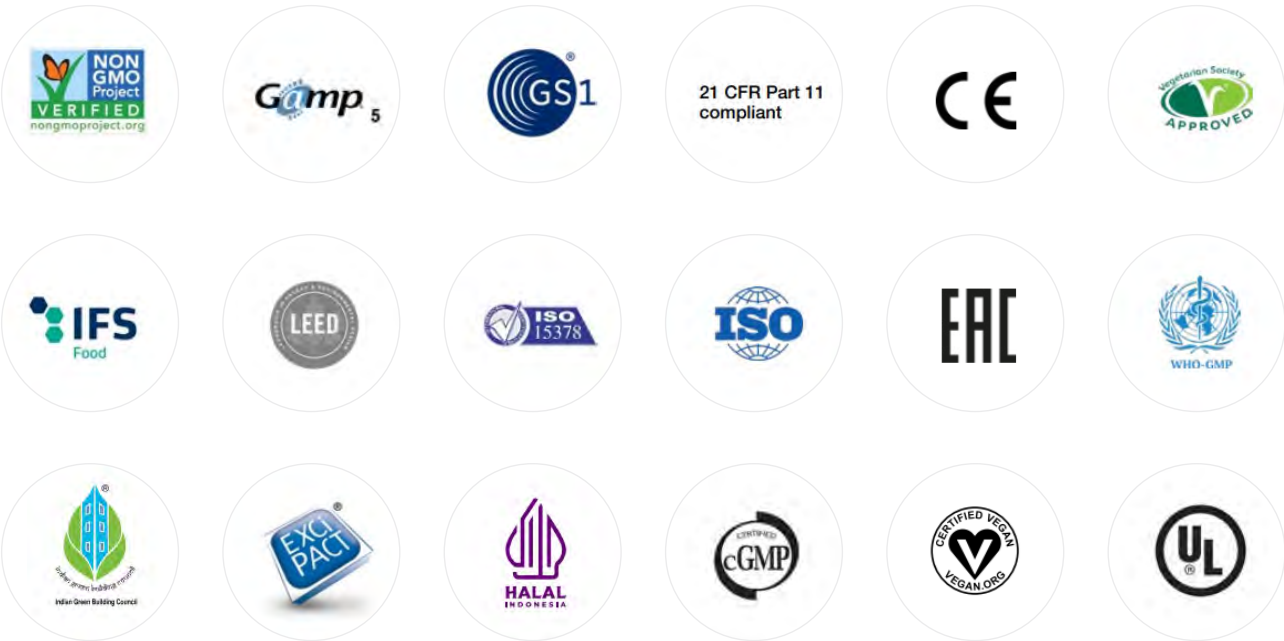
Key advantages include:

- **High optical clarity** for improved product visibility and patient confidence
- **Chemical inertness**, eliminating risks of additive migration
- **Moisture and oxygen barrier performance** comparable to PVC
- **100% recyclability** and compatibility with PCR content
- **Thermoformability** on standard blister lines with minimal modifications

APET has been successfully implemented across ACG's aluminium and polymer-based packaging portfolios, and assessments show favourable performance in yield, barrier protection, and sustainability metrics. The material is now being extended to capsule blister packs and medical device packaging.

By transitioning to APET, ACG enables its clients to reduce environmental footprint without compromising pharmaceutical safety or regulatory compliance – supporting the industry's move toward more sustainable packaging systems.

Certifications and compliances



Privacy and data security

We are committed to protecting the confidentiality and integrity of all data entrusted to us. Through robust security measures and strict compliance protocols, we ensure the privacy of our customers, partners, and associates. We recognise that data security is paramount to maintaining trust and protecting our operations. ACG maintains a Group wide Data Protection Policy. Oversight is led by a designated Chief Data Protection Officer (DPO), supported by a responsible team for enforcing compliance, conducting risk assessments, and safeguarding personal data. All systems that handle personal data are subject to regular security risk assessments to validate the effectiveness of existing controls. Access to personal information is strictly limited to authorised personnel, and any extraction or processing is permitted only when justified by validated business purposes.

Building on our commitment to data privacy, we implement robust cybersecurity measures to protect all collected information from unauthorised access, loss, and disclosure. These safeguards are integral to our privacy policy, ensuring that customer and partner data remains secure throughout all operations. The fusion of strong privacy protocols with a proactive cybersecurity framework is central to maintaining trust and protecting sensitive business information.

Customer complaints are recorded in SAP via notifications raised by Customer Service Representatives (CSRs). Each case is thoroughly investigated by the Quality team, and appropriate Corrective and Preventive Actions (CAPA) are implemented to address root causes and prevent recurrence.

Cyber security

Protecting digital assets through people, process, and technology

In today's digital landscape, cybersecurity is a cornerstone of organisational resilience, trust, and business continuity. The cybersecurity function plays a vital role in safeguarding information assets and enabling secure and reliable operations across the enterprise.

We safeguard the organisation's digital assets, information systems, and critical infrastructure by leveraging a balanced combination of **people, processes, and technology**. People-focused initiatives build awareness, skills, and secure behaviours across the workforce. Process-driven practices establish governance, risk management, and structured incident response. Technology provides the tools, systems, and defences necessary to protect networks, endpoints, and data.

People

Cybersecurity awareness and training are central to the department's efforts to empower employees. The organisation has rolled out ARMED – a custom curated cybersecurity awareness programme to reduce risk by empowering employees with role-specific knowledge and fostering a strong security culture. It comprises four tracks: Cybersec Baseline (foundational practices for all staff), Secure Sphere (role-specific modules), Stay Updated (periodic insights on emerging threats), and Watch Out (reinforcement for higher-risk users).

These interactive modules cover topics such as phishing, password hygiene, social engineering, malware, safe browsing, mobile security, and emerging threats using scenario-based and gamified learning to boost engagement and retention. This structured approach standardises awareness while adapting to evolving risks and role requirements.

Phishing simulations are conducted both enterprise-wide and targeting specific roles to help assess vigilance and reinforce secure behaviour across all users.

