



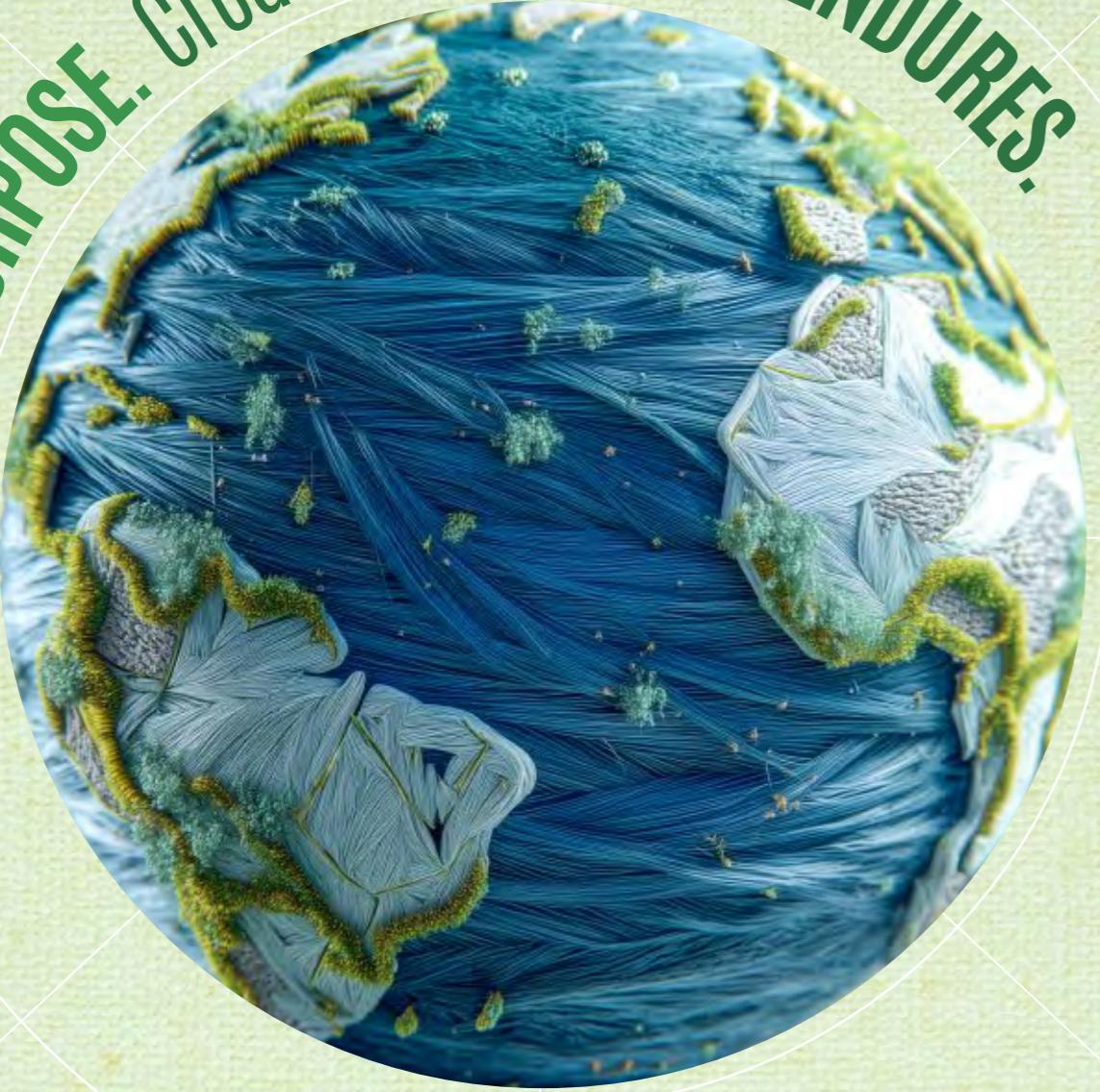
Birla Cellulose
Fibres from nature



Woven with PURPOSE. Creating value that ENDURES.

**FOR THE PLANET.
FOR OUR FUTURE.**

Woven With PURPOSE. Creating value that ENDURES.



Value creation is embedded in every choice we make, every partnership we forge, and every innovation we bring to life. In an industry long defined by resource intensity, we're redefining what it means to create value—where every strand we produce carries intention, every decision becomes a lever for change, and every innovation acts as a bridge between today's constraints and tomorrow's possibilities.

At Birla Cellulose, creating value is a natural progression of our circularity journey. This is how we translate sustainability into business advantage, using it as a dynamic enabler for long-term growth that benefits both people and the planet. From responsible sourcing to sustainable production, from product stewardship to community enablement, our journey is defined by intent and impact.

As we reflect on our sustainable development trajectory over the past few years, we see more than progress - we see momentum. Sustainability has now become more than a parallel ambition and has transformed into our business modus operandi.

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FOR THE PLANET.
FOR OUR FUTURE.

Our science-backed innovations and bold partnerships are expanding the very definition of value - for our partners, our planet, and the future of fashion. Through deep research and value chain collaboration, we co-create scalable solutions that accelerate transformation. Our fibres don't just come from nature; they are designed to return to it, creating a footprint that is regenerative.

As we set our sights on 2030, we continue to evolve what sustainability means - not as a checklist, but as a Force for Good. Rooted in nature and driven by purpose, Birla Cellulose is going beyond circularity to lead value creation across the textile value chain. From fibre to future, we're creating value that lasts.

INDEX

CHAIRMAN'S MESSAGE	03
BUSINESS HEAD'S MESSAGE	05
ORGANISATION PROFILE	07
SUSTAINABILITY & US	17

SUSTAINABILITY MANAGEMENT

Responsible Sourcing	27
Responsible Manufacturing	37
Sustainable Products	49
Valuable Partnerships	57
Social Responsibility	67

GRI Content Index	93
Independent Assurance Statement	95

Chairman's Message

Dear Stakeholders

Across the globe, the momentum around sustainability is intensifying, driven by a deeper recognition of its urgency and relevance. Over the past year, we've navigated a rapidly evolving socio-political and economic landscape, marked by both complexity and opportunity. Amidst ongoing tariff tensions and trade realignments, the path forward for sustainability may seem challenged in parts of the world. Yet, our commitment remains resolute. We view sustainability as a long-term investment in resilience, for both people and the planet.



At Aditya Birla Group, we take great pride in being 'A Force for Good' in everything we do.

We are prepared for the successful commissioning of the CAP recovery system from exhaust gases at the PT Indo Bharat Rayon unit in Indonesia by FY26, which will make 5 out of our 7 MMCF (Man made cellulosic fibres) facilities meeting EU BAT (Best Available Techniques) guidelines.

Led by our strong focus on contributing to a responsible future, we have built a dedicated Research & Development team that is working relentlessly on NextGen materials and solutions. This year also marked a major step forward - the commissioning of the pilot pulp plant at our Harihar unit. This plant will accelerate research into NextGen/alternative fibres and build a more sustainable manufacturing ecosystem.

It is our long-term vision to seamlessly integrate circularity within our business operations, a goal made possible through ongoing collaborations. Our partnerships with Evrnu, Circ, Saxcell, Nanollose and Circulose support the production of circular recycled fibres, furthering our efforts towards value creation in tandem with our vision.

For over a decade now, the impact of our endeavours has been visible through our Canopy Hot Button Report Rankings. We have advanced from a light green ranking in the early years, to being ranked at the top - 'Dark Green Shirt' for six consecutive years. This is a testament to us constantly raising the bar and meeting the moving benchmarks.

We have dedicated our efforts to making sustainability, not just a part of our business, but an active enabler of it. This is substantiated by our advancement towards Greener Products like Birla Excel and Liva Reviva. Through our impeccable traceability tool GreenTrack™, we invite our customers to be an audience to our transparent and evolving value chains.

In FY25, we advanced our commitment to strengthening sustainability across the value chain by assessing 80 key suppliers against globally recognised standards on sustainability, safety, health, legal compliance, ethics, and labour rights. This rigorous evaluation reinforces our dedication to responsible sourcing, ensuring our partners share our values and contribute to a resilient, ethical, and future-ready supply network.

Birla Cellulose has been at the forefront of driving sustainability in the MMCF industry and aligning itself with Aditya Birla Group's larger vision. Through our steadfast efforts towards value creation and support for sustainable business practices, I truly believe we are at the helm of global industry leadership.

We are paving the way for a new approach towards the spectral convergence of sustainability, innovation, technology, and customer centricity across our operations.

I applaud the team's commitment to excellence and wish them continued success in the years to come.

Yours Sincerely,

Kumar Mangalam Birla
Chairman



Business Head's Message

Dear Valued Partners,

In an era defined by geopolitical shifts and economic complexities, we are witnessing two realities of the global economy and businesses. One displays vulnerabilities to trade fragmentation and inflationary pressures, while the other expresses agility and adaptive resilience to such challenges.

According to the International Monetary Fund (IMF), global inflation is forecast to decline steadily, from 6.8 percent in 2023 to 5.9 percent in 2024, and 4.5 percent in 2025. The slowdown in inflation rates will ease supply chain pressures, improving financial conditions. Furthermore, Global growth is projected at 3% for 2025 and 3.1% in 2026. However, the impact of the impending trade tariffs on the fashion industry remains uncertain. Moreover, on the regulatory front, the textile sector is bracing for stricter regulatory standards such as the CBAM, EUDR, and Green Claims Directive which will soon be applicable to our industry.

Compounding these issues, accelerated climate change impact and geopolitical tensions have raised the pressure on corporations to embrace sustainable practices looking at the bigger picture.

As sustainability continues to gain strategic importance, it must be recognised as a key driver of long-term corporate growth, competitive advantage, and stakeholder trust.



Man-Made Cellulosic Fibres (MMCF), derived from renewable natural resources are inherently biodegradable and offer a more sustainable alternative. Therefore, at Birla Cellulose, we are strengthening efforts to evolve our sustainability strategy, with a strong focus on value creation aligned with the principles of circularity.

Textiles, a resource-intensive industry, leave a large environmental footprint. Practices that eliminate waste, reduce emissions, ensure ethical sourcing, promote closed-loop production, and prioritise renewable resources will assist the industry in leading the way to a more sustainable future.

In this context, Birla Cellulose has continued to enhance its Five Pillars of Sustainability, namely Responsible Sourcing, Responsible Manufacturing, Sustainable Products, Valuable Partnerships, and Social Responsibility.

Through strong policies and extensive frameworks that are reviewed and periodically renewed, we have been able to set global benchmarks across our focus areas.

These initiatives are based on our Group's core purpose and business philosophy to be a 'Force for Good.'

As I proceed to recap the sustainability-related highlights of the business and the Group over the past year, I am delighted to share with you that:

- Birla Cellulose has been rated in Canopy's Hot Button Report since 2016 and has proudly retained the 'Dark Green Shirt' ranking for six consecutive years.
- Through Project Synergy, our Supplier Sustainability Assessment Programme, we evaluated suppliers covering nearly 70% of our procurement spend, ensuring stronger alignment with environmental and social standards.
- By the end of FY25, we achieved a 55% reduction in water consumption in our fibre manufacturing processes over the FY15 baseline, exceeding our sustainability target well ahead of schedule.
- Biodiversity Assessments have been undertaken for two of our Indian sites and we plan to conduct assessments for the remaining two in FY26.

We are resolved to continue our path to sustainability and reinforce our position as a leader in sustainable MMCF. Innovations from our team aspire to create tangible benefits for the society and the planet at large.

Responsible sourcing, closed-loop solutions, transparency, R&D for low-impact fibres, and driving industry collaboration, will remain a priority.

We are excited to lead the industry towards a more sustainable future through circularity, ethical innovation, and strategic collaborations. Join us as we use conscious manufacturing to create a better tomorrow.

Happy Reading!

Vadiraj Kulkarni
Business Head



ORGANISATION PROFILE

The Aditya Birla Group, a US\$ 67 billion global conglomerate, is in the league of Fortune 500.

Anchored by an extraordinary force of over 227,500 employees representing over 100 nationalities, the Group is built on a strong foundation of stakeholder value creation.



With over seven decades of responsible business practices, our businesses have grown into global powerhouses in a wide range of sectors : metals, pulp & fibre, chemicals, textiles, paints, carbon black, telecom and cement. Today, over 50% of Group revenues flow from overseas operations that span over 41 countries in North and South America, Africa, Asia and Europe. Aditya Birla Group endeavours to become the leading Indian conglomerate for sustainable business practices across its global operations. In pursuit of this goal, the Group has set ambitious objectives as part of its ESG (environmental, social and governance) strategy. The ESG agenda includes, among others, Group-level commitments to achieve net-zero carbon emissions by 2050, attain 'zero harm' at the workplace, and enhance transparency and trust through robust governance mechanisms.





Birla Cellulose

The Pulp & Fibre Business is part of 'Aditya Birla Group', India's first truly multinational corporation with a global presence. Fibre manufacturing is one of the Group's oldest businesses.

Present at 7 locations across the globe, today, Birla Cellulose produces:

Dissolving grade pulp
India | Canada | Sweden

Man-made cellulosic fibres (MMCF) spanning all 3 generations of fibres viz. viscose, modal & lyocell:
India | Indonesia | Thailand | China

Sodium Sulphate, a co-product from viscose/modal fibre manufacturing, is used in various industries such as detergents, glass etc. From its very onset, global standards were marked both in terms of commitment to quality and the setting up of world-class facilities and processes at Birla Cellulose.

Birla Cellulose is the umbrella brand for Aditya Birla Group's MMCF fibre offerings.

Wood is the most important raw material for MMCF production and is sourced from forests - a sustainable and renewable resource - following international forestry standards like FSC®* (Forest Stewardship Council), SFI® (Sustainable Forestry Initiative) & PEFC™ (Programme for the Endorsement of Forest Certification).

We collaborate actively with our upstream and downstream partners to enhance the sustainability performance of the value chain. We also partner actively with sustainability focused multi-stakeholder organisations and other global institutions, applying their best practices in its value chain.



Vision

To be the global leader in the man-made cellulosic fibres industry.



Mission

To create superior and sustainable value for all our stakeholders, maintaining the majority of market share in the man-made cellulosic fibre industry globally through:

- Innovation in product and process
- Excellence in quality
- Service
- People development
- Focus on sustainability across value chain

Our Purpose, Principles and Values

At Aditya Birla Group, purpose has been the driving force for all our actions since inception. Our Group Purpose provides us with a unique lens to measure our every action and its consequent impact on our stakeholders, community, and the world at large. It has been an animating force for all our actions.

Our Guiding Principles



Enduring Bonds



Grounds Up Entrepreneurship



Value Maximisation



Multiple Forms



Force for Good

The Group's values are the guiding light for our businesses and people. They are at the core of how we operate as an entity and help us make important decisions.

Our five core values are:



INTEGRITY

Following the highest standards of financial and intellectual professionalism that is fair and honest



COMMITMENT

On the foundation of integrity, doing all that is needed to deliver value to all stakeholders



PASSION

A voluntary, spontaneous and relentless pursuit of goals and objectives with the highest level of energy and enthusiasm



SEAMLESSLESS

Thinking and working together across functional groups, hierarchies, businesses and geographies



SPEED

Delivering on time and choosing the best rhythm to optimise organisational efficiencies

Global Footprint

Operations & Marketing Offices

Birla Cellulose is headquartered in Mumbai while our plantations, factories and marketing offices reach out to several countries, making a positive impact on the global textile and non-woven businesses.



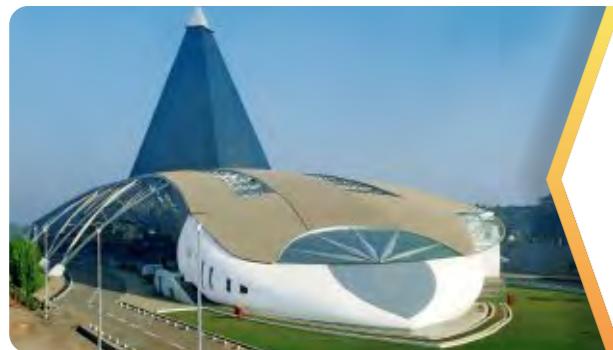
Innovation Centres at Birla Cellulose



Sustainability and innovation work in tandem at Birla Cellulose. Our in-house research and development centres are the hubs which contribute to bringing versatility in our products and their applications through technology.