Process

The department has established and enforced governance through comprehensive Information Security policies and procedures, aligned with leading standards such as ISO 27001 and NIST Cybersecurity Framework (CSF). These policies and procedures are published on the company's internal portal and are reviewed annually to ensure alignment with the evolving threat landscape and industry best practices. They provide clear guidance on acceptable use, access control, data handling, and incident management.

Access control processes ensure that authentication, authorisation, and least-privilege access are consistently applied across the organisation. Hardening and periodic compliance reviews ensure systems are securely configured and aligned with internal policies and industry standards such as CIS. Vulnerability management is conducted regularly through systematic scanning, prioritisation, and remediation of security weaknesses to reduce the organisation's risk exposure. Incident detection and response are structured through a 24/7 Security Operations Center (SOC). Periodic risk assessments are conducted to evaluate emerging threats, review controls, and ensure that security measures remain effective and aligned with organisational priorities.

Technology

The organisation employs layered technology controls to protect its networks, systems, and data from a wide range of threats. These include Next-Generation Firewalls (NGFW) to inspect and filter network traffic at a deep level, and Web Application Firewalls (WAF) to secure web applications against attacks such as SQL injection and cross-site scripting. Virtual Private Networks (VPN) ensure secure remote access, while Multi-Factor Authentication (MFA) adds an additional layer of identity verification to prevent unauthorised logins. Endpoint Detection & Response (EDR) tools continuously monitor and respond to suspicious activity on devices, and Next-Generation Antivirus (NGAV) provides advanced malware detection and prevention.

The organisation also enforces network segmentation to limit lateral movement of threats and contain potential breaches. Sensitive data is protected through robust encryption solutions, both at rest and in transit, ensuring confidentiality and integrity across the organisation's digital infrastructure.

ACG continuously defends its systems against a wide spectrum of digital threats, including malware, phishing, and other cyber intrusions. Our comprehensive cybersecurity strategy encompasses regular threat assessments, simulation exercises, employee awareness training, stringent access control protocols, and robust data redundancy measures, including off-site backups. These initiatives are designed to prevent data breaches, enable early detection of anomalies, and ensure uninterrupted continuity of operations. An incident response plan is in place to address cyber incidents.

Through this comprehensive and evolving cybersecurity framework, ACG ensures the confidentiality, availability, and integrity of digital systems, while reinforcing trust and resilience across our global ecosystem.



Enhancing packing accuracy through barcode validation at ACG Packaging Materials, Shirwal

To enhance delivery accuracy and reduce product dispatch errors, ACG is implementing a barcode scanner-based verification system in its packaging department. This initiative is designed to address historical challenges, such as incorrect box placements during palletisation, which previously affected customer satisfaction due to the absence of a robust verification mechanism. The new system will ensure each box is scanned and matched to the correct sales order before palletisation, minimising human error. Currently in the planning and infrastructure phase, this project supports ACG's commitment to quality, operational excellence, and sustainable, customer-centric processes.

Digitalising systems in ACG: Strategic focus areas for digital transformation

In alignment with our commitment to operational excellence, customer-centricity, and sustainable innovation, our digital transformation strategy is anchored around four strategic pillars. These focus areas are designed to create a highly connected, intelligent, and adaptive enterprise capable of thriving in an increasingly digital world.

1. Transforming operations

We have established a robust digital infrastructure across our global manufacturing footprint. This includes the deployment of advanced data acquisition systems, extensive sensor integration, enhanced field connectivity, and edge computing capabilities. A critical milestone in this journey is the onboarding of all manufacturing facilities onto a centralised Industrial IoT (IIoT) platform. This initiative enables real-time operational visibility, predictive insights, and autonomous process optimisation, laying the foundation for smart manufacturing at scale.

2. Enhancing customer experience

We are reimagining the customer journey through digitally enabled touchpoints that foster engagement, trust, and long-term loyalty. Our approach focuses on building awareness, cultivating interest and desire, and ensuring consistent satisfaction across the entire lifecycle. Leveraging intelligent systems, personalised digital content, and proactive support channels, we are enhancing responsiveness and delivering superior customer value in every interaction.

3. Smart connected machines

As part of our Industry 4.0 roadmap, we are embedding intelligence and connectivity into our equipment portfolio to enable advanced service capabilities and performance optimisation. Key initiatives include:

- Centralised Remote Operations Centre for continuous monitoring
- Smart Serve platform for predictive service management
- Smart Glass enabled remote assistance for real-time expert support
- Condition monitoring and condition-based maintenance to extend equipment life and reduce unplanned downtime
- Performance benchmarking and analytics for continuous machine improvement
- Data-driven design to ensure future equipment is informed by real-world performance data.

These transformative models not only deliver greater value to customers but also enhance recurring revenue streams and foster long-term strategic partnerships.

4. Building new business models

Digital transformation is also catalysing the evolution of our business models towards more scalable, service-oriented frameworks. We are transitioning from traditional sales approaches to value-based, outcome-driven models such as:

- Platform-based subscription revenues leveraging IoT and digital ecosystems
- Smart AMC (Annual Maintenance Contracts) tailored to equipment performance and predictive analytics
- Outcome-based revenue models where compensation aligns with customer success metrics
- As-a-Service offerings, enabling greater flexibility and accessibility through consumption-based pricing. These transformative models not only deliver greater value to customers but also enhance recurring revenue streams and foster long-term strategic partnerships

Key digitalization initiatives

In FY 2024–25, we advanced our commitment to digital transformation by embedding artificial intelligence, automation, and data-driven technologies across critical business functions. These initiatives not only strengthened operational excellence but also contributed meaningfully to our sustainability goals.

Key digitalization projects undertaken during the year are listed below:

1. AI smart assistant

Deployed across operations and maintenance functions to provide intelligent support for faster issue resolution and optimized processes.
Impact: Improved Mean Time to Repair (MTTR), reduced downtime, and enhanced First-Time-Right (FTR%) rates.