Our process innovation centres are working to improve the processes and make them more sustainable through closed-loop or low-carbon technologies, use of sustainable and alternate raw materials, and eliminating hazardous chemicals. Our products are the result of carefully listening to our customers, taking their feedback seriously, and delivering sustainable solutions as per their needs.

OUR INNOVATION CENTRES



ADITYA BIRLA SCIENCE & TECHNOLOGY COMPANY PRIVATE LIMITED (ABSTCPL)

Aditya Birla Science & Technology Company Private Limited (ABSTCPL) is the Group's central R&D hub, supporting diverse businesses through multidisciplinary teams that drive fundamental and applied research, innovation, and capability enhancement.

DOMINNOVA, DOMSJÖ, SWEDEN

DomInnova fuels innovation at Domsjö Fabriker by harnessing ideas internally and from global research bodies. With a broad external network and access to advanced labs, it also collaborates with other Aditya Birla Group research teams.



CLONAL PRODUCTION CENTRE, HARIHAR, INDIA

A state-of-the-art Clonal Production Centre at our Harihar mill supplies high-yielding, disease-resistant eucalyptus clones to farmers in Karnataka, promoting sustainable forestry.



NEXT GENERATION FIBRE RESEARCH CENTRE, NAGDA, INDIA

The Next Generation Fibre Research Centre (NGFRC) located in Nagda focuses on eco-friendly solvent spinning for lyocell (Birla Excel), with a pilot facility for sustainable process development, product innovation, and tech transfer.



TEXTILE RESEARCH AND APPLICATION DEVELOPMENT CENTRE, KHARACH, INDIA

The Textile Research and Application Development Centre (TRADC) located in Kharach, the fibre-to-market interface, drives cellulosic fibre innovation and commercialisation across the value chain since 2004.



FIBRE RESEARCH CENTRE, KHARACH, INDIA

Our Fibre Research Centre (FRC) in Kharach, India enhances fibre manufacturing through innovations in quality, efficiency, and technology transfer for all VSF units.



PULP AND FIBRE INNOVATION CENTRE, TALOJA, INDIA

The Pulp and Fibre Innovation Centre (PFIC) in Taloja, India leads advanced R&D in sustainable product development, process improvement, quality enhancement, and energy efficiency.

Value Chain & Us

MMCF is a basic raw material for the textile value chain and provides the natural feel and unparalleled comfort to the end consumer. Hence, there is a huge responsibility on us to be the most sustainable raw material provider to the textile value chain.

Birla Cellulose actively collaborates with all the stakeholders throughout the MMCF value chain - from plantation of forests to manufacturing of pulp and fibre and up to the fashion in hands of end consumers to drive sustainability improvements across the value chain.

At every stage of the textile value chain, Birla Cellulose is deeply engaged with the value chain partners by working together to improve the sustainability of our products in order to create value for all our stakeholders and a positive social impact.

RAW MATERIAL SOURCING

Wood and chemicals are the most important raw materials for MMCF production. Birla Cellulose has implemented a strict 'Wood Sourcing Policy' and sources wood from sustainably managed forests, following internationally renowned forestry standards and a 'Supplier Code of Conduct' for all our suppliers.



PULP MANUFACTURING

Dissolving wood pulp produced at our manufacturing plants in India, Canada & Sweden as well as sourced from the market is used in the fibre manufacturing process.



FOREST PLANTATION



FIBRE PRODUCTION

The dissolving wood pulp sheets shipped to our fibre manufacturing plants in various geographies are converted into most common cellulosic fibres such as Viscose, Modal, and Lyocell. During viscose/modal production, a co-product, sodium sulphate is generated and used in downstream industries such as glass, detergents, etc.

END OF LIFE

Viscose fibres made by Birla Cellulose are compostable in home and industrial conditions and biodegradable in water, soil and marine environments. However, the compostability and biodegradability of the final products made by our value chain partners depend on the material composition used.



UPSCALING OF INDUSTRIAL AND POST-CONSUMER WASTE

The new development in this area is focused on recycling of cellulosic pre- and post-consumer waste as a raw material for making viscose fibres and reducing reliance on fresh raw material through collaborative efforts with upstream as well as downstream value chain.



TEXTILE / NONWOVEN MANUFACTURING & USE

In the textile value chain, viscose fibre is shipped to yarn manufacturers, converted to fabric, processed, and finished in subsequent stages, and used for garment manufacturing. The 'Use' phase starts once the garment reaches the customers. The nonwoven value chain is a shorter one, where the converters are our customers who produce roll-goods and final products like wipes.

SUSTAINABILITY & US

At Birla Cellulose, sustainability is the engine of value creation. By embedding it across strategy, operations, and governance, we unlock long-term benefits for people, planet, and performance. Each policy, partnership, and process is designed to translate intent into impact. Through this integrated approach, we are creating value that endures and multiplies across the ecosystem.

About The Report

Reporting Principles

As we present our 6th Sustainability Report, we reflect on our journey in advancing sustainability within and beyond our operations, highlighting our role in sustainable fashion and long-term value creation.

Alongside sharing our Environmental, Social & Governance (ESG) performance, the report reaffirms our commitment to holistic, intersectional sustainability aligned with our business strategy and stakeholder priorities. It enables transparent tracking of our practices, supply chain, and products as we work toward a sustainable future.

This year, we seek to further embed 'Value Creation' across our policies, operations, and value chain, building on our progress in circularity. Guided by our sustainability framework, we continue to reduce environmental impact and strengthen partnerships across the MMCF value chain.

Our efforts align with five strategic pillars: **Responsible Sourcing, Responsible Manufacturing, Sustainable Products, Valuable Partnerships, and Social Responsibility.**

Boundary and Scope

The boundaries and scope of this report include corporate and marketing offices in multiple locations, as well as four dissolving wood pulp and seven MMCF manufacturing units. It also covers a variety of topics identified as relevant to our business and operations. While our employment data covers our offices, the scope of this Report excludes other environmental and social data relating to our corporate and marketing offices.



The report follows the Global Reporting Initiative (GRI) Standards – Core Option, with a GRI Content Index provided at the end.

We remain committed to regular reporting. This edition covers the period April 1, 2024, to March 31, 2025. Our previous report covered April 1, 2023, to March 31, 2024. We view the report as a tangible reflection of our sustainability journey and its impact.

Share your feedback and suggestions by writing to

Mr. Surya Valluri on
surya.valluri@adityabirla.com



ENTITIES WITH FIBRE MANUFACTURING UNITS



Grasim Industries Ltd.: VSF Operations, India

- Staple Fibre Division, Nagda, Madhya Pradesh
- Grasiline Division, Harihar, Karnataka
- Birla Cellulosic, Kharach, Gujarat
- Grasim Cellulosic Division, Vilayat, Gujarat

Thai Rayon Public Co. Ltd., Thailand

PT Indo Bharat Rayon, Indonesia

Birla Jingwei Fibres Co. Ltd., China



ENTITIES WITH PULP MANUFACTURING UNITS



Domsjö Fabriker AB: Sweden

AV Group NB: Canada

- Atholville Mill
- Nackawic Mill

Grasim Industries Ltd.: Harihar Polyfibres, India

Independent Assurance

This Report is externally assured by BDO India Services Private Limited (BISPL), excluding economic performance indicators, which are drawn from our annual reports. The assurance is in accordance with the limited assurance criteria of the International Standards on Assurance Engagement's ISAE 3000. The assurance approach, methodology, and observations are presented in the assurance letter attached at the end of the report.



Looking ahead, we view Value Creation as the defining cornerstone of our sustainability strategy and a catalyst for long-term business resilience. Climate risks, water scarcity, and rising social expectations are reshaping the global business landscape, and Birla Cellulose is determined to lead by embedding sustainability at the very heart of growth.

Our focus is on developing regenerative fibres, strengthening ecosystems through purposeful collaborations, and accelerating innovation to achieve Net Zero. We will continue investing in cutting-edge technologies, integrating circularity, traceability, and equity across our operations. By leveraging sustainability as a strategic enabler, we aim to deliver measurable impact, thus enhancing customer trust, creating shared value across our value chain, and ensuring that long-term growth is complementary to safeguarding of the environment and benefiting the communities we serve.



Mr. Surya Valluri
Chief Sustainability Officer



Corporate Governance

The Aditya Birla Group's Corporate Principles and Code of Conduct guide our commitment to good corporate governance. These principles and codes are diligently practiced and monitored within the group to uphold the highest standards of ethics and values.

We are committed to upholding best governance practices in both letter and spirit, guided by a strong culture of trusteeship rooted in our values and strategic vision. Corporate governance, for us, is more than compliance: it is a framework of laws, regulations, and ethical practices that ensure efficient operations, long-term value creation, and wealth generation for all stakeholders. By embedding sustainability into governance, we strengthen our ability to create enduring value for our stakeholders, our ecosystems, and the economies we serve. Our governance philosophy rests on five core principles:

- 1 Accountability to the company and stakeholders
- 2 Equitable treatment of all shareholders
- 3 Strategic guidance with effective oversight
- 4 Protection of minority rights
- 5 Transparency, timely disclosure, and stakeholder resolution

Please [click here](#) to learn more about our Corporate Governance.

Policies and Standards

We have developed and continuously improve on policies for our Business considering our Group Policies & Values. We are working to refine our management systems to improve our performance across levels to meet global best practices.



For a deeper understanding of our policies [click here](#)

Management's Approach To Sustainability

Birla Cellulose's strategy and culture revolve around sustainability. We take a holistic approach to sustainability throughout the value chain, from plantation to pulp, fibre, fashion, and end-of-life, to collaborating with stakeholders to maximise impact.

We are focused not only on reducing harm but on creating lasting value, for our customers, partners, communities, and the environment. By embedding sustainability into core decision-making, we turn each action into a lever for long-term value creation.

Each stage is carefully augmented to improve product sustainability, ensuring that cellulose is efficiently converted into fibres that provide comfort and a natural feel. Our Business Sustainability Strategy is influenced by material issues, risk assessments, the UN SDGs, and the ABG Sustainability Framework.

Materiality Assessment

We conducted a comprehensive materiality assessment to identify key material issues and shape our sustainability strategy in 2019. We regularly collect feedback across internal and external stakeholders and update the materiality issues accordingly.

Please [click here](#) to refer to the detailed materiality analysis, available on our website.



Materiality Matrix



Most Important Material Issues

No.	Issue
4	Water Footprint
5	Occupational Health & Safety
6	GHG Reduction in Manufacturing
10	Fair Labour Practices in Supply Chain
12	R&D for Technology Upgradation
19	Sustainable Procurement
20	Waste Management
21	Best Available Techniques (BAT) for Production
22	Closed-loop Manufacturing
25	Chemical Management
29	Responsible Wood Sourcing

Other Key Material Issues

No.	Issue
1	Welfare of Local Communities
2	Capacity Building in Value Chain
3	Gender Equality
7	Talent Development
8	Collaborating for Human Rights
9	Economic Performance
11	Collaborating for Enhancing Local Supplies
13	Equal Opportunity Employer
14	Global Certifications for Products & Process
15	Circular & Recycled Products
16	Partnership for Sustainable Viscose Promotion
17	Responsible Supply Chain Management
18	Customer Satisfaction
23	GHG Reduction in Supply Chain
24	Biodiversity & Resources Management
26	Sustainable Product Development
27	Marine Pollution from Microfibres
28	Sustainable Product
30	Transparency in Sustainability Disclosures
31	Transparency in Governance System
32	Collaboration for Value Chain Sustainability
33	Partnership with Multi-stakeholder Organisations
34	Transparency & Traceability

Risk Management

Our risk assessment process involves three primary steps: risk identification, risk evaluation/assessment, and risk communication, followed by risk management and control based on the risk level. This assessment determines the priorities for risks and opportunities.

Please [click here](#) to refer to the detailed risk assessment process and various risks identified for the business available on our website.

Sustainable Business Strategy

Our sustainability strategy framework is built upon the United Nations Sustainable Development Goals (UN SDGs), materiality issues, Circular Economy principles. To ensure a comprehensive value chain and address all sustainability aspects, we have integrated five pillars into our strategy. Central to this strategy is the Well-Being of People and the Planet, which inspires each of the five pillars.



These pillars serve as the foundation for long-term value creation, enabling us to transform sustainability ambitions into measurable outcomes and drive progress across the entire textile ecosystem.

Please [click here](#) to learn more about our sustainable business strategy.

Sustainability Goals & Targets

Birla Cellulose aims to become a leader in sustainability and the most sustainable MMCF manufacturer, through the implementation of its sustainability strategy. Our goal is to stay ahead in key areas such as wood sourcing, closed-loop processes, and sustainable products. Each of these goals is designed to actively create value by driving innovation and accelerating transformation.



To achieve Net Zero Carbon Emissions by 2040

Birla Cellulose aims 'Net Zero Carbon emissions across all its operations by 2040' and to achieve 50% reduction in its greenhouse gas (GHG) emissions intensity by 2030. Site-specific roadmaps are being developed, focusing on energy efficiency improvement, co-firing alternative fuels in CPP boilers, and sourcing renewable power.



Reduce specific water consumption by 20% by 2030 over the 2024 baseline (Basis the achieved Target*)

As of FY25, we had already reduced our water consumption by 55% and were far below the 'limits' specified in EU BAT guidelines. Currently, we have established global water intensity benchmarks that are significantly lower than even the EU BAT guidelines (35-70 m³/TF). For more details, refer Responsible Manufacturing section.



Implement closed-loop technologies to achieve EU BAT at all fibre sites

We will implement closed-loop technologies at all fibre sites to achieve the EU BAT guidelines for sulphur-to-air release by end of 2027. By the end of FY25, we have reduced sulphur-to-air emission by 49% over FY15. Currently, 4 sites have achieved EU BAT. For more details, refer to the Responsible Manufacturing section.



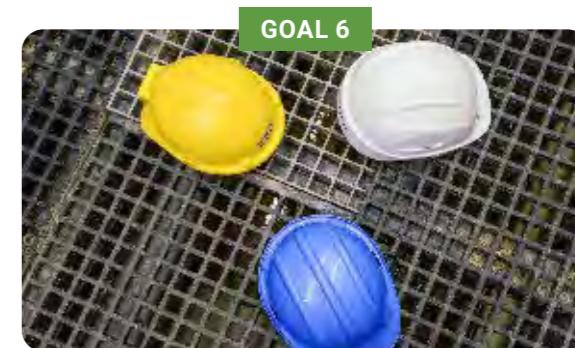
Increase the use of alternative feedstock such as pre and post-consumer waste textiles

Our R&D team is actively advancing the use of alternative feedstock such as pre and post-consumer textile waste in the viscose production process. While global adoption has been slower than expected, we have invested in capacity building and are prepared to scale as market readiness improves. Further details are available in the Sustainable Products section.



Biodiversity assessments across all our Indian sites by the end of FY27

Birla Cellulose is actively working toward upholding the Responsible Manufacturing pillar of our Sustainability Strategy through assessing our impact on biodiversity across our operations. We began the assessments for 2 sites in FY25 and aim to conclude the assessments for all our Indian sites by the end of FY27, to take the next steps in impact mitigation.



Reduce the Lost Time Injury Frequency Rate (LTIFR) below 90% over the baseline of FY15

We have the highest priority for safety for all, including our employees and the communities where we operate. LTIFR has reduced over time due to a strong focus on safety. From FY15 to FY25, we have reduced our LTIFR by 89%. Progress on this goal is detailed in the Social Responsibility section.



Keep engaging with and improving sustainability performance of key suppliers through regular audits and assessments through advanced value chain assessment tools (Basis the achieved Target*)

As of FY25, key suppliers have been assessed for their sustainability performance in line with global best practices. To maintain this performance, we plan to engage with our key suppliers on regular basis, utilising advanced monitoring and assessment technologies to keep up with and enhance our sustainability performance. The Responsible Sourcing section details the progress made towards this goal.



Improve Gender Diversity across the business to 12% in the permanent female workforce by FY28

We are committed to expanding gender diversity throughout our operations, and we have established a goal of increasing the number of women in our permanent workforce to 12% by FY28. To do this, we are expanding inclusive recruiting procedures, investing in women's leadership development, and cultivating a workplace culture that promotes equal opportunity and retention. Progress towards this goal is regularly tracked and detailed in the Social Responsibility section.