2. AI-driven demand & supply planning

Implemented predictive models for better alignment between demand forecasts and supply chain planning.
Impact: Reduction in RM cost per tonne, lead time, and inventory carrying costs.

3. Production planning simulation and optimisation

Introduced digital simulation tools to model and optimise production schedules and resource allocation.
Impact: Enhanced on-time delivery, reduced bottlenecks, and improved utilisation rates.

4. Golden batch analytics

Leveraged machine learning to replicate optimal production conditions, improving consistency and quality.
Impact: Reduction in product defects and setup time.

5. GHG emissions tracking & product carbon footprint (PCF) for CFB

Implemented digital systems to track and manage greenhouse gas emissions and calculate product level carbon footprints.
Impact: Enabled targeted emissions reductions and better environmental transparency.

6. AI-based proactive safety system

Rolled out AI-enabled safety monitoring tools to predict and prevent potential incidents.
Impact: Reduction in workplace incidents and increase in safe man-hours.

7. AI-enabled energy optimisation

Applied artificial intelligence to monitor and optimise energy consumption across key processes.
Impact: Lowered specific energy consumption and improved energy efficiency.

8. AI-powered sales assistant

Integrated AI tools to enhance customer insights and sales effectiveness.
Impact: Boosted revenue through smarter engagement and conversion strategies.

9. Real-time OEE monitoring with AI insights

Connected all machines with real-time Overall Equipment Effectiveness (OEE) tracking and analytics.
Impact: Continuous OEE improvement and faster Day-1 (D1) issue resolution.

Chanakya: AI-powered assistant chatbot at ACG Packaging Materials, Shirwal

To drive efficiency and support sustainable operations, ACG has implemented an AI-powered assistant chatbot, Chanakya, on the shop floor. Previously, operators faced delays in accessing machine manuals, SOPs, and troubleshooting steps, leading to downtime, inconsistent issue resolution, and inefficient energy use. Chanakya provides real-time access to critical operational information and energy optimisation tips, enhancing decision making and reducing dependency on printed materials and individual expertise.

The chatbot minimises machine downtime, optimises energy consumption, and reduces Scope 2 GHG emissions. It also supports paper conservation through digital SOPs and extends equipment life by enabling proactive maintenance – aligning with ACG’s broader goals of operational excellence and environmental stewardship.

GRI standard	Title	Reference	Pg. no.
2-19	Remuneration policies	Talent attraction and retention	81
2-20	Process to determine remuneration	Talent attraction and retention	81
2-21	Annual total compensation ratio	Scorecard	130
Strategy, policies, and practices			
2-22	Statement on sustainable development strategy	Message from MD, CEOs and Group Head of Sustainability and CSR	3-10
2-23	Policy commitments	Our Policies and frameworks	36-37
2-24	Embedding policy commitments	Our Policies and frameworks	36-37
2-25	Processes to remediate negative impacts	Risk Management, Grievance redressal	38-41,109
2-26	Mechanisms for seeking advice and raising concerns	Grievance redressal, Protection of Human Rights	109, 93
2-27	Compliance with laws and regulations	Environmental Compliance, Scorecard	76,130
2-28	Membership associations	Our Memberships and associations	32-33
Stakeholder engagement			
2-29	Approach to stakeholder engagement	Stakeholder Engagement	45-48
2-30	Collective bargaining agreements	Freedom of Association & Collective Bargaining	93
Material topics			
3-1	Process to determine material topics	Double Materiality Assessment	49-54
3-2	List of material topics	Double Materiality Assessment	50
GRI 201 Economic Performance 2016			
3-3	Management of material topics	Financial Performance	110
201-1	Direct economic value generated and distributed	Financial Performance	110
201-2	Financial implications and other risks and opportunities due to climate change	Climate risk assessment	66-70

GRI standard	Title	Reference	Pg. no.
GRI 203: Indirect Economic Impacts 2016			
3-3	Management of material topics	Empowering local communities	95-105
203-1	Infrastructure investments and services supported	Empowering local communities	
203-2	Significant indirect economic impacts	Empowering local communities	
GRI 205: Anti-corruption 2016			
3-3	Management of material topics	Anti-bribery and corruption	109
205-1	Operations assessed for risks related to corruption	Anti-bribery and corruption	
205-2	Communication and training about anti-corruption policies and procedures	Anti-bribery and corruption	
205-3	Confirmed incidents of corruption and actions taken	Anti-bribery and corruption	
GRI 206: Anti-competitive Behaviour 2016			
3-3	Management of material topics	Anti-bribery and corruption	109
206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	Anti-bribery and corruption	
Environmental Performance			
GRI 302 Energy			
3-3	Management of material topics	Energy efficiency, Climate change mitigation	59-65
302-1	Energy consumption within the organisation	Climate change mitigation	61
302-3	Energy intensity	scorecard	125
302-4	Reduction of energy consumption	Energy efficiency	59-60
GRI 303 Water and Effluents 2018			
3-3	Management of material topics	Water management	71-72
303-1	Interactions with water as a shared resource	Water management	
303-2	Management of water discharge-related impacts	Water management	
303-3	Water withdrawal	Water management	
303-4	Water discharge	Water management	
303-5	Water consumption	Water management	
GRI 304 Biodiversity			

GRI standard	Title	Reference	Pg. no.
3-3	Management of material topics	Respect for biodiversity	74-75
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Respect for biodiversity	
304-2	Significant impacts of activities, products, and services on biodiversity	Respect for biodiversity	
304-3	Habitats protected or restored	Respect for biodiversity	
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	Respect for biodiversity	
GRI 305 Emissions			
3-3	Management of material topics	Climate change mitigation	61
305-1	Direct (Scope 1) GHG emissions	Climate change mitigation	
305-2	Energy indirect (Scope 2) GHG emissions	Climate change mitigation	
305-3	Other indirect (Scope 3) GHG emissions	Climate change mitigation	
305-4	GHG emissions intensity	Scorecard	125
305-6	Emissions of ozone-depleting substances (ODS)	Climate change mitigation	61
305-7	Nitrogen oxides (NOX), sulphur oxides (SOX), and other significant air emissions	Air emissions	66
GRI 306 Waste 2020			
3-3	Management of material topics	Waste Management	73-74
306-1	Waste generation and significant waste-related impacts	Waste Management	
306-2	Management of significant waste-related impacts	Waste Management	
306-3	Waste generated	Waste Management	
306-4	Waste diverted from disposal	Waste Management	
306-5	Waste directed to disposal	Waste Management	
Social Performance			
GRI 401 Employment			
3-3	Management of material topics	Human Capital Management	79
401-1	New employee hires and employee turnover	Human Capital Management	79
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employee health and safety	88