GOAL 9

Empower 50,000 women by making them financially independent in chosen vocations by the year 2030

Gender equality, women empowerment and education of girl children are the key developmental gaps in some of the countries where we operate. We aim to empower 50,000 women by capacity building and making them financially independent by 2030. We have supported nearly 31,500 women for livelihood activities between FY15 to FY25.



GOAL 10

'Zero Waste to Landfill' by 2030

Birla Cellulose aims to divert over 90% of total operational waste from landfill and incineration by 2030, promoting recycling, reuse, and circular practices for sustainable manufacturing. Currently, 89% of total operational waste is already being redirected through reuse, recycling, or recovery routes.

Targets Achieved*



Exceeded target of 50% Water Consumption Reduction by 2030

As of FY25, we had already reduced our water consumption by 55% and are operating well below the limit prescribed in EU BAT guidelines.

Assess and improve the sustainability performance of key suppliers by the year 2025

We assessed around 80 key suppliers by FY25 for their sustainability, safety and health practices, legal compliances, ethics and labour rights as per globally recognised standards. The standards formed the basic criteria for their selection as well.

Our Value Creation Model

In an industry traditionally associated with resource intensity, we are reinventing value creation. Every strand we create is intentional. Every decision has the potential to bring about change. Every invention connects today's restrictions to tomorrow's promise.

Our strategy is built on five linked pillars: Responsible Sourcing promotes traceability, trust, and resilience throughout our supply chain, while Responsible Manufacturing drives operational excellence and environmental stewardship. Our Sustainable Product portfolios are future-proof for conscious customers, and our Valuable Partnerships foster system-wide innovation through cooperation. And our Social Responsibility initiatives benefit communities while enhancing our social license to operate. Sustainability creates value at all levels for ecosystems, economies, and end users alike.

5 Pillars	Input	Process	Results	Value Created
1 Responsible Sourcing	<ul style="list-style-type: none"> Stringent Wood Sourcing Policy Sustainable Wood Sourcing (FSC®/PEFC™) Supplier Sustainability Assessment Supplier Code of Conduct 	<ul style="list-style-type: none"> 3rd Party Audits: Canopy, FSC®, PEFC™ Supplier Sustainability Assessment 	<ul style="list-style-type: none"> >99% Sustainable Wood Sourcing Canopy Dark Green Shirt ranking Sustainable Supply Chain 	<ul style="list-style-type: none"> Ancient and Endangered Forest Conservation Biodiversity protection Supplier awareness Trust with global fashion brands Reduced sourcing risk
2 Responsible Manufacturing	<ul style="list-style-type: none"> EU BAT technologies Water Conservation Wastewater Management Chemical Management 	<ul style="list-style-type: none"> Implementation of EU BAT Process innovation Decarbonisation Water and Energy Efficiency upgrades Implementation of ZDHC MMCF guidelines 	<ul style="list-style-type: none"> 4 out of 7 sites meet EU BAT guidelines 55% water intensity reduction 49% Sulphur-to-air emissions reduction Reduction in COD (~60%) & Zinc (~90%) to wastewater 	<ul style="list-style-type: none"> Increased resource recovery Water & Energy savings; emissions reduction Minimises regulatory and reputational risk Brand differentiation and premium positioning
3 Sustainable Products	<ul style="list-style-type: none"> Circular Design Thinking Recycled feedstock Product innovation 	<ul style="list-style-type: none"> Development of eco-enhanced fibres Scaling of circular products Integrating transparency and traceability requirements Product-level certifications 	<ul style="list-style-type: none"> Portfolio with reduced GHG, water, and chemical footprint: ➢ Livaeco ➢ Liva Reviva ➢ Lyocell 	<ul style="list-style-type: none"> Nominations by 150+ global fashion brands/retailers Product stewardship Brand differentiation and market access Attract sustainability-conscious consumers Reduction in downstream value chain emissions (Scope 3)
4 Valuable Partnerships	<ul style="list-style-type: none"> Engaging with multi-stakeholder organisations Partnership with innovators Co-branding opportunities 	<ul style="list-style-type: none"> Working groups and regular collaboration with multi-stakeholders such as ZDHC, Textile Exchange, Canopy, Cascale, etc. Fashion for Good Open Innovation Value chain traceability 	<ul style="list-style-type: none"> Implemented global best practices such as ZDHC, Canopy, Higg FEM/FSLM, etc. Partnership with innovators like Circ, SaXcell, Circulose, Nanollose, Evrnu Product Traceability Integration (GreenTrack™) 	<ul style="list-style-type: none"> Driving sustainability, transparency and operational excellence Stronger Industry Relations Enabling circularity and innovation LIVA Accredited Partner Forum (LAPF) Onboarded 2,500+ global value chain partners
5 Social Responsibility	<ul style="list-style-type: none"> Human Resources Management Occupational Health and Safety CSR programmes with 5 focus-areas 	<ul style="list-style-type: none"> Talent Management, Learning and Development Implementation of Safety Systems Implementation of CSR programmes 	<ul style="list-style-type: none"> Targeted L&D measures LTIFR reduced by 89% Over 7,50,000 beneficiaries 	<ul style="list-style-type: none"> Employee pride Community well-being License to operate Inclusive growth



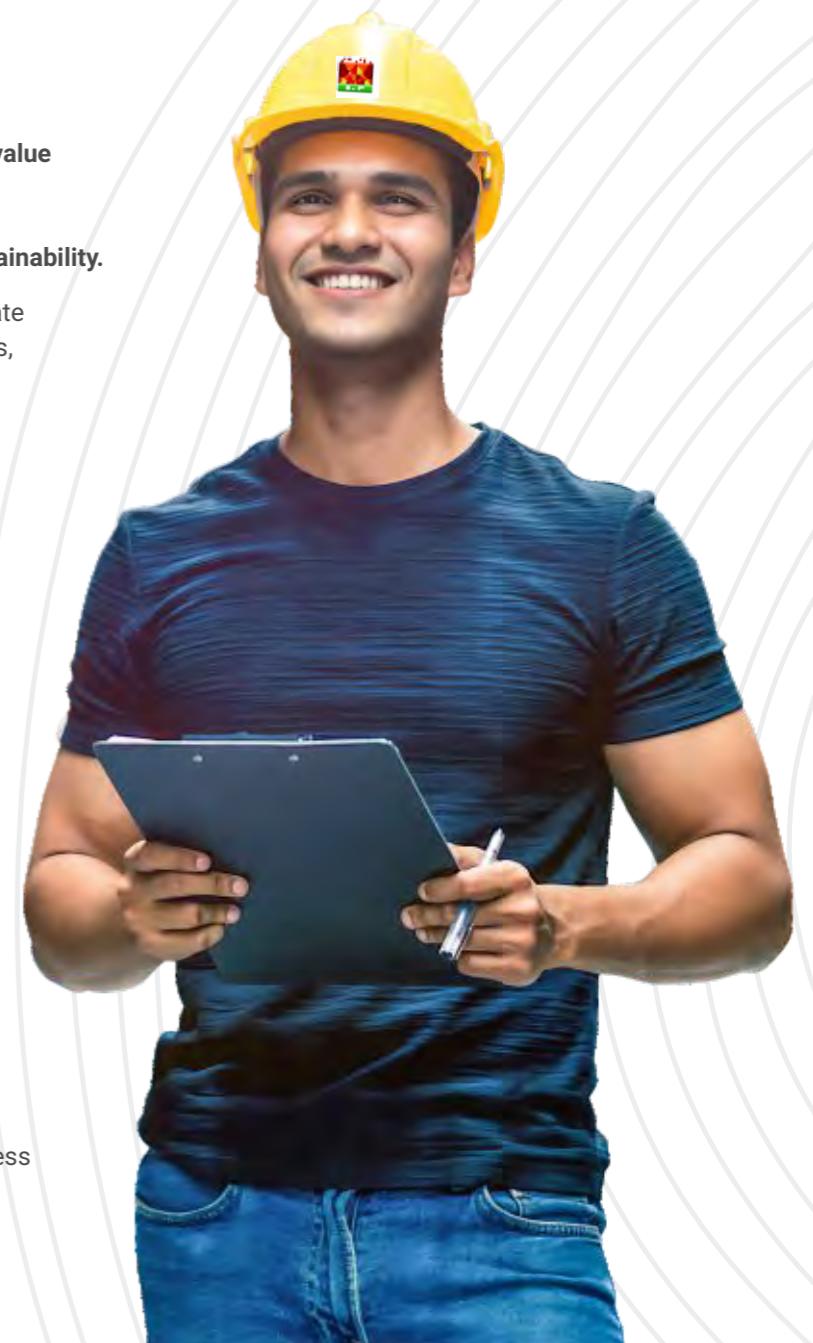
RESPONSIBLE SOURCING

At Birla Cellulose, responsible sourcing is integral to value creation. Every supply chain decision strengthens environmental stewardship, climate resilience, ethical practices, human rights, and long-term business sustainability.

By embedding sustainability into procurement, we create benefits that extend beyond our operations to suppliers, communities, and ecosystems. Our key inputs include dissolving pulp from wood and chemicals for pulp and MMCF fibre production. Given forests' role in carbon sequestration and climate regulation, wood sourcing is managed with stringent safeguards against deforestation and biodiversity loss.

To address these challenges, we have implemented a comprehensive Wood Sourcing Policy focused on forest conservation, deforestation and conversion free (DCF) sourcing and protection of ancient and endangered (A&E) forests. Simultaneously, we are exploring alternative raw materials for MMCF to reduce our reliance on wood and diversify our raw material base.

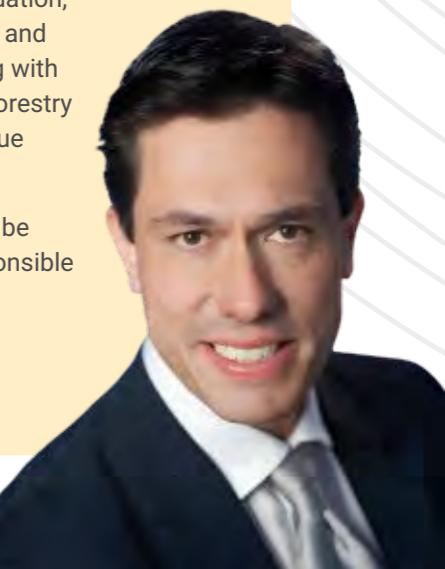
Our supplier relationships are anchored in long-term agreements with ESG criteria built into evaluation and selection. All suppliers must comply with our Supplier Code of Conduct, and we assess critical partners through a robust sustainability performance review. Through Project Synergy, we are enhancing supplier sustainability via structured self-assessments, reinforcing ethical business practices and raising ESG standards across our value chain. These measures make responsible sourcing a lever for shared value and sustainable growth.



“As we move ahead, we wish to continue our commitment towards deforestation-free and conversion-free (DCF) sourcing, from certified forests. Building on our strong foundation, we will expand traceability and due diligence systems to cover all our key suppliers and value chain. In line with our Wood Sourcing Policy, we aim to continue collaborating with our stakeholders. We look forward to deepening our commitment to rights-based forestry and biodiversity stewardship, ensuring that every tonne of raw material delivers value without harm.

Birla Cellulose has always strived to be a Force for Good, the legacy of which must be carried forward through our actions that are validated by our achievements in responsible sourcing.

Mr. Giancarlo Maroto
Chief Operating Officer, Pulp Operations



Responsible Sourcing for Birla Cellulose

We aim to collaborate with our suppliers to create a positive impact by adhering to globally recognised frameworks and best practices:



Environment

Tackling climate change, protecting the environment and biodiversity, reducing resource consumption through improved efficiency, and adopting circular business models.



Health and Safety

Ensuring better and healthier working conditions for workers and communities, while respecting human rights.



Multiplier Impact

Encouraging our suppliers to implement similar sustainability requirements with their own suppliers to amplify the positive impact.



Ethics

Upholding ethical and fair business practices, including fair wages, compliance with labour laws, and anti-bribery measures.



Transparency

Maintaining transparency and traceability of material and service sources.

The primary focal areas of the 'Supplier Code of Conduct' are:



Human Rights & Labour



Environment



Occupational Health & Safety



Governance



Community

It also aims to source all goods and services from sustainable sources that comply with stringent Environmental, Health, and Safety (EHS) standards. It ensures that all transactions are conducted ethically and in accordance with regulatory requirements. Human rights are of utmost importance, and we regularly engage with suppliers on these matters. The Supplier Code of Conduct can be accessed [here](#).

Project Synergy

Project Synergy was initiated to align the supply chain practices of Birla Cellulose with its Supplier Code of Conduct (SCoC) and other global ESG standards. Through a structured sustainability Self-Assessment Questionnaire (SAQ), suppliers were evaluated across four critical dimensions: General, Environmental, Social, and Governance.

As part of Project Synergy, we assessed 80 critical suppliers and categorised them into seven groups, including traders, service providers, raw material suppliers, and OEMs. The initiative achieved a 73% success rate in ESG assessments, establishing a clear baseline for supplier compliance. Key gaps were identified in emissions monitoring, renewable energy adoption, and occupational health and safety practices.



Overall, Project Synergy laid a strong foundation for sustainable supply chain management by highlighting areas for improvement, enhancing supplier awareness, and aligning practices with Birla Cellulose's broader sustainability goals.

Supplier Sustainability Assessment

Supplier Code of Conduct aims to promote sustainable business practices across our value chain. Adherence to this guideline is critical when selecting and establishing ties with our suppliers. Birla Cellulose expects all material and services suppliers to fully comprehend and comply with the provisions of this code in their operations and dealings with us.

Responsible Wood and Dissolving Pulp Sourcing

Responsible wood sourcing remains our top priority. We ensure that the wood used for dissolving pulp, the primary raw material for manufacturing MMCF, comes from sustainably managed forests.

Wood Sourcing Policy

We constantly engage with all our pulp suppliers to ensure that their wood comes from sustainable forests and plantations. Our objective is to only purchase wood from sustainable sources.



In 2024, we updated our 'Wood Sourcing Policy' ([access here](#)) that laid out that we will not procure wood which is:

- Illegally harvested wood
- Wood harvested in violation of traditional and civil rights
- Wood derived from uncertified High Conservation Value (HCV) forests
- Harvested from plantations established after 1994 through the conversion or simplification of natural forests
- Wood from forests in which genetically modified trees were planted
- Wood harvested in identified ancient and endangered forests, or endangered species habitats

Additionally, Birla Cellulose has strengthened its commitment to sustainability by ensuring all land use respects Indigenous and local community rights through Free, Prior, and Informed Consent (FPIC), in line with UNDRIP. We also aim to reduce deforestation and ecosystem conversion from our supply chains, following global standards.

We keep stringent controls on wood sourcing to guarantee that our sustainability policies begin at the outset of procurement. In addition to verifying harvested wood certifications from prominent forest management organisations, we track the origin of wood procured by all our operations and pulp suppliers. All Birla Cellulose pulp and fibre manufacturing facilities are FSC® Chain of Custody (CoC) certified.

'For more details on FSC® license numbers, click [here](#)

Biodiversity Management

We acknowledge that our operations can have an impact on the local ecology of the places in which we operate, and that we have a critical responsibility to play in safeguarding the delicate ecosystems that surround us. All operations, from timber sourcing to pulp and fibre manufacturing and product disposal after use, can have an influence on biodiversity if not handled responsibly.

Restoring wetlands for a resilient future

In 2024, we fulfilled our five-year commitment to restore and maintain over 3,500 acres of wetlands on company-owned land. This effort supports biodiversity, strengthens climate resilience, and complements our forest conservation initiatives.



Thanks to sustained conservation actions in Canada, **waterfowl populations have increased by 46% and wetland birds by 21% since 1970**,

a testament to the impact of protecting these ecosystems. Each acre restored is a step toward securing a healthier, more resilient planet for generations to come.

Partnering with Indigenous Communities for Responsible Forestry



Wolastoqey Nation
In New Brunswick

In 2023, AV Group NB (AVG) signed a first-of-its-kind Memorandum of Understanding with the Wolastoqey Nation of New Brunswick, marking an important step in embedding inclusivity and respect for Indigenous rights into our sourcing practices.

Building on this, in 2024 we collaborated with Wolastoqey elders and knowledge keepers to deepen our understanding of traditional stewardship of forests. Through guided forest tours, we learned how to better manage species of cultural and ecological importance-such as black ash used in basket making, and white birch used in canoe building.

This partnership embraces the principle of 'Two-Eyed Seeing'-the braiding of Indigenous knowledge with Western science-to achieve more holistic and sustainable forest management. By integrating cultural wisdom into modern practices, we are not only supporting biodiversity but also contributing to Canada's commitment to the UN Declaration on the Rights of Indigenous Peoples (UNDRIP). This collaboration is a meaningful example of how responsible sourcing creates shared value for ecosystems, communities, and future generations.

Working with Suppliers that align with our Purpose: Water Stewardship Project by Sappi



Fashion has a significant environmental footprint, especially in raw material sourcing. Nature-based investments (such as ecosystem restoration, regenerative agriculture and water stewardship) help restore habitats, improve biodiversity, stabilise the climate and address water security, leading to more resilient supply chains.

For this reason, Sappi is collaborating with the Gerana Initiative to pilot a Landscape Discovery Lab that can progress to a Landscape Partnership, to unlock sustainable finance and strengthen landscape-level restoration and enhance resilience through collective action. Crucially, this landscape approach goes beyond individual farms and plantations to a whole-of-place effort involving partners across value chains.

The WWF-Sappi water stewardship project which focuses on the uMkhomazi River Basin in KwaZulu-Natal (KZN) is one of Gerana's Discovery Labs.



This catchment is an important source of fresh water to produce dissolving wood pulp, a key raw material of sustainable viscose and lyocell fibre, for our operations at Birla Cellulose. Through the WWF partnership Sappi is working with other stakeholders in the catchment to ensure water security and enhance biodiversity whilst promoting job creation in rural KZN.

Chemicals Sourcing and Effective Management

Chemicals play a crucial role in the production of viscose fibre, being used at various stages from converting wood chips into pulp to transforming pulp into fibre. Key chemicals such as caustic soda, sulphur, zinc, and finishing agents are sourced from suppliers with long-term agreements. We recognise the impact of these chemicals and have established a robust chemical management system. Our suppliers are expected to follow the ZDHC Manufacturing Restricted Substance List (MRSList) during their procedures. Wherever feasible, we focus on:

Local Sourcing

We buy majority of our chemicals locally

Co-Locating Production

Some of our locations co-locate caustic soda production, while majority are backward integrated, manufacturing H_2SO_4 and CS_2 on-site avoiding risk of long-distance transportation hazardous chemicals

Closed-Loop Chemical Recycling

We are working on closed-loop chemical recycling to reduce our activities' environmental impact and carbon footprint

We are committed to decreasing the environmental impact of chemicals and the risks they pose.

Effective Chemical Management Programme

We have implemented a Chemical Management Programme to ensure the safe handling and storage of chemicals in our facilities. Chemicals are segregated based on an interaction matrix and contained within dykes to prevent uncontrolled spills in case of leaks. Special attention is given to labelling requirements and the proper storage of chemicals on-site. Efficient use of these chemicals helps reduce their impact on our operations and the environment.

Key steps in our chemical management process include:

HAZARD & RISK ASSESSMENT



SAFE DISPOSAL AND WASTE MANAGEMENT



CHEMICAL LABELLING



EMERGENCY RESPONSE



SAFE USE & STORAGE

Before purchasing materials, we ensure the availability of safety documents such as Material Safety Data Sheets (MSDS), risk assessments, and compatibility studies. Workers who handle and store these materials receive specific training in safe handling practices and are provided with appropriate personal protective equipment (PPE).

10 Years of Canopy Hot Button Report



The Hot Button Report is a ground-breaking tool that enables fashion brands and retailers to thoroughly assess MMCF suppliers' forest management practices as well as their leadership in eliminating Ancient and Endangered Forest fibres from the rayon and viscose supply chain.

The importance of environmentally friendly business practices in the textile industry has increased significantly. Currently, more than 550 global businesses are looking for 'Green Shirt'-ranked manufacturers. These companies produce annual revenues of more than USD 1 trillion, making this demand a potent force for change.

We continued in the company of the leading global positions in MMCF producers in the 2025 Canopy Hot Button Report, achieving the distinguished 'Dark Green Shirt' leadership rating for the sixth year in a row.

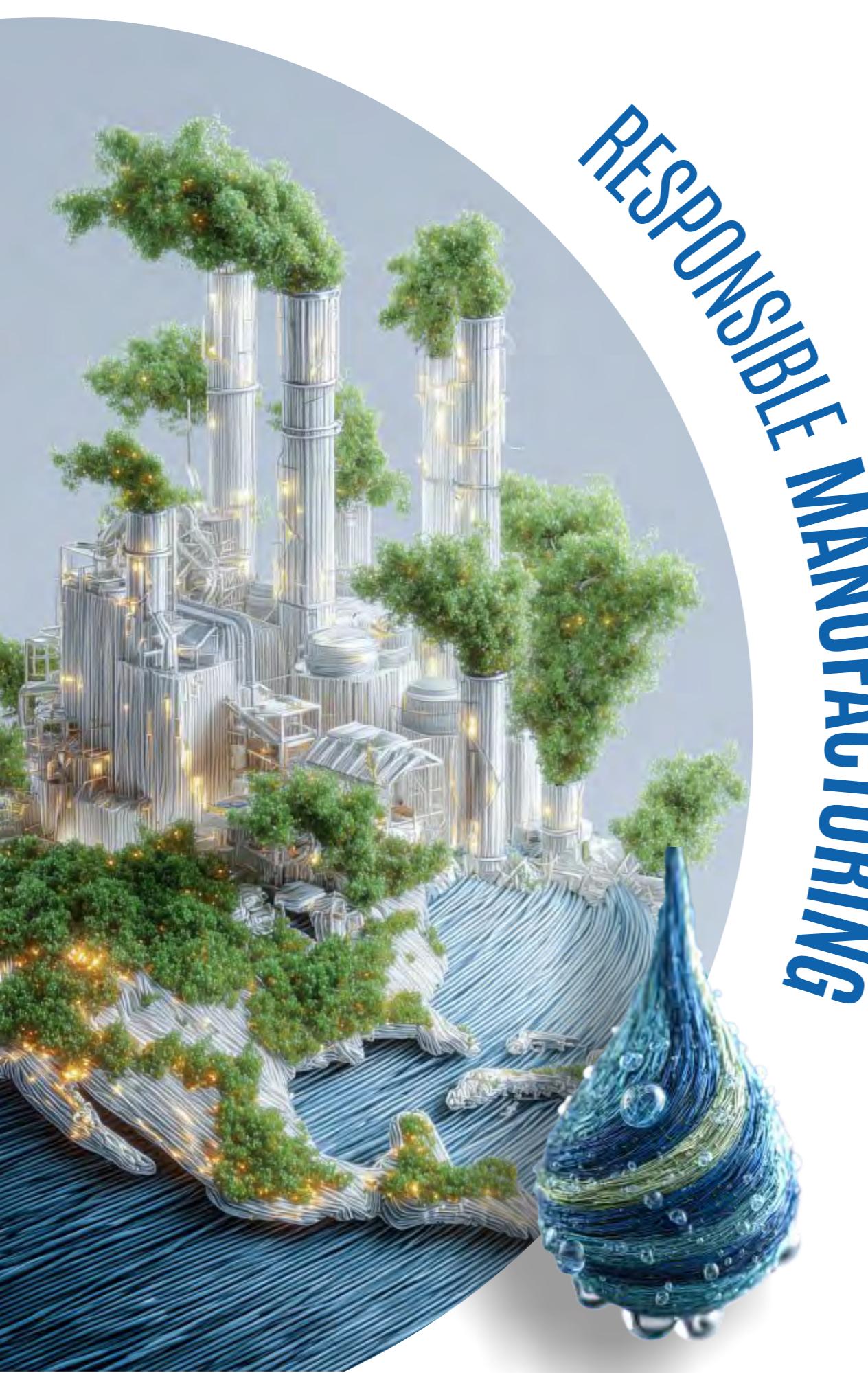
This recognition highlights our consistent leadership in eliminating ancient and endangered forest fibres and advancing next-generation sustainable textile solutions.

We first partnered with Canopy in 2015, and this year we celebrate the tenth anniversary of our collaboration, and the importance of sustainable forest sourcing practices and conservation of the world's forests. Over the years, our remarkable progression in our Green Shirt rankings, has consistently met and surpassed the ever-elevating benchmarks.

EVOLUTION OF BIRLA CELLULOSE'S CANOPY HOT BUTTON REPORT SHIRT RANKINGS

Year	Buttons	Shirt Colour	Rank
2016	17.0/25	Light Green with Yellow	#2
2017	21.0/35	Light Green	#1
2018	22.5/35	Light Green	#2
2019	26.5/35	Partial Dark Green	#1
2020	33.0/35	Dark Green	#1
2021	33.0/35	Dark Green	#1
2022	31.5/35	Dark Green	#2
2023	32.5/40	Dark Green	#1
2024	33.0/40	Dark Green	#1
2025	34.0/40	Dark Green	#2

We aspire to continue moving the needle in the standards we adhere to both internally and internationally. Thus, meeting the demands of not just our stakeholders and customers, but also the environment.



RESPONSIBLE MANUFACTURING

Overview

At Birla Cellulose, responsible manufacturing is central to value creation. With growing consumer consciousness, stricter regulations, and investor focus on sustainable business models, responsible manufacturing has become indispensable. By aligning with UN SDGs 3, 6, 7, 9, 12, 13, 14, 15, and 17, we collaborate with global stakeholders to promote sustainable consumption and production, anchored in our philosophy of Responsible Stewardship.



We have consistently advanced our processes to set global benchmarks in resource efficiency and environmental performance. Our MMCF facilities deploy closed-loop technologies, meeting stringent guidelines such as EU BAT (Best Available Techniques) and ZDHC (Zero Discharge of Hazardous Chemicals) MMCF Guidelines. Four of our seven MMCF manufacturing sites meet EU BAT guidelines, reflecting measurable progress toward our long-term sustainability goals.



Operations today must integrate sustainability at every stage. From a responsible manufacturing perspective, we are accelerating our transition to low-impact, closed-loop technologies such as EU BAT across all fibre plants by 2027. Our focus is on maximising resource efficiency, reducing water and chemical consumption, lowering sulphur emissions, and advancing energy efficiency.

A key part of this transition is embedding safety at the core of our operations. We are driving a proactive, ownership-driven safety culture through Safety Scorecards that track unit- and employee-level performance, alongside Personal Safety Action Plans that empower individuals to contribute using their unique strengths.

We aim to cut GHG intensity by 50% by 2030 and achieve net zero by 2040, transforming operations into engines of sustainable value creation. In parallel, we are working toward No Net Loss of biodiversity across sites, ensuring our growth strengthens, rather than strains, the natural ecosystems we depend on. This journey is rooted in accountability, transparency, and a shared vision for a greener future.

Mr. K. Suresh,
Chief Operating Officer,
Global Manufacturing (Fibre)

77



Management Approach

Our holistic approach to sustainable MMCF manufacturing integrates advanced technology, best-in-class management practices, and a highly skilled workforce to ensure environmentally responsible and safe production.



WATER STEWARDSHIP

MMCF sites today consume process water which is near or close to the EU BAT lower limit (35-70 m³ per ton of fibre).

OUR KEY FOCUS AREAS INCLUDE



RESOURCE EFFICIENCY

Technical projects on a continuous basis to reduce the consumption of raw materials such as caustic soda, while maximising recovery and reuse.

CLEANER OPERATIONS

Investments in abatement at source and efficiency upgrades minimise sulphur-to-air emissions through EU BAT adherence and wastewater discharge through ZDHC guidelines.

GLOBAL STANDARDS

All pulp and fibre sites are ISO 14001:2015 EMS certified, and all MMCF manufacturing units are verified under Higg FEM (3.0) and have now moved to Higg FEM (4.0) disclosure.

By embedding circularity and efficiency into our operations, we are creating enduring value for our customers, communities, and the environment while building a resilient manufacturing model fit for the future.

Sustainable Pulp & Fibre Manufacturing

Sustainably sourced wood is an ideal renewable raw material for manufacturing dissolving-grade pulp, which is then transformed into MMCF and used in a variety of textile and nonwoven applications. Birla Cellulose produces a range of MMCFs such as Viscose, Modal, and Dope-Dyed fibres, using the classic viscose process. The molecular structure of cellulose is preserved throughout the manufacturing process of various pulps and fibres, ensuring that its form remains as pure as in the original wood.



Furthermore, the Lyocell fibre is produced using a unique solvent spinning method distinguished by its inherent closed-loop process and solvent recovery rate of more than 99.7%



Closing the Loop in Viscose and Modal Fibre Manufacturing

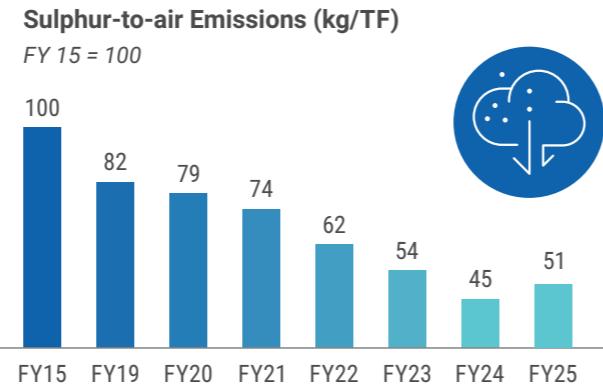
We use a closed-loop approach to mitigate the significant risks posed by carbon disulphide (CS₂) during the production of viscose and modal fibres. This system aids in optimising recovery of CS₂ from exhaust gases generated during production and its reuse in the process. In addition to lowering airborne sulphur emissions, this strategy improves working conditions and lowers the use of raw materials, which benefits process economics.

For further information on above sections, please refer to our Sustainability Report for FY20.

Current Status

In addition to our operations in China and Thailand, two of our four sites in India - Grasim Cellulosic Division, Vilayat, and Birla Cellulosic, Kharach - already meet the stringent EU BAT guidelines. This makes 4 (out of 7) of our sites conforming to EU BAT guidelines, with sulphur-to-air emissions below the limit of 20 kg per ton of fibre among other required parameters.

Overall, the business reduced the sulphur-to-air emissions by nearly 50% by end of FY25.



The latest addition to this list will be PT Indo Bharat Rayon site in Indonesia which will achieve EU BAT in FY26.



Setting New Benchmarks in Environmental Performance



Minimising ecological impact across the value chain is a key priority for Birla Cellulose. As our business grows, we focus on conserving natural resources through abatement at source, enhancing closed-loop processes, adopting Best Available Techniques (BATs), and recovering and reusing waste and by-products to reduce environmental footprint.