GRI standard	Title	Reference	Pg. no.
401-3	Parental leave	Employee health and safety	88
GRI 402 Labour/Management Relations 2016			
3-3	Management of material topics	Human Capital Management	79-81
402-1	Minimum notice periods regarding operational changes	21 days (as per Industrial Disputes Act, 1947)	
GRI 403 Occupational Health and Safety			
3-3	Management of material topics	Occupational Health and Safety	90-92
403-1	Occupational health and safety management system	Occupational Health and Safety	
403-2	Hazard identification, risk assessment, and incident investigation	Occupational Health and Safety	
403-3	Occupational health services	Occupational Health and Safety	
403-4	Worker participation, consultation, and communication on occupational health and safety	Occupational Health and Safety	
403-5	Worker training on occupational health and safety	Occupational Health and Safety	88-89
403-6	Promotion of worker health	Employee Health and Safety	
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Occupational Health and Safety	
403-8	Workers covered by an occupational health and safety management system	Occupational Health and Safety	
403-9	Work-related injuries	Occupational Health and Safety	90-92
403-10	Work-related ill health	Occupational Health and Safety	
GRI 404 Training and Education			
3-3	Management of material topics	Learning and Development	84-87
404-1	Average hours of training per year per employee	Learning and Development	
404-2	Programmes for upgrading employee skills and transition assistance programmes	Learning and Development	
404-3	Percentage of employees receiving regular performance and career development reviews	Performance and career development reviews	
GRI 405 Diversity and Equal Opportunity			
3-3	Management of material topics	Diversity, Equity and Inclusion (DEI)	82-84
405-1	Diversity of governance bodies and employees	Diversity, Equity and Inclusion (DEI)	

GRI standard	Title	Reference	Pg. no.
405-2	Ratio of basic salary and remuneration of women to men	Sustainability scorecard	130
GRI 406 Non-Discrimination 2016			
3-3	Management of material topics	Protection of human Rights	93
406-1	Incidents of discrimination and corrective actions taken	Protection of human Rights	
GRI 407	Freedom of Association and Collective Bargaining 2016		
3-3	Management of material topics	Freedom of Association and Collective Bargaining	93
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Scorecard	130
GRI 408: Child Labor 2016			
3-3	Management of material topics	Protection of human Rights	93
408-1	Operations and suppliers at significant risk for incidents of child labor	Protection of human Rights	
GRI 409: Forced or Compulsory Labor 2016			
3-3	Management of material topics	Protection of human Rights	93
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Protection of human Rights	
GRI 413 Local communities			
3-3	Management of material topics	Empowering Local Communities	95-105
413-1	Operations with local community engagement, impact assessments, and development programmes	Empowering Local Communities	
413-2	Operations with significant actual and potential negative impacts on local communities	Empowering Local Communities	
GRI 416 Customer health and safety			
3-3	Management of material topics	Product quality and safety	111
416-1	Assessment of the health and safety impacts of product and service categories	Product quality and safety	
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Product quality and safety	
GRI 418: Customer Privacy 2016			
3-3	Management of material topics	Privacy and data security	113-116
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Privacy and data security	

Scorecard

Category	Units	Packaging business	Capsules business	Corporate Office	Total
Production		33296.21	128668.21		
CFB Primer	MT	1576.58	NA	NA	1576.58
CFB regular	MT	1927.09	NA	NA	1927.09
CFB special	MT	90.15	NA	NA	90.15
Lid foil all	MT	255.60	NA	NA	255.60
CR foil all	MT	222.09	NA	NA	222.09
PVC	MT	16764.53	NA	NA	16764.53
PVDC	MT	11370.69	NA	NA	11370.69
Aclar	MT	1089.48	NA	NA	1089.48
Hard shell capsules-Gelatin	Million numbers	NA	115891.13	NA	115891.13
Hard shell capsules - HPMC – HR	Million numbers	NA	11102.71	NA	11102.71
Hard shell capsules - HPMC - H+	Million numbers	NA	1674.36	NA	1674.36
Environment					
Energy consumption GRI 302-1					
Renewable sources (A)	GJ	16670.33	135975.21	0.00	152645.53
Total electricity consumption	GJ	16665.82	74497.51	0.00	91163.33
Total fuel consumption	GJ	4.51	61477.70	0.00	61482.21
Non-renewable sources (B)	GJ	148955.81	687941.22	4348.52	841245.54
Total electricity consumption	GJ	46775.66	516483.15	3419.37	566678.18
Total fuel consumption	GJ	102180.15	171458.06	929.15	274567.36
Total energy consumption (A+B)	GJ	165626.13	823916.42	4348.52	993891.08