Focus Area	Key Actions & Systems	Technologies & Practices	Performance & Commitment
WATER & WASTEWATER MANAGEMENT	<ul style="list-style-type: none"> 4R Principles (Reduce, Reuse, Recycle, Regenerate) EU BAT BREFs, ZDHC MMCF Guidelines Effluent Treatment Plants (ETPs) Monitoring & Assessment 	<ul style="list-style-type: none"> Process modifications, technological upgrades Regular audits, COD & Zinc reduction initiatives 	<ul style="list-style-type: none"> 55% reduction in water use in MMCF manufacturing (vs. FY15 baseline) Treated wastewater meets/ exceeds global standards Continuous improvement in effluent quality
WASTE MANAGEMENT	<ul style="list-style-type: none"> Waste Hierarchy, Circular Economy Hazardous Waste Handling 	<ul style="list-style-type: none"> Recycling, reuse, recovery through TSDF, authorised recyclers 	<ul style="list-style-type: none"> ~55% reduction in waste-to-landfill (vs. FY19 baseline) in fibre units >90% of total waste generated is diverted from landfill / incineration to recycle / reuse / recovery Compliance with local regulations
ENERGY & GHG EMISSIONS & DECARBONISATION	<ul style="list-style-type: none"> Scope 1 & 2 Monitoring Carbon Sequestration Climate Risk Integration Supplier Selection 	<ul style="list-style-type: none"> Renewable energy, biogas, alternate fuels Net positive forest growth Membrane distillation Low GHG intensity sourcing 	<ul style="list-style-type: none"> 80-90% energy self-sufficiency at pulp sites Reduced carbon footprint across operations 50% GHG intensity reduction by 2030 (vs. 2019); Net-zero by 2040 Site-specific roadmaps and governance structure
AIR EMISSIONS	<ul style="list-style-type: none"> Engineering Controls Monitoring Systems Emission Control 	<ul style="list-style-type: none"> Filters, scrubbers CEMS, online monitoring, third-party audits CS₂ condensation, CAP, Wet Sulphuric Acid (WSA) 	<ul style="list-style-type: none"> Emissions within permissible limits Real-time data displayed at factory gates Adoption of global best practices
GLOBAL STANDARDS & SYSTEMS	<ul style="list-style-type: none"> EU BAT Higg FEM (3.0 & 4.0) Higg FSLM ZDHC MMCF Guidelines 	<ul style="list-style-type: none"> Viscose fibre production Environmental impact assessment Social & labour impact assessment Wastewater & chemical management 	<ul style="list-style-type: none"> Sites in China, Thailand and India, conform to EU BAT Guidelines Verified Higg scores, continuous improvement across sites >90% of parameters exceed Progressive & Aspirational levels; data on ZDHC Gateway

Water & Wastewater Management



The overexploitation of water reserves and the increasingly poignant threat of climate change impact has made water scarcity a pressing concern. With growing populations and economies, it is imperative that water resources are effectively managed.



Through technological innovations, we have achieved significant water usage reductions by application of the 4R Principles

 **Reduce** |  **Recycle** |  **Reuse** |  **Regenerate**

With water access being crucial to our operational success, we ensure that no groundwater is used, relying on nearby surface water bodies, such as rivers and water utilities. Each site is equipped with state-of-the-art technology such as Effluent Treatment Plants (ETPs), water treatment plants (WTPs), etc. which aid our routine monitoring, assessment, and optimisation of water use through process modification.

We mitigate risks of untreated wastewater to the environment through diligent treatment and discharge in line with stringent local and global standards, such as EU BAT BREF and ZDHC MMCF wastewater guidelines. The trends below summarise the reduction in water consumption in MMCF manufacturing and the quality of the wastewater through a proactive approach to reducing COD and Zinc levels as per EU BAT guidelines.

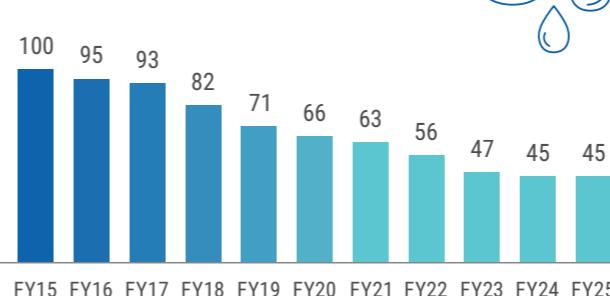
Water reduction target

As of FY25, we had already reduced our water consumption by 55% and achieved it before the announced timelines. Going forward, we are proposing a new target: by 2030 (as compared to 2025), we aim to reduce specific water consumption by 20% in MMCF manufacturing process.

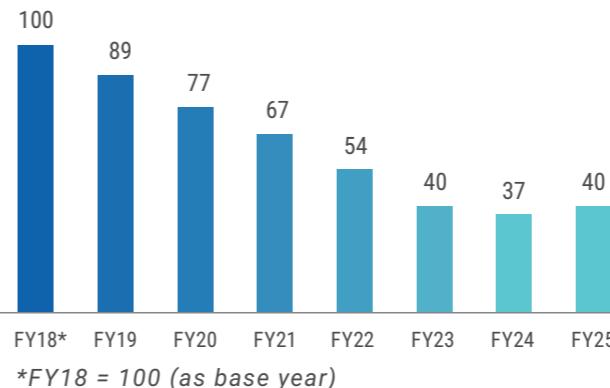
Water Intensity (m³/TF)

Index FY15 = 100

Water Consumption

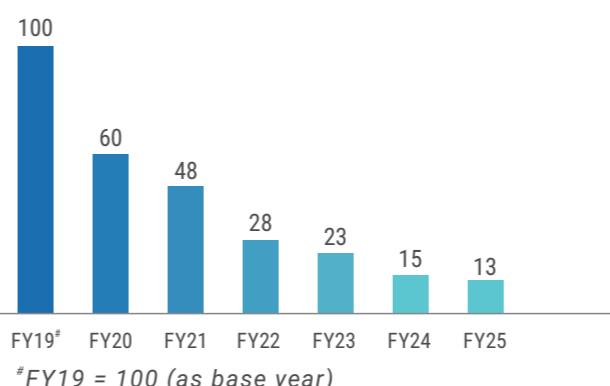


COD (fibre sites)



*FY18 = 100 (as base year)

Zinc (fibre sites)



*FY19 = 100 (as base year)

Water Withdrawal and Effluent Discharge

The water withdrawal and effluent discharge in the pulp and fibre manufacturing operations is presented in the table below:

	FY24	FY25
Surface Water	116.00	121.37
Ground Water	0.00	0.00
Wastewater from other Organisations	0.16	0.15
Water from Municipality / Water Utility	10.60	11.16
Total Water Withdrawn	126.76	132.68
Effluent Discharge	105.90	110.82
Effluent Recycled / Reused	26.09	26.47
Freshwater Consumption	20.86	21.86
Total Water Consumption	46.95	48.34

Note: The quality of treated wastewater discharge meets the local regulatory norms.

Waste Management



At Birla Cellulose, we adhere to the waste management hierarchy, which prioritises minimising disposal with an evolving strategy. All sites comply with local waste regulations and apply circular economy principles to treat waste as a resource.

Guided by circular economy principles, most waste is recycled, reused, or recovered. Hazardous waste is managed with strict protocols, sent to authorised recyclers, treated and disposed at certified TSDFs, or repurposed as raw material for other industries, ensuring safety and resource efficiency.

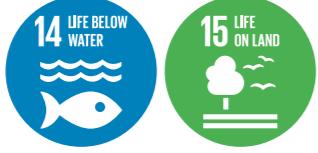
Our target is to divert over 90% of our operational waste from landfills by 2030.

Waste Disposal

The information regarding the waste generated, categorised by type and method of disposal, has been presented in the following table for the reporting year:

Disposal Methods	Hazardous Waste (MT)		Non-hazardous Waste (MT)	
	FY24	FY25	FY24	FY25
Recovery	20,078	43,008	95,084	24,874
Reuse	64,770	26,602	1,17,923	2,26,117
Recycling	21,972	24,860	1,89,598	2,28,330
Incineration	28,223	30,582	733	616
Landfill	9,478	10,122	25,459	30,813
Composting	0	1	26,300	34,000
Total	1,44,520	1,35,175	4,55,096	5,44,749

Biodiversity



Birla Cellulose sees biodiversity as critical to ecosystem resilience and the long-term availability of natural resources that support our activities. We go beyond compliance, guided by science-based assessments, to ensure ecological balance and business continuity.

We are dedicated to attaining No Net Loss (NNL) of biodiversity at all sites through focused habitat management, restoration programmes, and site-specific action plans.

Baseline assessments were initiated in FY24-25 in Vilayat and Harihar, with Biodiversity Management Plans (BMPs) being prepared. The next phase will contain Nagda, Kharach, as well as two additional units. All Indian sites to complete biodiversity assessments by FY27. Our method, which follows the mitigation hierarchy of avoid, minimise, restore, and offset, allows for systematic responses to site-specific risks, particularly in biodiversity-sensitive sites. This reaffirms our commitment to Responsible Manufacturing and long-term value generation for nature and society.



Energy Consumption and GHG Emission



The energy consumption and GHG emissions in our operations are presented in the following tables:

Energy Consumption	FY24	FY25
Non-renewable Energy	39.36	41.03
Renewable Energy	22.81	26.32
Total Energy Consumption	62.17	67.35

GHG Emissions	FY24	FY25
Scope I Emissions (Direct Emissions)	3.58	3.77
Scope II Emissions (Indirect Emissions)	0.15	0.12
Total GHG Emissions (CO₂e)	3.73	3.89

Energy & GHG Management

Energy use and GHG emissions are critical levers of value creation for Birla Cellulose. The viscose fibre production process is inherently energy intensive, and while our operations draw on both renewable and non-renewable sources, we are acutely aware that fossil fuel reliance drives CO₂ emissions and contributes to climate change. To address this, we have established systems to continuously monitor Scope 1 (direct emissions from fuel use) and Scope 2 (indirect emissions from purchased electricity) across all operations.

Our strategy focuses on systematically reducing energy intensity, expanding renewable energy integration, and deploying non-fossil fuel sources such as biomass, biogas etc. across fibre sites. At our pulp operations, circularity in energy use is already evident: 80-90% of energy needs are met internally through black or red liquor generated in the cooking process as a fuel, reducing dependency on external fossil fuels and enhancing resource efficiency.

Decarbonisation

As global urgency around climate change has increased, Birla Cellulose has incorporated decarbonisation as both an environmental duty and a strategic business imperative. Birla Cellulose aims to achieve 'net-zero carbon emissions across all its operations by 2040' and to achieve 50% reduction in its greenhouse gas (GHG) emissions intensity by 2030.

Our decarbonisation roadmap rests on clear building blocks:

Measuring & Managing

Comprehensive understanding of our energy mix and emissions across Scopes 1, 2, and 3.

Technology & Policy Levers

Evaluating a suite of solutions such as biofuel boilers, renewable energy integration, CS₂ recovery from spinning off gases, and membrane distillation.

Governance

A three-tier governance structure with regular reviews ensures accountability and progress tracking.

Collaboration

Deep engagement with technology providers, policymakers, and supply chain partners to accelerate implementation.

Supplier Engagement

Selecting raw material suppliers with demonstrably lower GHG intensity.

Through site-specific roadmaps, we continue to evaluate carbon reduction technologies, assess cost implications, and prioritise investments. These initiatives are integrated into strategic planning, aligning with global, regional, and national climate policies that may impact energy use and resource allocation.

Minimising Emissions to Air



Beyond GHG, managing local air emissions is equally central to our sustainability performance and value creation for communities. We adopt source-abatement measures supported by advanced technologies such as CS₂ condensation, Carbon Disulphide Adsorption (CAP), Wet Sulphuric Acid (WSA) processes, redox systems, and high-efficiency scrubbers. These solutions are designed to minimise emissions like CS₂ and H₂S at source.

Our operations also employ robust controls including:

Engineering solutions such as filters, cyclones, and scrubbers.

Automated systems that maintain process stability and prevent exceedances.

Preventive maintenance to ensure environmental compliance of critical equipment.

Continuous Emissions Monitoring Systems (CEMS), linked to Pollution Control Board servers.

To enhance transparency, real-time emission data are displayed at the factory gates of fibre manufacturing sites, fostering community trust. Regular third-party assessments validate compliance with regulatory requirements.



Adopting Global Standards for Responsible Manufacturing

At Birla Cellulose, value creation is inseparable from responsible operations. To strengthen sustainability performance and ensure transparency, we have embedded globally recognised standards and systems across our fibre manufacturing facilities. These frameworks guide us in reducing environmental impacts, advancing social responsibility, and aligning with the highest expectations of customers, regulators, and investors.

EU BAT (European Union Best Available Techniques)



We have adopted EU BAT guidelines across our viscose/modal fibre operations, setting benchmarks in environmental performance. Four of our sites - including facilities in China, Thailand and India - already conform to these stringent standards, underscoring our commitment to global best practices.

ZDHC MMCF Guidelines



Across seven global fibre manufacturing sites, we have aligned operations with ZDHC MMCF guidelines. Comprehensive gap assessments, site-specific action plans, and monthly dashboards ensure progress against progressive and aspirational limits. As a result, over 90% of parameters exceed ZDHC 'Suppliers to Zero' benchmarks, with data transparently shared on the ZDHC Gateway.

Higg Index

Higg FEM (Facility Environmental Module)

Birla Cellulose achieved benchmarked verified scores in Higg FEM 3.0 across MMCF manufacturing sites. We continue to raise performance through ongoing improvements in water, energy, air emissions, waste, and chemical management, and are now transitioning to Higg (4.0) FEM.

Higg FSLM (Facility Social & Labour Module)

Implementation has commenced across our facilities, assessing working conditions and social impacts in alignment with the Converged Assessment Framework (CAF). This strengthens our commitment to ethical labour practices and employee well-being.

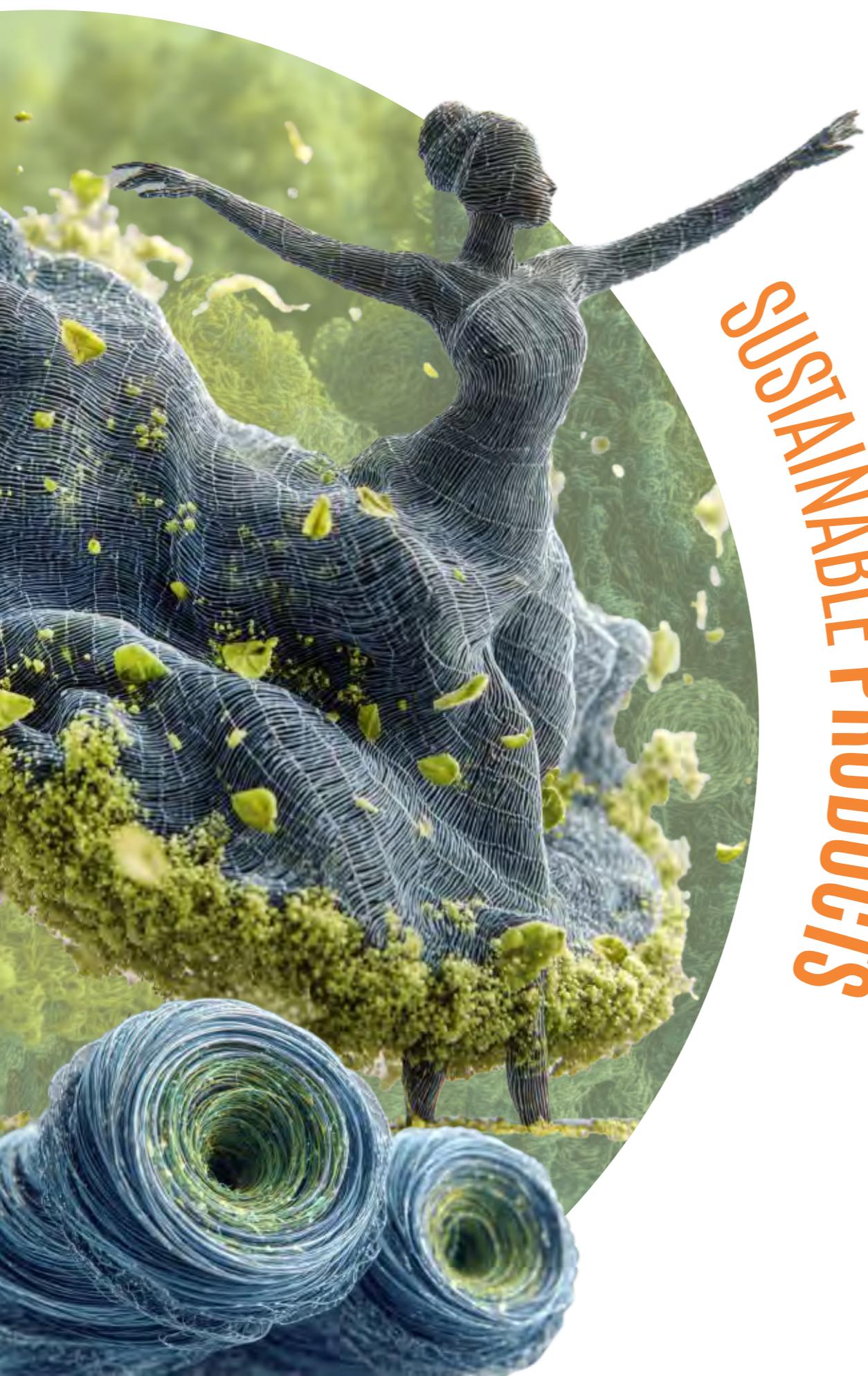
ISO 14001 & EMS

All pulp and fibre sites are certified under ISO 14001:2015 Environmental Management Systems, reinforcing our systematic approach to environmental stewardship.