Category	Units	Packaging business	Capsules business	Corporate Office	Total
Energy Intensity	GJ/functional unit(Packaging: total weight of products, Capsules: Million units)	4.97	6.40	NA	NA
GHG emissions 305					
Scope 1 emissions	tco2e	7495.27	13796.04	75.64	21366.95
Scope 2 emissions (location based)	tco2e	9440.34	82395.57	477.46	92313.37
Scope 2 emissions (Market based)	tco2e	6709.45	82395.57	477.46	89582.48
Scope 3 emissions	tco2e	173556.97	190370.52		363927.49
GHG emissions intensity- (Scope 1+scope 2)	tco2e	0.43		0.75	NA
GHG emissions intensity- (Scope 1+scope 2+Scope 3)	tco2e	5.64		2.23	NA
Biogenic emissions	tco2e	0	4605.2	0	4605.2
Emissions of Ozone Depleting Substances	Kg CFC-11eq	0	0	0.385	0.385
Air emissions 305					
PM	MT	18.31	62.14	NA	80.46
NOx	MT	18.83	0.31	NA	19.13
SOx	MT	19.49	33.52	NA	53.01
Water and effluents 303					
Water withdrawal	KL	58319.30	748952.51	4425.00	811696.81
Ground water	KL	24798.01	88509.49	0.00	113307.50
Surface water	KL	33406.29	0.00	0.00	33406.29
Third party water	KL	115.00	660443.02	4425.00	664983.02
Water discharge	KL	0.00	89579.40	0.00	89579.40
Discharge quantity	KL	0.00	89579.40	0.00	89579.40
Water consumption GRI 303-5	KL	58319.30	659373.11	4425.00	722117.41
Total water consumption	KL	58319.30	659373.11	4425.00	722117.41
Water recycled/reused	KL	4758.75	153616.00	0.00	158374.75
Water intensity	KL/functional unit (Packaging: total weight of products, Capsules: Million units)	1.75	5.12	NA	NA

Category	Units	Packaging business	Capsules business	Corporate Office	Total
Waste Generated GRI 306-3		2692.49	4304.80	19.27	7016.55
Plastic waste	Tonnes	1520.96	57.69	0.73	1579.38
Battery waste	Tonnes	0	4.73	0	4.73
E-waste	Tonnes	0.18	0.52	0	0.70
Bio Medical waste	Tonnes	0	0.06	0	0.06
C&D waste	Tonnes	0	76.00	0	76.00
Other hazardous waste	Tonnes	222.58	2469.65	0.18	2692.40
Other Non-hazardous waste	Tonnes	948.77	1696.16	18.35	2663.28
Waste diverted from disposal 306-4	Tonnes	2692.49	1790.07	19.23	4501.79
Reuse	Tonnes	450.79	678.09	0.00	1128.89
Recycle	Tonnes	2241.69	1111.98	19.23	3372.90
Other recovery options	Tonnes	0.00	0.00	0.00	0.00
Waste directed to disposal 306-5	Tonnes	0.00	2514.73	0.04	2514.76
Total waste disposed	Tonnes	0.00		0.00	0.00
- Waste landfilled	Tonnes	0.00	2514.73	0.04	2514.76
- Waste incinerated with energy recovery	Tonnes	0.00	0.00	0.00	0.00
- Waste incinerated without energy recovery	Tonnes	0.00	0.00	0.00	0.00
- Waste otherwise disposed	Tonnes	0.00	0.00	0.00	0.00
- Waste with unknown disposal method	Tonnes	0.00	0.00	0.00	0.00
- Waste with unknown disposal method	Tonnes	0	0		0
Social					
Headcount					
Executive		3.00	25.00	20.00	48.00
less than 30	Number	0.00	0.00	12.00	12.00
30-50	Number	0.00	12.00	8.00	20.00
Over 50	Number	3.00	13.00	0.00	16.00
Male	Number	3.00	23.00	16.00	42.00
Female	Number	0.00	2.00	4.00	6.00
Management	Number	53.00	841.00	264.00	1158.00
less than 30	Number	1.00	201.00	203.00	405.00

Category	Units	Packaging business	Capsules business	Corporate Office	Total
30-50	Number	38.00	557.00	29.00	624.00
Over 50	Number	14.00	83.00	32.00	129.00
Male	Number	46.00	692.00	198.00	936.00
Female	Number	7.00	149.00	66.00	222.00
Non-management	Number	113.00	1458.00	55.00	1626.00
less than 30	Number	18.00	463.00	45.00	526.00
30-50	Number	85.00	865.00	5.00	955.00
Over 50	Number	10.00	130.00	5.00	145.00
Male	Number	98.00	1206.00	42.00	1346.00
Female	Number	15.00	252.00	13.00	280.00
Total associates	Number	169.00	2324.00	339.00	2832.00
Total male associates	Number	147.00	1921.00	256.00	2324.00
Total female associates	Number	22.00	403.00	83.00	508.00
Total-Less than 30	Number	19.00	664.00	260.00	943.00
Total 30-50	Number	123.00	1434.00	42.00	1599.00
Total over 50	Number	27.00	226.00	37.00	290.00
Workers	Number	118.00	811.00	0.00	929.00
GRI 401 New employee hires and turnover					
Executive	Number				
less than 30	Number	0.00	0.00	1.00	1.00
30-50	Number	0.00	3.00	0.00	3.00
Over 50	Number	0.00	0.00	0.00	0.00
Male	Number	0.00	3.00	1.00	4.00
Female	Number	0.00	0.00	0.00	0.00
Management					
less than 30	Number	1.00	50.00	22.00	73.00
30-50	Number	11.00	71.00	0.00	82.00
Over 50	Number	2.00	3.00	11.00	16.00
Male	Number	12.00	89.00	23.00	124.00
Female	Number	2.00	35.00	10.00	47.00
Non-management					
less than 30	Number	8.00	199.00	1.00	208.00

Category	Units	Packaging business	Capsules business	Corporate Office	Total
30-50	Number	12.00	122.00	0.00	134.00
Over 50	Number	0.00	7.00	1.00	8.00
Male	Number	14.00	232.00	1.00	247.00
Female	Number	6.00	96.00	1.00	103.00
Total hired-Male	Number	26.00	324.00	25.00	375.00
Total hired-Female	Number	8.00	131.00	11.00	150.00
Total-Less than 30	Number	9.00	249.00	24.00	282.00
Total 30-50	Number	23.00	196.00	0.00	219.00
Total over 50	Number	2.00	10.00	12.00	24.00
Workers	Number	1.00	35.00	0.00	36.00
Total hired-Male	Number	27	359	25	411
Total hired-Female	Number	8	131	11	150
Separation GRI 401-1					
Executive	Number				
less than 30	Number	0.00	0.00	1.00	1.00
30-50	Number	0.00	0.00	1.00	1.00
Over 50	Number	0.00	1.00	0.00	1.00
Male	Number	0.00	1.00	2.00	3.00
Female	Number	0.00	0.00	0.00	0.00
Management					
less than 30	Number	0.00	43.00	26.00	69.00
30-50	Number	12.00	98.00	2.00	112.00
Over 50	Number	2.00	6.00	4.00	12.00
Male	Number	11.00	103.00	22.00	136.00
Female	Number	3.00	44.00	10.00	57.00
Non-management					
less than 30	Number	1.00	101.00	1.00	103.00
30-50	Number	12.00	112.00	2.00	126.00
Over 50	Number	2.00	20.00	0.00	22.00
Male	Number	10.00	164.00	2.00	176.00
Female	Number	5.00	69.00	1.00	75.00
Total male exits	Number	21.00	268.00	26.00	315.00
Total female exits	Number	8.00	113.00	11.00	132.00

Category	Units	Packaging business	Capsules business	Corporate Office	Total
Total-Less than 30	Number	1.00	144.00	28.00	173.00
Total 30-50	Number	24.00	210.00	5.00	239.00
Total over 50	Number	4.00	27.00	4.00	35.00
Turnover rate	%	0.17	0.16	0.11	0.16
Voluntary exits	Number	17.00	77.00	30.00	124.00
Voluntary exits	%	0.10	0.03	0.09	0.04
GRI 401-3 Parental leave					
Return to work: Male	%	1.00	1.00	1.00	1.00
Return to work: Female	%	NA	1.00	NA	1.00
Retention rate: Male	%	1.00	0.96	0.92	0.96
Retention rate: Female	%	NA	1.00	0.80	0.90
GRI 403-9 Work related injuries					
Fatalities-Employees	Number	0.00	0.00	NA	0.00
Fatalities-workers	Number	0.00	0.00	NA	0.00
High consequences work related injuries-employees	Number	0.00	0.00	NA	0.00
High consequences work related injuries-Workers	Number	0.00	0.00	NA	0.00
Recordable work related injuries-employees	Number	1.00	18.00	NA	19.00
Recordable work related injuries-workers	Number	1.00	1.00	NA	2.00
LTIFR-Employees	Number	0.00	0.09	NA	0.08
LTIFR-workers	Number	0.39	0.00	NA	0.10
GRI 404-1 Training and development					
Number of manhours: Management	Number	1891.00	424789.95	3646.00	430326.95
Number of manhours: Non-Management	Number	738.00	77560.30	0.00	78298.30
Total number of manhours-Employees	Number	2629.00	502350.25	3646.00	508625.25
Average training manhours for employees	Number	15.56	216.16	10.76	179.60
GRI 405-1 Diversity of governance bodies and employees					
Executive					

Category	Units	Packaging business	Capsules business	Corporate Office	Total
Male	%	1.00	0.92	0.80	0.88
Female	%	0.00	0.08	0.20	0.13
Management					
Male	%	0.87	0.82	0.75	0.81
Female	%	0.13	0.18	0.25	0.19
Non- management					
Male	%	0.87	0.83	0.76	0.83
Female	%	0.13	0.17	0.24	0.17
Total male	%	0.87	0.83	0.76	0.82
Total female	%	0.13	0.17	0.24	0.18
less than 30	%	0.11	0.29	0.77	0.33
30-50	%	0.73	0.62	0.12	0.56
More than 50	%	0.16	0.10	0.11	0.10
GRI 405-2 Ratio of basic salary and remuneration of women to men					
Executive	Ratio	0.00	0.89	0.61	NA
Management	Ratio	0.83	0.93	0.67	NA
Non-management	Ratio	0.80	0.94	1.15	NA
GRI 2-21 Annual total compensation ratio					
Ratio of the annual total compensation for the organisation's highest-paid individual to the median annual total compensation for all employees	Ratio	0.09	0.03	0.06	
Ethical performance					
Corruption and Bribery cases	Number	0.00	0.00	0.00	0.00
Substantiated and anti-competitive cases	Number	0.00	0.00	0.00	0.00
Cases of discrimination	Number	0.00	0.00	0.00	0.00
Conflict of Interest	Number	0.00	0.00	0.00	0.00
Customer data breach	Number	0.00	0.00	0.00	0.00
Instances of non-compliances with laws and regulations	Number	0.00	0.00	0.00	0.00
% of employees covered by collective bargaining agreements	%	26.16	34	NA	NA

Assurance Statement



INDEPENDENT ASSURANCE STATEMENT
to the Management of ACG Group Companies ("ACG")

ACG Pharmapack Private Limited (Corporate Identity Number U45200MH2004PTC149770, hereafter referred to as 'ACG' or 'the Company') has commissioned DNV Business Assurance India Private Limited ("DNV", "us" or "we") to conduct an independent assurance of its non-financial sustainability disclosures disclosed in its Sustainability Report (hereafter referred as 'Report') for the period FY 2024-25.

Scope of Work and Boundary

The agreed scope of work included a limited level of assurance for the information on non- financial performance disclosed in the Report prepared by ACG and its group companies based on GRI Topic-specific Standards for the identified material topics for the activities undertaken by the Company during the reporting period 01/04/2024 to 31/03/2025. The reported topic boundaries of non-financial performance are based on the materiality assessment covering Company's operations as brought out in the section 'About the Report' of the report.

Boundary covers the performance of ACG's all global operations that fall under the direct operational control of the Company's Legal structure as specified in 'About the Report' section of the report.

Reporting Criteria and Standards

The disclosures have been prepared by ACG:

- With reference to the requirements of Global Reporting Initiative (GRI) standards 2021.
- Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard.

Assurance Methodology/ Standard

DNV carried out the assurance engagement in accordance with DNV's VeriSustain™ protocol (V6.0), which is based on our professional experience and international assurance practice, and the international standard in Assurance Engagements, ISAE 3000 (revised) - Assurance Engagements other than Audits or Reviews of Historical Financial Information. DNV's VeriSustain™ Protocol (V6.0) has been developed in accordance with the most widely accepted reporting and assurance standards.