Use of IT as Enabler - ENABLON

Our management systems embed accountability and safety through GRI-aligned performance tracking, GHG inventories, safety observations, TapRooT® incident analysis, occupational health risk assessments, and regulatory compliance across facilities. These digital tools enhance transparency, accountability, and continuous improvement across our operations.



Management Approach

For Birla Cellulose, every sustainable product is a catalyst for value creation, transforming renewable resources into solutions that respect the planet. With rising demand for sustainable, low-carbon, and circular materials, Birla Cellulose is continually expanding its portfolio of greener solutions. Our products are made from renewable raw materials using closed-loop processes that recover and reuse resources, significantly reducing environmental impact. At the end of their life, they are designed to be biodegradable or recyclable, with full traceability built into every step.

Our portfolio of man-made cellulosic fibres (MMCFs), including viscose, modal, and lyocell, embodies these principles. Sourced from responsibly managed forests and produced using low-impact technologies, MMCFs meet rising expectations for responsible alternatives in fashion, home, medical, and hygiene applications. They are widely recognised for their renewable origins, natural comfort, and strong sustainability credentials.

As a key upstream player in the textile and nonwoven value chain, we integrate best-in-class practices, from responsible wood sourcing and closed-loop manufacturing to resource-efficient recycling and circular models.

By ensuring transparency and traceability, we create value that enables our partners to meet sustainability goals, reduces resource use, and unlocks new opportunities.

Learn more at <https://www.livabybirlacellulose.com/business>

Innovation-led sustainability initiatives have consistently been a core focus area for business Research & Development. We are currently driving an exciting phase of innovations across multiple dimensions of our operations. This includes the launch of circular and eco-friendly products, leveraging digitalization to enhance process efficiencies, and developing alternative, greener feedstock. One of our primary objectives is to reduce our reliance on fresh wood by using alternate feedstock and scaling our robust textile waste recycling systems, this initiative not only prevents waste from being incinerated or landfilled but also transforms it into high-quality viscose and lyocell fibres, thereby reinforcing the circular economy. We look forward to fast-tracking innovation to embed sustainability and circularity into our fibre portfolio, scaling products like Livaeco, Liva Reviva, and increasing the use of recycled pulp sourced from other innovators. Collaboration with technology innovators will be key in achieving our ambition to lead the global shift toward climate-positive, next-generation MMCFs that power the future of fashion responsibly.

Dr. Aspi Patel
Chief Technology Officer

77



Sustainable Products Profile



Birla Viscose™

Birla Viscose™ is the first generation of regenerated cellulosic fibre derived from responsibly managed forests. In addition to being biodegradable and sustainable, it is one of the purest forms of cellulose. It gives every garment flow, shine, softness, drape, and comfort. These fibres are great for the skin, inspire soft drapes, effortless style, and can make your everyday life more stunning.



Birla Excel™

Birla Excel™ (Lyocell) is the third generation of MMCF, a truly environmentally friendly fibre produced using unique closed-loop processes in which by-products are reused in the process itself, reducing discharge and resulting in a near-zero environmental impact. These processes achieve solvent recovery rates of more than 99.7%, making them the most resource efficient in the MMCF industry.

Birla Spunshades™

Birla Spunshades™ are coloured MMCF in which pigments are introduced into the viscose dope before the fibre is spun and cut. Combined with unique Colour-Lock™ technology, they make fabrics fade-resistant and provide the best colour consistency. The spun-dyed fibre removes processes in the downstream such as the dyeing step at the fabric stage, saving significant energy, water, and chemicals and minimising wastewater generation.



Birla Modal™

The 2nd generation of MMCF, Birla Modal™ combines aesthetics and elegance with performance while offering various consumer & value chain benefits. Integrating comfort and luxury, these fibres were engineered to offer a dazzling shine, soft feel, and amazing drape.



Birla purocel™ because we care

Birla Purocel™ is a nonwoven fibre option that is natural and ideal for personal care, hygiene, medical use, and next-to-skin applications. The fibre provides a diverse range for nonwoven applications, with an emphasis on sustainability, innovation, and collaboration.

For additional information, please visit <https://www.purocel.com/>



Birla Purocel's Lyocell Fibres: Ushering in a New Era for Flushable Wipes

Livaeco is an eco-enhanced viscose staple fibre derived from FSC® certified wood pulp and manufactured using a closed-loop process in facilities that adhere to EU BAT guidelines. Livaeco offers supply chain transparency and traceability via our GreenTrack™ platform, driven by blockchain technology. Livaeco's portfolio includes both viscose & modal fibres for a wide range of applications.

The fibres have a lower environmental impact than generic viscose fibres, calculated using Higg MSI 3.3 provided by Cascale (formerly SAC).

*For more details on FSC® license numbers, click [here](#)





Birla Purocel is redefining innovation in non-woven applications with the introduction of Lyocell Short Cut fibres for flushable wet wipes, becoming the first brand to offer both Viscose and Lyocell fibre solutions in this segment. This development signals a clear shift towards sustainable alternatives amid evolving regulations and rising consumer expectations. The global wipes market has traditionally relied on polyester-viscose blends.

However, increasing environmental concerns and legislation such as the Single-Use Plastics Directive (SUPD) are driving demand for plastic-free, cellulosic alternatives. Flushable wipes, especially moist toilet tissue formats, require a unique balance between strength during use and rapid disintegration after disposal. Birla Purocel's Lyocell Short Cut fibres are designed to meet these challenges while advancing sustainability goals. They complement the existing Viscose Short Cut fibres portfolio, offering enhanced flexibility across applications. This reinforces Birla Cellulose as a trusted partner for seeking high-performance, environmentally responsible materials.



Purocel Eco is an eco-enhanced nonwoven viscose fibre designed to advance our commitment to sustainability. Sourced from FSC®-certified sustainable forests, it significantly lowers GHG and sulphur-to-air emissions, and are manufactured in facility following EU BAT guidelines, and relies more on renewable energy. Manufactured at a facility with a best-in-class Higg FEM 3.0 score, Purocel Eco has a lower environmental impact than generic viscose fibres, calculated using Higg MSI 3.3 tool. It also offers full traceability through GreenTrack™, enabling consumers to identify the fibre in end products like wipes and track its journey from source to shelf.

[*For more details on FSC® license numbers, click here](#)



Birla Cellulose is focused on scaling climate-friendly production by using industrial waste, post-consumer waste, and alternative feedstock to reduce overall waste. Liva Reviva, certified under the Recycled Claimed Standard (RCS), is a key product in this effort. Initially launched in 2019 with 20% textile waste, it now incorporates 30%, while maintaining quality on par with virgin wood-based pulp.

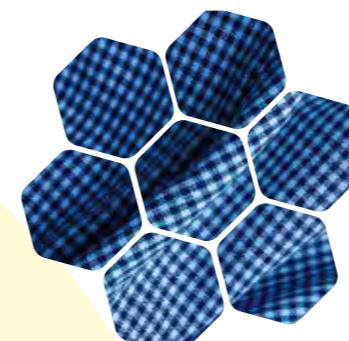


Product Innovation

Innovation is a core part of our business strategy and an ongoing process that enables value creation. We work closely with technology partners, global research institutions, and our value chain to develop sustainable, environmentally friendly solutions that meet evolving customer needs. Our global R&D centres play a vital role in driving product and process innovation for the textile and nonwoven sectors.

Through these efforts, Birla Cellulose has achieved industry-leading resource efficiency, setting new benchmarks for raw material consumption, surpassing even the stringent EU BAT norms for pulp, solvents, caustic, water, and more.

Birla Viscose Intellicolor



Birla Viscose Intellicolor is a fibre made with a cutting-edge dyeing method that uses cationic or basic dyes to exhaust dye baths by up to 95%, considerably lowering dye usage. Our unique Birla Viscose Intellicolor improves conventional reactive dyeing by producing brighter hues and deeper colours while reducing environmental impact by eliminating the requirement for salt and soda ash. This minimises pollution and lowers treatment costs while streamlining operations. Additionally, Intellicolor lowers nitric oxide levels and increases glutathione, providing anti-aging and antioxidant advantages.

Fabrics dyed with Intellicolor retain antibacterial and anti-odour characteristics, with a 95% reduction in ammonia even after 50 washes.



- Time reduces by 40-50%
- Dye bath exhaustion >95%
- Salt- and Soda-free dyeing reduces costs by more than 30%
- Reduced water consumption leads to lower effluent load
- Power consumption reduced by 30-40%
- Saving in ETP costs by 20-25% (due to Lower TDS and Turbidity in process effluent)
- Brilliant shades

Birla Viscose Ecosoft

Birla Viscose EcoSoft is an innovative bamboo viscose fibre that redefines sustainable fashion. Sourced from responsibly managed bamboo forests and FSC® certified, EcoSoft is an eco-friendly alternative made from bamboo pulp known for its rapid growth and low resource needs.

The fibres are breathable, aiding in thermo-regulation, and characterised by their soft textures, light weight, durability, and superior moisture management.

Additionally, it features our molecular tracer GreenTrack™ technology to ensure authenticity and transparency for each product through a transaction certificate.

Birla SaFR (Flame Retardant Fibres)

This phosphate-based, inherently flame-retardant fibre is designed for creating high-performance, eco-friendly flame-retardant fabrics.

Our Birla SaFR fibres are 100% plant-based, made from sustainably sourced wood pulp, and produced in facilities that adhere to the highest global environmental standards.



Birla EcoSodium

Birla EcoSodium is a first-of-its-kind branded Sodium Sulphate recovered from MMCF manufacturing process, unlike mined or synthetic alternatives, making it inherently circular and resource-efficient. This initiative was backed by a comprehensive 3rd party sustainability assessment evaluating energy, water, emissions, and raw material traceability. Birla EcoSodium is certified for ZDHC MRSL version 3.1 and serves the same industrial purpose as conventional Sodium Sulphate. While also used in textile processing, detergents, and glass manufacturing, it does so with significantly reduced environmental impact. This LCA based lower carbon footprint further helps us support customers' Net Zero goals and enhances Birla Cellulose's position as a sustainable supplier.

**For more details on FSC® license numbers, click [here](#)*



End of Life Considerations

Birla Cellulose incorporates end-of-life considerations into fibre design to minimise environmental impact.

Our man-made cellulosic fibres (MMCFs), made from renewable wood sourced from responsibly managed forests, are fully biodegradable across diverse environments including marine, soil, freshwater, and both industrial and home composting conditions.

As cellulose-based fibres, MMCFs are part of a natural cycle originating from nature and returning to it with minimal ecological footprint. When not blended with synthetic materials, garments made from our fibres decompose safely at end of life. With growing global concern around microplastic pollution, particularly from synthetic fibres, MMCFs offer a safe, biodegradable alternative. They do not release microplastics during use or disposal, helping safeguard aquatic ecosystems and reduce potential risks to human health.

Product Safety

Our products' safety is a top priority because they are used as basic constituents in everyday products for a variety of applications. As a result, we ensure that they are both safe to use and do not harm the human and environment health afterwards.

Following product certifications for textile and nonwoven applications alleviates any concerns about the safety of products worn or used directly on the skin.

STANDARD 100 by OEKO-TEX®

All Birla Cellulose fibres are OEKO-TEX® certified to STANDARD 100 (Class I product), indicating that they are safe for use in skin-contact applications and even in infant articles/items.



USDA BIOBASED CERTIFICATION

The US Department of Agriculture (USDA) certified Birla Cellulose's normal and speciality products, which include Birla Viscose, Birla Modal, Birla Excel, Birla Spunshades fibres, Livaeco, Liva Reviva, Purocel, and Purocel Eco. This certification indicates that the product is made from plants and other renewable agricultural/forestry materials and serves as an alternative to traditional petroleum-derived products.



TÜV AB OK CERTIFICATION

TÜV AUSTRIA BELGIUM NV/SA has certified regular viscose fibres from Birla Cellulose under the OK Scheme for compostability in a variety of settings, including industrial composting and biodegradability in soil, water, and marine habitats. The fibres are biodegradable and compostable at the end of their life, demonstrating the circular nature of MMCFs derived from the renewable and sustainable raw material wood.





VALUABLE PARTNERSHIPS

At Birla Cellulose, partnerships act as accelerators that propel value creation across the value chain. Built on trust, respect, and shared purpose, they extend beyond collaboration to become enablers of transformation.

Through these alliances, we are able to reimagine production systems, advance closed-loop models, and pursue resource-efficient growth that respects both the planet and community needs. The strength of these partnerships lies in their ability to convert shared ambitions into tangible outcomes.

Together with our stakeholders, we design pathways that enhance efficiency, cut down environmental impact, and deliver social benefits that last.

This collective approach ensures that sustainability is not an isolated goal but a continuing cycle of value that flows across the value chain.

From protecting forests and diversifying raw material sources to advancing circularity, traceability, and social equity, each partnership contributes to our sustainability agenda. By aligning with the UN SDGs and embedding collaboration across our five sustainability pillars, we move from intention to impact-demonstrating how partnerships can be the foundation of long-term, shared value creation.

Management Approach

Our strategy for satisfying the criteria of this critical pillar is Stakeholder Engagement. Building trust, open communication, openness, and consistent connection with our customers is vital to our company values. The guiding concepts of this interaction are as follows:





Stakeholder Engagement Platforms

Structured engagement processes enable the organisation to retain strong and diversified stakeholder ties. Surveys, townhalls, training, and recognition programmes all help to enhance employee growth and well-being. Customers are engaged through continuous feedback, technical support, and grievance redressal, ensuring satisfaction and product excellence. Suppliers and value chain partners take part in monthly inspections and seasonal collaboration activities to promote innovation and compliance.



Engagement with multi-stakeholder organisations, brands, investors, media, communities, and regulators is maintained through forums, reviews, and strategic dialogues that align expectations with sustainable development goals.

This integrated approach builds trust and provides long-term value throughout the partnership ecosystem.

For a more detailed insight into our individual stakeholder engagement refer [here](#)

Having been at the forefront of the MMCF industry, we now look ahead to deepening collaborations across our global value chain, strengthening ties with brands and retailers to accelerate sustainable transformation.

Building on our growing network of global value chain partners, we aim to co-create sustainable supply chains, advance digital traceability, and enable our customers' climate goals through transparent and innovative partnerships.

These collaborations will not only drive shared value but also enhance brand differentiation, premium positioning, and market access, helping our partners attract the growing base of sustainability-conscious consumers.

By empowering our ecosystem, we amplify our collective impact and unlock new possibilities to remain resilient, relevant, and responsible in a changing world.



Customers & Value Chain

Birla Cellulose consistently prioritises its customers, partners ensuring that its decisions effectively support and improve their efforts to make the world and society a better place. Our value chain partners develop and deliver products and services that fit our customers' environmental, social, and economic goals. Some of the engagement initiatives taken up for customers and value chain include:



Value Chain Partners

LIVA Accredited Partner Forum (LAPF)

A network of certified spinners, fabricators, and processors working collaboratively to deliver fabrics that meet LIVA standards, with guidance on marketing, vendor management, design, and sustainability.

LAPF Design Studios

State-of-the-art centres showcasing 2,000+ fibre samples with full technical specifications. They act as one-stop hubs for brands, exporters, design houses, and buying agents to connect with value chain partners.



Customers

Birla Cellulose boasts a global presence across 65+ countries, with a strong influence in all major textile clusters.

Mission Happiness

Ensures consistent customer experience through real-time engagement, encouraging employees to be proactive and agile.

Customer Meets

Provide a platform to exchange insights into industry trends, new developments, and future business plans, strengthening long-term relationships.

Customer Technical Services (CTS)

Supports clients through proactive visits, process optimisation projects, complaint resolution, and smooth product rollouts.



DRIVING VALUE CREATION THROUGH DIGITAL PARTNERSHIPS

CASE
STUDY

Execution & Outcomes

Led by Customer-Centricity Cell with cross-functional support from IT, Sales, Global S&OP & Logistics, and Technical Services, the project resulted in the following key outcomes:

- Enhanced Customer Experience:** Real-time access to information ensures greater transparency and ease of doing business.
- Operational Efficiency:** Automation of routine queries reduced dependency on the Sales team, freeing resources for strategic customer engagement.
- Value Creation:** Customers gained self-service capabilities, while we strengthened relationships through trust, speed, and innovation.

Continuous improvements, driven by customer feedback, will further enhance user experience and unlock new value creation opportunities.



Birla Connect was built to align with the Aditya Birla Group's core values:

- Integrity:** Real-time transparency of orders and transactions builds trust.
- Passion:** Customer-first features like multilingual access and live tracking reflect our drive for innovation.
- Seamlessness:** A one-stop hub integrates all customer interactions for efficiency.
- Speed:** Instant visibility and quicker resolution enhance operational agility.
- Commitment:** Continuous improvements reinforce our dedication to customer success.

In line with the Group's purpose, Birla Connect strengthens global customer relationships and positions us as a partner of choice in the textile value chain.

Through Birla Connect, Birla Cellulose is demonstrating how digital innovation can create shared value across the supply chain - making interactions simpler, faster, and more impactful for customers worldwide.

BRANDS & RETAILERS

Birla Cellulose has a close engagement with global fashion brands and retailers to share updates on new product innovations, market opportunities, and sustainability priorities, helping co-create solutions aligned with consumer trends.



GREENTRACK™ & GREENTRACK 2.0™ DRIVING TRACEABILITY & TRUST IN FASHION

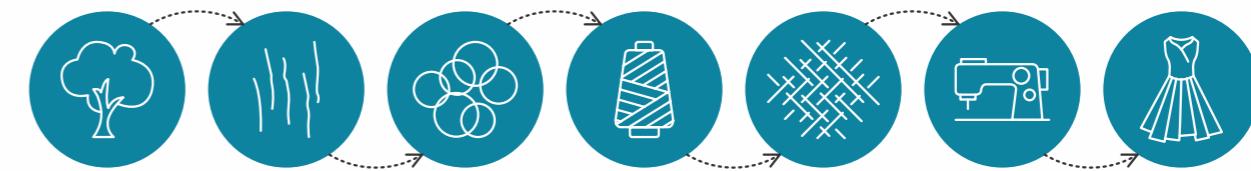
Consumers and brands are increasingly demanding proof of sustainable sourcing and full visibility across the textile value chain. To address this, Birla Cellulose launched GreenTrack™ in 2019, a blockchain-enabled traceability platform that digitally maps the fibre journey from origin to garment.

This system empowers brands and consumers with real-time, verifiable insights into sustainability credentials, accessed through a simple QR code.

Rationale & Alignment

GreenTrack™ embodies our Group's values of transparency, seamlessness, and innovation. It strengthens trust by ensuring:

- Authentication of sustainably sourced fibres (e.g., Livaevo, Liva Reviva, Spunshades Eco, Birla Excel).
- Accessibility for all partners at no additional cost.
- Verification across fibre lifecycle, reinforcing alignment with global multi-stakeholders and not-for-profits such as Canopy and meeting emerging regulatory and consumer expectations.



Execution & Impact

- **Scale:** 150+ global brands and 2,800+ value chain partners onboarded; millions of live transactions tracked annually.
- **Value Chain Traceability:** Real-time digital mapping from fibre to garment, extended to consumers through QR-enabled garment tags.
- **Source Verification:** Proprietary molecular tracer embedded in fibre, validated by labs in India, China, and Turkey, eliminating risks of dilution or counterfeit.
- **Operational Benefits:** Brands gain visibility on fibre usage for efficient planning and inventory management.

GreenTrack™ 2.0 Simpler. Faster. Better.

Launched in December 2024, GreenTrack™ 2.0 elevates traceability with:

- A smarter interface and faster navigation for enhanced user experience.
- Deeper analytics for brands, including order- and product-level fibre consumption tracking.
- Upgraded certificates (Transaction, Tracer Test, Audit Trail) with clearer formats.
- More responsive systems delivering quicker insights and smoother operations.

Outlook

GreenTrack™ 2.0 reaffirms Birla Cellulose's commitment to value creation through transparency. As regulations tighten and consumers demand accountability, the platform will continue evolving with advanced features to help brands stay ahead, while strengthening trust across the textile ecosystem.

By combining technology, innovation, and collaboration, GreenTrack™ is not just tracking materials - it is shaping the future of sustainable fashion.

CASE
STUDY

Employees

- Employees are recognised as growth partners and central to long-term value creation.
- Policies ensure safe, inclusive workplaces, equal opportunities, and constructive engagement through collective bargaining agreement with union representatives.
- Regular training, leadership development, and well-being initiatives further empower employees to thrive.



Communities

- Deeply engaged in social and economic development in areas surrounding our operations.
- Initiatives include health, sanitation, education, livelihood creation, and infrastructure development, with communities as active participants in long-term value creation.



Industry & Associations

We are active in multi-stakeholder platforms such as Canopy, Cascale (formerly SAC), Fashion for Good, Textile Exchange, and ZDHC, advancing industry-wide sustainability initiatives.

We are also members of leading industry associations, contributing to policy development, setting best practices, and introducing new sustainability standards for the MMCF and textile sectors.



To know more, please refer to our [Sustainability Report FY19](#), page no. 131

Collaboration for Circularity

At Birla Cellulose, we see partnerships as engines of value creation, accelerating innovation, scaling impact, and shaping the future of sustainable textiles.

By collaborating with global innovators, research institutions, and start-ups, we advance circular solutions, diversify sustainable feedstocks, and pioneer low-impact manufacturing practices.

Key Focus Areas

1	2	3	4
<p>Circular Fibres Commercial production of viscose and lyocell fibres with 30% recycled textile waste.</p>	<p>Next-Gen Innovation Fashion for Good pilots such as Black Pigment Project replacing synthetic dyes.</p>	<p>New Feedstocks Exploring non-wood and waste-based inputs with partners like Circ, with a long-term commitment to purchase 5,000 tons of recycled pulp annually.</p>	<p>Research Collaborations Work with Stockholm University on lyocell from beetle-infested spruce wood, turning climate-stressed biomass into sustainable fibre.</p>

Through these collaborations, Birla Cellulose is transforming challenges into opportunities, expanding access to recycled materials, reducing reliance on virgin resources, and driving long-term shared value across the textile value chain.



DEVELOPING OUR PEOPLE

Management Approach

At Birla Cellulose, value creation starts with our people – the driving force behind our innovation, resilience, and growth. By investing in their learning, leadership, and well-being, we unlock potential that fuels business performance and societal progress.

Through inclusion, collaboration, and continuous development, our workforce becomes more than an asset, it becomes the foundation of long-term value for communities, stakeholders, and the planet.

Building on this foundation, our management approach translates people-first intent into systems and strategies that help employees thrive while driving sustainable value creation. Our human resource philosophy goes beyond compliance, embedding care, performance, inclusivity, and continuous improvement into everyday practice.

We seek to create a workplace where employees feel heard, respected, supported, and empowered to grow. Our policies reinforce equal opportunity, open dialogue, and a safe, healthy work environment.

Employees are equipped with tools and training to advance their careers, while also encouraged to contribute to society through volunteering and community initiatives – embedding purpose into work and amplifying our social impact.

Our aim is to build an inclusive workplace and a future-ready workforce while enriching the communities around us. As we set our sights on what's next, I find that the progress we have made is heartening, and the possibilities ahead are immense.

Our progress has been built on the foundation of strong social compliance systems that uphold fairness and dignity in the workplace. We are committed to improving gender diversity to 12% by FY28, and empowering 50,000 women through livelihood initiatives by 2030, thereby strengthening the human capital that drives our business.

Adherence to globally recognised frameworks such as the Higg FSLM helps us measure the social impact created by our manufacturing facilities and reinforces our commitment to fair labour practices. Our CSR programmes, which focus on healthcare, education, and economic development, continue to help communities become more resilient and self-reliant. Staying true to our purpose, our intent and our responsible actions will be directed towards enriching lives and inspiring trust.

Ms. Anupama Mohan
Chief Human Resources Officer

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Guided by the Group's One HR strategy, our three-year HR roadmap defines focus areas aligned to business priorities and workforce needs. Through this, we are building a high-performance organisation that consistently creates value across operations and communities.

The following sections detail our approach to talent development, diversity and inclusion, health and safety, and community engagement - core pillars of how we create value through people.

High-performance Organisation

We aim to build an agile, customer-centric organisation that proactively adapts to evolving needs. At Birla Cellulose, performance is driven by a strong culture of responsibility, where ethical conduct and safety are foundational.

We foster innovation by encouraging experimentation and empower teams to deliver excellence. High performers are recognised and rewarded at individual, team, and business unit levels, reinforcing a performance culture that supports sustainable value creation.



Talent Acquisition



At Birla Cellulose, talent acquisition is a strategic lever for long-term value creation.

Multi-pronged Strategy

We strengthen our talent pipeline through proactive hiring from reputed institutions, streamlined onboarding, and internal mobility across Group businesses. Our 30-60-90-day feedback framework ensures new hires feel supported and heard, enabling continuous improvement in the onboarding experience.



Employer Branding

To position Birla Cellulose as an employer of choice, we enhance visibility through active social media engagement and campus interactions, building a strong and attractive employer brand.



Attrition Management

Attrition risks are addressed through data-led analysis of exit interviews, tenure trends, and employee insights, helping us anticipate challenges and retain key talent to support long-term organisational resilience.



Learning & Development

We invest in learning and leadership development to strengthen current performance and build future-ready capabilities. Our initiatives, delivered in-house, through partners, or at Gyanodaya, the Group's leadership centre - are designed to upskill employees across levels and functions.

Gyanodaya Virtual Campus

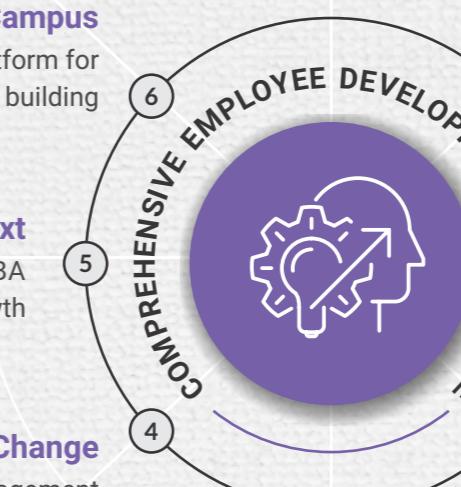
Offers e-learning platform for continuous capacity building

GlobalNxt

Provides online MBA opportunities for career growth

Lead The Change

Empowers middle management to drive organisational success



Fibre Technical Academy

Offers technical and functional programmes to enhance skills

Focus 50

Develops leadership skills for high-potential employees

Prayas

Enhances workplace behaviors and well-being





Fibre Technical Academy

FTA delivers advanced technical training through programmes like Fundamentals of Spinning, Viscose Process, and Natural Gas- CS_2 Management. In FY25, seven on-site programmes were organised covering 120 employees across all fibre units, with OEM partnerships enhancing training depth.

Focus 50

This programme grooms high-potential Section Heads and Front-Line Officers for Department Head roles. With 132 alumni and a 30% internal promotion rate to DH and above, Focus 50 exemplifies our commitment to nurturing talent from within.

Prayas

Prayas, our flagship behavioural development initiative, runs across all manufacturing units in India to strengthen ownership, teamwork, discipline, time management, and wellness. In FY25, 1,272 employees across four facilities participated, resulting in higher productivity, reduced absenteeism, and stronger teamwork. Beyond workplace behaviours, Prayas emphasizes mental and physical well-being. Participants reported healthier lifestyles, greater discipline in daily tasks, and improved self-efficacy - building a resilient, inclusive, and high-performance workforce.

GlobalNxt

The online Global MBA programme offers employees the opportunity to upskill while working. The programme emphasises career growth and future-readiness. To date, 24 have graduated (7 promoted), with 16 more currently enrolled and on track to graduate by 2027.

Lead The Change

This project promotes supervisors in mid-level management, the organisation's "Core" - who connect strategy and implementation. The Core plays a critical role in bridging strategy and execution, managing extended teams, and driving organisational success. Investing in their development ensures:

- *A stronger pipeline of organisational change agents*
- *Support in navigating their own challenges and dilemmas as mid-level executives*
- *Alignment with the Business & People Strategy*

The curriculum supports important cultural elements like ownership, performance ethics, meritocracy, inclusion, and collaboration. To date, 154 out of 180 eligible managers worldwide have completed the programme, contributing to a stronger leadership pipeline and advancing our aim of creating a high-performance, future-ready company.

Gyanodaya

Through the Gyanodaya Virtual Campus, we actively leverage the group's leadership learning centre for targeted capability building for middle and senior managers. Our employees can access over 1,000 e-learning courses in multiple languages on topics ranging from sustainability and safety to operations and leadership.

In FY25, 80% of employees completed their assigned modules, supporting continuous capability development.

Project Indradhanush

CROSS-FUNCTIONAL COLLABORATION TO DRIVE STRATEGIC PROBLEM SOLVING

CASE STUDY

To break away from traditional hierarchical silos, the Nagda site launched Indradhanush in FY25 - a transformative initiative uniting over 120 employees from Production, R&D, HR, Maintenance, Supply Chain, and Marketing. Symbolically named after the rainbow, it represented the convergence of diverse capabilities toward a shared strategic vision.

The Process

- Teams were tasked with solving real business challenges across 14 strategic themes, including operational efficiency, cost optimization, quality enhancement, innovation, sustainability, customer satisfaction, and workforce capability development.
- Employees, regardless of grade or function, co-owned problems and co-created solutions.
- Structured governance, problem-solving frameworks, and leadership sponsorship ensured rigorous tracking and recognition of progress.

Observations

More than an operational exercise, Indradhanush became a cultural shift-building accountability, mutual respect, and a sense of shared purpose. It catalysed a spirit of collaboration that extended beyond silos and embedded cross-functional agility into the way work gets done. By integrating technical excellence with people-driven innovation, Indradhanush has laid the foundation for a high-performing, future-ready organization.

Results

The effort, coordinated by 17 Focus Groups, succeeded well with its 120-member team, saving more than INR. 20 Cr (audited). This robust technical participation resulted in key technical topics that were periodically assessed by the panel.

Some of the top priority projects were

- Minimise the top 10 safety risks by strengthening safety measures.
- Reduce water usage in VSF manufacturing
- Reduce off-grade in short-cut fibre to less than 2%, resulting in no customer complaints.
- Uplift Nagda's fibre quality to MVS grade.
- Reduce dissolving pulp consumption.
- Reduce steam consumption by 10 TPH, achieving a reduction of 240 TPD

Talent Management

At Birla Cellulose, investing in people is central to long-term value creation. Our approach builds a future-ready talent pool through structured development, leadership continuity, and career enrichment.



Succession Planning

To ensure leadership continuity, successors for key roles are proactively identified through a structured segmentation process. In FY25, 92 internal movements, about 5% of the workforce, reflected our commitment to nurturing internal talent.

Job Rotation

Through a formal Job Rotation Policy and multi-departmental exposure, employees gain cross-functional agility and business-wide understanding. This strengthens internal capabilities and prepares future leaders for dynamic roles.

Full-Stack Employee Development

Employees are rotated across key departments in the manufacturing process, ensuring they acquire multi-functional exposure and develop a holistic understanding of operations. This approach, aligned with job rotation, strengthens the internal talent pipeline and prepares future leaders.

Management Development Plan (MDP)

Anchored in the 70-20-10 learning framework, MDP combines on-the-job learning, guided coaching, and structured training. Initiatives include coaching for mid-level managers, senior-led mentoring for top talent, and real-time business projects, all aligned with organisational goals and individual growth.

Organisation Effectiveness

At Birla Cellulose, we view employee well-being as integral to value creation. Our holistic approach spans safety, mental and physical health, financial awareness, and human rights, extending beyond our workforce to include families, educators, and healthcare providers in our communities.



Prevention of Sexual Harassment

We uphold a safe and respectful workplace through strong governance, regular training, and compliance with legal and ethical standards. Our annual learning calendar includes onboarding sessions, refresher programmes, and capacity-building for Internal Committee (IC) members.