Apart from DNV's VeriSustain™ protocol (V6.0), DNV team has also followed ISO 14064-3 - Specification with guidance for the verification and validation of greenhouse gas statements, to evaluate disclosures wrt. Greenhouse gases.

Basis of our conclusion

As part of the assurance process, a multi-disciplinary team of assurance specialists performed assurance work for selected sites of ACG. We carried out the following activities:

- We adopted a risk-based approach, that is, we concentrated our assurance efforts on the issues of high material relevance to the Company's business and its key stakeholders.
- Reviewed the disclosures in the report. Our focus included general disclosures, GRI topic specific disclosures and any other key metrics specified under the reporting framework.
- Understanding the key systems, processes and controls for collecting, managing and reporting the non-financial disclosures in report.
- Walk-through of key data sets. Understand and test, on a sample basis, the processes used to adhere to and evaluate adherence to the reporting requirements.
- Collect and evaluate documentary evidence and management representations supporting adherence to the reporting requirements.
- DNV audit team conducted on-site audits for corporate offices and sites. Sample based assessment of site-specific data disclosures was carried out. We were free to choose sites for conducting our assessment.
- Reviewed the process of reporting as defined in the assessment criteria.
- Interviews with selected senior managers responsible for management of disclosures and review of selected evidence to support ESG KPIs and metrics disclosed the Report. We were free to choose interviewees and interviewed those with overall responsibility

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DNV Business Assurance India Private Limited

Our competence, and Independence

DNV applies its own management standards and compliance policies for quality control, which are based on the principles enclosed within ISO/IEC 17029:2019- Conformity Assessment - General principles and requirements for validation and verification bodies and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements. DNV has complied with the Code of Conduct during the assurance engagement. DNV's established policies and procedures are designed to ensure that DNV, its personnel and, where applicable, others are subject to independence requirements (including personnel of other entities of DNV) and maintain independence where required by relevant ethical requirements.

This engagement work was carried out by an independent team of sustainability assurance professionals. During the reporting period i.e FY 2024-25, DNV, to the best of its knowledge, was not involved in any non-audit/non-assurance work with the Company and its Group entities which could lead to any Conflict of Interest. DNV was not involved in the preparation of any statements or data included in the Report except for this Assurance Statement. DNV maintains complete impartiality toward stakeholders interviewed during the assurance process.

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of monitoring, data collation and reporting the selected indicators.

- Verification of the consolidated reported performance disclosures in context to the Principle of Completeness as per VeriSustain™ Protocol, V6.0 for limited level of assurance for the disclosure.

On the basis of the assessment undertaken, for the GRI disclosures as mentioned in Annexure I, nothing has come to our attention to suggest that the disclosures are not fairly stated and are not prepared, in all material aspects, with reference to the reporting criteria and the principles as per DNV VeriSustain™ Protocol (V6.0) as stated below.

1. Materiality

The process of determining the issues that are most relevant to an organization and its stakeholders.

The Report explains out the materiality assessment process carried out by the Company which has considered concerns of internal and external stakeholders, and inputs from peers and the industry, as well as issues of relevance in terms of impact for ACG's business. The list of topics has been prioritized, reviewed and validated, and the Company has indicated that there is no change in material topics from the previous reporting period.

Nothing has come to our attention to suggest that the Report does not meet the requirements related to the Principle of Materiality.

2. Stakeholder inclusiveness

The participation of stakeholders in developing and achieving an accountable and strategic response to Sustainability.

The Report brings out the stakeholders who have been identified as significant to ACG, as well as the modes of engagement established by the Company to interact with these stakeholder groups. The key topics of concern and needs of each stakeholder group which have been identified through these channels of engagement are further brought out in the Report.

Nothing has come to our attention to suggest that the Report does not meet the requirements related to the Principle of Stakeholder Inclusiveness.

3. Responsiveness

The extent to which an organization responds to stakeholder issues.

The Report adequately brings out the Company's policies, strategies, management systems and governance mechanisms in place to respond to topics identified as material and significant concerns of key stakeholder groups.

Nothing has come to our attention to believe that the Report does not meet the requirements related to the Principle of Responsiveness.

4. Reliability/Accuracy

The accuracy and comparability of information presented in the report, as well as the quality of underlying data management systems.

The Report brings out the systems and processes that the Company has set in place to capture and report its performance related to identified material topics across its reporting boundary. The majority of information mapped with data verified through our remote assessments with ACG's management teams and process owners at the Corporate Office and sampled sites within the boundary of the Report were found to be fairly accurate and reliable. Some of the data inaccuracies identified in the report during the verification process were found to be attributable to transcription, interpretation, and aggregation errors. These data inaccuracies have been communicated for correction and the related disclosures were reviewed post correction.

Nothing has come to our attention to believe that the Report does not meet the principle of Reliability and Accuracy.

5. Completeness

How much of all the information that has been identified as material to the organization and its stakeholders is reported?

The Report brings out the Company's performance, strategies and approaches related to the environmental, social and governance issues that it has identified as material for its operational locations coming under the boundary of the report, for the chosen reporting period while applying and considering the requirements of Principle of Completeness.

Nothing has come to our attention to suggest that the Report does not meet the Principle of Completeness with respect to scope, boundary and time.

6. Neutrality/Balance

The extent to which a report provides a balanced account of an organization's performance, delivered in a neutral tone.

The Report brings out the disclosures related to ACG's performance during the reporting period in a neutral tone in terms of content and presentation, while considering the overall macroeconomic and industry environment.

Nothing has come to our attention to suggest that the Report does not meet the requirements related to the Principle of Neutrality.

7. Sustainability Context

This addresses the requirement related to the presentation of the organization's performance in its own sustainability and general business context, i.e. a local, regional and international context.

The Report outlines how the Company monitors and evaluates its impact across local, regional, and global sustainability contexts. It reflects the Company's efforts to align its performance with broader societal needs and planetary boundaries to monitor, measure and evaluate its significant direct and indirect impacts linked to identified material topics across the Company, its significant value chain entities and key stakeholder groups.

Nothing has come to our attention to suggest that the Report does not meet the requirements related to the Principle of Sustainability Context.

DNV Business Assurance India Private Limited

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ACG has the sole responsibility for the preparation of the Report and is responsible for all information disclosed in the Report. The company is responsible for maintaining processes and procedures for collecting, analyzing and reporting the information and ensuring the quality and consistency of the information presented in the Report. ACG is also responsible for ensuring the maintenance and integrity of its website and any referenced disclosures on their website.

In performing this assurance work, DNV's responsibility is to the Management of the Company; however, this statement represents our independent opinion and is intended to inform the outcome of the assurance to the stakeholders of the Company. DNV disclaims any liability or co-responsibility for any decision a person or entity would make based on this assurance statement.

This assurance statement, including our conclusion has been prepared solely for the Company in accordance with the agreement between us. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Management of the Company for our work or this assurance statement. We have not performed any work, and do not express any conclusion, on any other information that may be published outside of the Report and/or on Company's website for the current reporting period.

The use of this assurance statement shall be governed by the terms and conditions of the contract between DNV and ACG. DNV does not accept any liability if this assurance statement is used for any purpose other than its intended use, nor does it accept liability to any third party in respect of this assurance statement.

DNV's assurance engagement assume that the data and information provided by the Company to us as part of our review have been provided in good faith, is true, complete, sufficient, and authentic, and is free from material misstatements. The assurance scope has the following limitations:

- The assurance engagement considers an uncertainty of $\pm 5\%$ based on materiality threshold for estimation/measurement errors and omissions.
- DNV's opinion on financial disclosures relies on the third party audited financial reports of the Company. DNV does not take any responsibility of the financial data reported in the audited financial reports of the Company.
- The assessment is limited to data and information within the defined Reporting Period. Any data outside this period is not considered within the scope of assurance.
- Data outside the operations specified in the assurance boundary is excluded from the assurance, unless explicitly mentioned otherwise in this statement.
- The assurance does not cover the Company's statements that express opinions, claims, beliefs, aspirations, expectations, aims, or future intentions. Additionally, aspirations related to Intellectual Property Rights and other competitive issues are beyond the scope of this assurance.
- The assessment does not include a review of the Company's strategy or other related linkages expressed in the Report. These aspects are not within the scope of the assurance engagement.
- The assurance does not extend to mapping the Report with reporting frameworks other than those specifically mentioned. Any assessments or comparisons with frameworks beyond the specified ones are not considered in this engagement.
- Aspects of the Report that fall outside the mentioned scope and boundary are not subject to assurance. The assessment is limited to the defined parameters.
- The assurance engagement does not include a review of legal compliances. Compliance with legal requirements is not within the scope of this assurance, and the Company is responsible for ensuring adherence to relevant laws.

17 September 2025, Bengaluru, India.

GRI disclosures assured for Limited level of assurance:

- GRI 2: General Disclosures 2021
- GRI 3: Material Topics 2021- 3-1, 3-2
- GRI 205: Anti-corruption 2016 - 205-3
- GRI 206: Anti-competitive behavior 2016 - 206-1
- GRI 302: Energy 2016 - 302-1, 302-3, 302-4
- GRI 303: Water and Effluents 2018 - 303-1, 302-2, 303-3, 303-4, 303-5
- GRI 304: Biodiversity 2016 - 304-1, 304-2, 304-3, 304-4
- GRI 305: Emissions 2016 - 305-1*, 305-2**, 305-3***, 305-4, 305-5, 305-6, 305-7
- GRI 306: Waste 2020 - 306-1, 306-2, 306-3, 306-4, 306-5
- GRI 401: Employment 2016 - 401-1, 401-2, 401-3
- GRI 402: Labor/Management Relations 2016 - 402-1
- GRI 403: Occupational Health and Safety 2018 - 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9, 403-10
- GRI 404: Training and Education 2016 - 404-1, 404-2, 404-3
- GRI 405: Diversity and Equal Opportunity 2016 - 405-1, 405-2
- GRI 406: Non-discrimination 2016 - 406-1
- GRI 407: Freedom of Association and Collective Bargaining 2016 - 407-1
- GRI 408: Child Labor 2016 - 408-1
- GRI 409: Forced or Compulsory Labor 2016 - 409-1
- GRI 413: Local Communities 2016 - 413-1, 413-2
- GRI 416: Customer Health and Safety 2016 - 416-1, 416-2
- GRI 418: Customer Privacy 2016 - 418-1

* Calculation of Scope 1 GHG emissions are based on conversion factors, emission factors considered in 2006 IPCC Guidelines for National Greenhouse Gas Inventories, IPCC sixth assessment report, and GHG protocol cross sector emission factors.

**** Scope 2 GHG emissions for Indian operations are calculated based on emission factors in Central Electricity Authority, Govt. of India (CEA Version_20.0): Grid Emission Factors - Weighted Average Emission Rate (Incl RES), including cross-border electricity transfers which is 0.727 kgCO2 per kWh. Scope 2 GHG emissions for rest of the countries (other than India) operations are calculated based on emission factors in International Energy Agency (IEA).**

*** Calculation of Scope 3 GHG emissions are calculated based on emission factors considered in The UK Department for Environment, Food and Rural Affairs (Defra), US Environments Protection Agency (EPA), India GHG Program, and International Energy Agency (IEA).

S.no	Site	Location
1.	Corporate Office	Mumbai
2.	India Sites (onsite)	Shirwal
3.	India Sites (remote audit)	Dahanu, Pithampur
4.	International Sites (remote audit)	Brazil



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Step 1:

Fill a pot with compost soil (loose soil & manure) or preferably coco peat.



Step 2:

Moisten the paper and place it on the compost soil.



Step 3:

Sprinkle a little coco peat/manure on the paper.



Step 4:

Keep spraying water on the paper to keep it moist until the seeds germinate.



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