Gender Diversity

Women currently make up 9% of our workforce. To strengthen representation and foster inclusion, we implement supportive policies and run targeted initiatives like WISE (Women Investing in Skills & Experiences). WISE empowers junior women employees by helping them build confidence, leadership readiness, business acumen, and communication skills.



Employee Well-being and Safety

A suite of wellness offerings - such as the AB Multiply app (for metro cities), Life Unlimited counselling, maternity and paternity benefits, child adoption support, and elder care. The company also provides annual health checkups and ensures employees in red/orange zones receive medical counselling and awareness.



Employees by Gender

		Nos.	
		FY24	FY25
Permanent	Male	8,715	8,750
	Female	778	823
Temporary	Male	5,460	4,195
	Female	298	150

Employee Training

		Average Hours of Training per Employee (Hrs)	
		FY24	FY25
Permanent	Male	19.18	19.87
Temporary	Male	14.88	8.54

Employees Turnover

		Nos.	
		FY24	FY25
Management	Male	348	414
	Female	64	49
Non-management	Male	35	46
	Female	12	21
Permanent Workers	Male	241	285
	Female	35	41

Employees Separated

		FY24	FY25
Management	Male	361	394
	Female	43	55
Non-management	Male	24	39
	Female	13	17
Permanent Workers	Male	310	333
	Female	48	30

SAFETY

At Birla Cellulose, ensuring the health and safety of our employees is of paramount importance in achieving our commitment to Zero Harm.

Safety is not only a fundamental responsibility but also a driver of long-term value creation. We view safety as a catalyst for progress, where every safe choice strengthens our people, safeguards our operations, and sustains our ability to innovate. Value creation for us means embedding responsibility into every fibre of our business, and safety is at the core of this commitment. By protecting lives and preventing harm, we create the foundation on which our employees thrive.

Our units across the globe have established an Occupational Health and Safety Management system that adheres to national and international best-practice standards.

Our Leadership message emphasises that excellence in safety is a continual journey that demands firm dedication, consistent practice, and a constant drive for safety excellence.

To us:

Safety is an integral part of both business and personal values



Safety is a non-negotiable stance



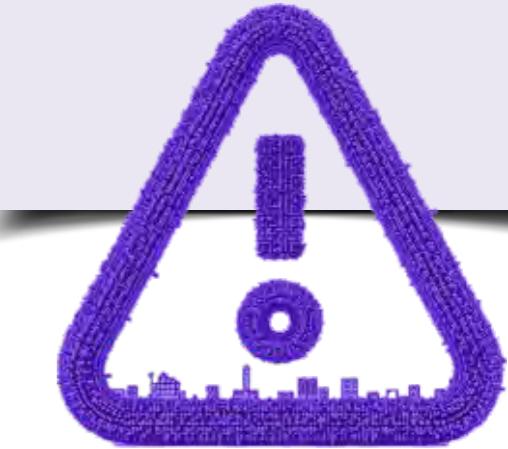
All injuries and incidents are preventable



Valuing and respecting our safety systems and work processes is essential



Line management is directly responsible for safety outcomes





Our approach is structured around 8 key elements:



Rigorously adhering to these elements helps us strive to create a workplace where safety is not just a priority but a fundamental part of our culture and operations.

Safety Governance Structure

We uphold a robust Safety Governance framework designed to achieve Zero Harm and drive excellence. This framework supports the development of safety policies, strategic objectives, resource planning, and business-specific safety standards. It also enables systematic monitoring and auditing of safety performance. At its core, the Safety Steering Committee functions through a three-tiered structure, with sub-committees conducting in-depth evaluations and guiding improvements. Senior leadership chairs business sub-committees to implement and track safety goals, supported by a central team to ensure consistency across operations. This integrated approach reflects our commitment to embedding a strong safety culture and achieving the highest standards of operational excellence.



Integration of Safety in Business Process

Safety is embedded into all our business processes through rigorous evaluation of decisions and operations. Routine activities follow a structured hazard identification and risk assessment process, applying the hierarchy of controls-from elimination to personal protective measures. Standard Operating Procedures (SOPs) comprehensively address safety risks. For non-routine tasks, a Permit-to-Work system ensures risks are assessed and reduced to ALARP levels before work begins. Additionally, our Management of Change procedure evaluates safety implications alongside societal, technological, and financial factors, ensuring safe and responsible implementation of changes.



Safety Performance Monitoring Mechanism

To elevate safety from a procedural task to a cultural priority, Birla Cellulose introduced a Safety Performance Monitoring Mechanism. This initiative enhances focus on governance processes and leadership rituals. It has been implemented across manufacturing units, employees, and external service providers, such as transporters and contractors.

This evaluation mechanism deployed innovative tools such as real-time digital scorecards, Personal Safety Action Plans (PSAP), and sub-committee evaluations to ensure accountability and continuous improvement.

Safety Scorecard for Unit and Employees

The performance of unit and employees is evaluated based on defined safety leading and lagging indicators.

1

Safety Initiative Planning Process

The initiative followed a structured phase-wise approach to ensure coverage at all levels.

Linkage with Performance Management

Connecting safety initiatives with performance management systems



Incorporation of Feedback

Integrating feedback into the safety plan

Communication of Safety Expectations

Informing leaders and stakeholders about safety expectations



A new evaluation system of Sub-committees

The new sub-committee evaluation system provides insight on effective functioning of sub-committee.

2

Performance monitoring system for External Service Provider

The performance monitoring system of external service providers evaluates the extent of compliance with set expectations.

3

Safety Performance Evaluation

Evaluating safety through employee and unit scorecards and stakeholder performance evaluations (transporters, contractors, etc.)



Execution

Planning

Development of guidelines, training modules, and the development of digital tool

Implementation

1 Roll out units and employees' scorecards across all sites

2

Conduct sub-committee evaluation via team of internal and external experts

3

Units to evaluate performance of contractors and transporters using set criteria

4

All records maintained on the SHIELD (Safety & Health Information Exchange and Learning Directory) platform

Review

Multi-layered review at respective manager and unit safety team level

Performance reviewed regularly in safety steering and during unit apex committee meetings

Actions

Specific improvement plans were created

Individual accountability tracked through scorecards and ACT group tasks

This is a **continuous improvement cycle**. Leadership teams use scorecard feedback to **allocate resources**, **track team performance**, and **define safety strategies**. PSAP is an effective tool to ensure involvement of everyone in safety, irrespective of their role. Contractors' and transporters' evaluations follow an evidence-based approach to measure contractors' performance. The evaluation score is considered during renewal of agreement with service providers. The SHIELD (Safety & Health Information Exchange and Learning Directory) platform acts as a repository and enabler of ongoing safety initiatives.

Moreover, these outcomes directly support the organisation's broader goal of Zero Harm through:



Improved leading and lagging safety indicators



Improvement and risk reduction strategy



Decision making based on safety indicators

Transportation Safety



Transportation plays a key role in both receiving our raw materials and dispatching finished goods, with safety being important for drivers and vehicles during transit. In the past couple of years, we have enhanced the following key processes to bolster transport safety.

- GPS Monitoring & Escalation
- Journey Risk Management
- Transporter Pre-Qualification Assessment
- Transport Incident Reporting
- Continuous Transporter Evaluation
- Recognition for Drivers Annual Transporters Meet

These initiatives highlight our commitment to enhance transport standards, for safety of our transporters in our logistics operations.

[More details in Sustainability Report 2023-24](#)



Process Safety Management



In accordance with our integrated approach to Process Safety Management (PSM), aimed at incident elimination and risk mitigation, we have established numerous critical processes, including:

- Process Safety Information (PSI) Library
- Barrier-Based Risk Management Procedure
- Identification of Safety Critical Equipment
- Process Hazard Analysis (PHA)
- Process Safety Event Reporting
- Alarm Rationalisation
- Training and Workshop on Bow Tie Analysis
- CS₂ Loading/Unloading Procedure and Fleet Management

These efforts demonstrate our commitment to improving the process of safety culture and guaranteeing the safety and reliability of our operations.

[More details in Sustainability Report FY24](#)

Occupational Health

All our MMCF manufacturing sites are ISO 45001:2018 certified. The following are key initiatives in occupational health management that represent our commitment to maintaining a safe and healthy work environment for our employees across operational sites.

- Home Visits for Co-morbid Cases
- Co-morbid Case Identification
- Health Rounds
- Risk Management Team Formation
- Exposure Assessment (QLEA & QNEA)
- Ventilation Study
- Respiratory Protection Procedure
- Ergonomics Initiatives
- AED and CPR Training
- Urine Azide/TTCA Test

[More details in Sustainability Report FY24](#)



Digitalisation in Safety

The following are the key initiatives under digitalised safety processes to improve safety, efficiency, and effectiveness in our operations.

- Digitalisation of Personal Safety Action Plan and Scorecard
- Reporting of Transport Safety Incidents
- Digitalisation of Progressive Consequence Management Process
- Self-Assessment Process
- Process Safety Event Reporting
- PEHEL (Proactive Engagement on Health to Enrich Lives) for Integrated Health Management

[More details in Sustainability Report FY24](#)

Business Safety Performance

The following actions significantly contributed to the overall business safety performance during the reporting period FY25:

	Unit of Measurement	FY24	FY25
Total no. of Lost Time Incidents, LTI	Number	30	26
Lost Time Injury Frequency Rate (LTIFR)	Per million hours worked	0.79	0.69

Digital Journey Risk Management (JRM) - A PROMISE OF SAFETY AND LOGISTICAL EFFICIENCY

CASE
STUDY

Recognising the realities of long-haul journeys and the myriad risks that come with them, our team identified both a challenge and an opportunity. Our initiative was rooted in a comprehensive analysis of the existing safety gaps in our supply chain. The traditional systems in place relied on post-journey analysis that often came too late to prevent incidents.

Key Challenges Identified

High-Risk Journeys

- Drivers on 1,600-kilometer routes face numerous hazards, including traffic, sharp turns, and unpredictable road conditions
- Specific zones such as hospitals, schools, and high-traffic corridors necessitate extra vigilance

Digital Integration Gap

- Conventional solutions rely on post-journey data processing, limiting the ability for real time interventions
- Lack of pre-existing solutions to dynamically reroute and inform drivers based on live data

Our Solution

Built on a simple yet powerful principle to 'Safeguard Lives, Preserve the Environment, & Proactive Value Creation', we came up with Digital Journey Risk Management (Digital JRM). Digital JRM is the systematic process real-time identification, analysis, and mitigation of risks during transit. We are proud to be the first in India (for non-hazardous, non-liquid products) to deploy a voice-based, digitally integrated JRM enabled GPS device. Our real-time Digital JRM platform include:

Live Road Condition Monitoring

It identifies hazards like steep curves, congested intersections, and high accident-prone areas

Key Hazard Identification

We meticulously mapped pan-India routes to locate high-risk zones, ensuring that any potential threat is identified ahead of time

Adaptive Guidance

Besides charting the best (2 - 3) safest routes options, the system dynamically recalibrates to guide drivers if they inadvertently pick an alternate route due to unforeseen road and traffic conditions

Scale, Team Impact & Cross-Functional Collaboration

Beyond a technological milestone, the effective implementation of the GPS device in outbound logistics represents a celebration of our strong, collaborative mindset. Our approach demonstrates the resolution of challenges across functions through synchronized teamwork and innovative thinking.

Operational Reach

Improved operational reach by implementing safety measures across all dispatched trucks, including those handling major product segments like MMCF, sodium sulphate, and carbon disulphide.

Measurable Outcomes and Impact

The real-world impact of our Digital JRM initiative is multi-dimensional, and sets new benchmarks in safety, operational efficiency, and customer service.

Enhanced Safety Records

Proactive Alerts

Pre-emptive voice alerts have significantly reduced reckless driving behaviours such as speeding and abrupt manoeuvres.

Comprehensive Hazard Warnings

The device ensures that drivers take instant corrective action, on primary or alternate routes, by flagging hazards well ahead of time.

Operational Efficiency

Fleet Management

The system's real-time monitoring ability has improved route management, reducing discrepancies and aligning scheduled and actual travel metrics.

Robust Performance Metrics

Enhanced safety translates directly into improved on-time performance (OTIF) and fewer incidences of route deviations, use thereby maximising efficiency.

Stakeholder Impact

Empowered Teams

Our logistics, IT, and operational departments now have access to robust data analytics and live monitoring, fostering a safety-oriented culture within the organisation.

Customer Trust

Improved transparency through real-time updates and dynamic tracking has helped boost customer confidence and satisfaction.

Through this transformative initiative, we reaffirm our commitment to redefining standards in the logistics industry. **Enhancing safety culture is a mindset, a belief that drives us every day to innovate, improve, and deliver excellence across every facet of our operations.**

OUR COMMUNITY

Management Approach

Going beyond economic outcomes, true value creation touches lives. By nurturing livelihoods, enhancing well-being, and enabling resilience, we help create stronger communities that flourish in step with our sustainable business growth.

For years, we have led the Aditya Birla Group's community engagement efforts through the Aditya Birla Centre for Community Initiatives and Rural Development.

We view Corporate Social Responsibility as a means to create shared value by empowering stakeholders and building communities that are self-reliant and future-ready.

Our process includes assessing evolving community needs, gathering local insights, and engaging stakeholders to better understand their requirements.

A structured committee along with a dedicated CSR budget ensures that all CSR projects are rigorously reviewed and strategically aligned.

We have always prioritised the all-round development of the communities we work in, with partner-led implementations through government agencies, non-profits, local authorities, and residents. The key areas our interventions focus on include health, sanitation, hygiene programmes, and infrastructural support.

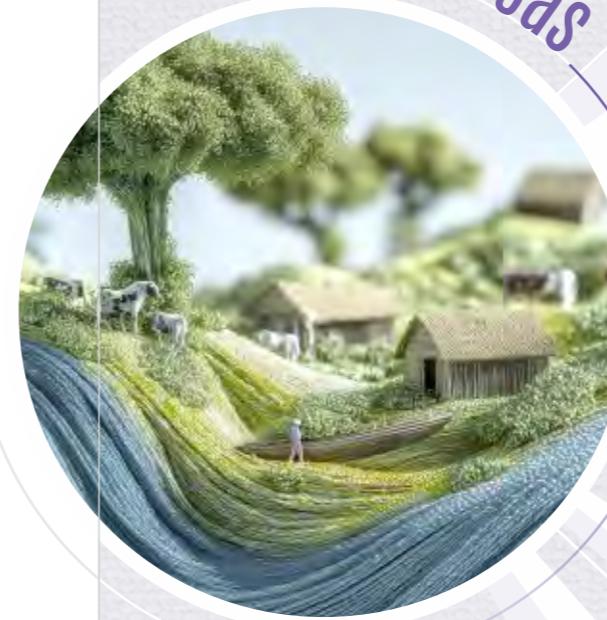


CSR expenditure of about \$ 3.24 million in FY25



Nagda site won 'Gold' at the 11th National CSR Summit and CSR Times Awards 2024

FOCUS Areas



Education

Quality education is the foundation of growth. Our education programmes go beyond one-off initiatives and focus on improving and enabling access to learning environments through scholarships and trainings, equipping students and teachers with the required resources. Through collaboration with schools, local authorities and non-profits, we work to co-create solutions and ensure that children have the tools and support to succeed in an evolving world.



Healthcare

Strengthening primary care, supporting maternal and child health, and promoting preventive health awareness are at the core of our healthcare initiatives. Through our community centric approach, we aim to work together with state-run systems and help bridge gaps to make essential healthcare accessible.



Social Projects

We are strongly committed to developing social institutions that are responsible and sustainable. We have funded projects that address socioeconomic inequities, prepare communities for the future and provide support as needed. People who participate in these programmes gain a sense of reliability, which they employ to further our common goals.



Infrastructure Development

Through targeted development of essential infrastructure and facilities, we are committed to creating communities that are resilient and self-sustaining. Our focus on building and upgrading infrastructure is to improve accessibility and drive broader socio-development growth.



Sustainable Livelihood

With our livelihood initiatives, we aim to create long-term economic independence for the communities we work with. By providing vocational training, encouraging entrepreneurship, forming self-help groups, and supporting through grants, we build income opportunities and strengthen local economies.



Nagda Unit Spotlight



Enhancing Quality Education

Project is rewriting the future for over 4,500 children across 62 government schools and Anganwadi centres.

Since 2022, in partnership with Aide Et Action, the project has been bringing joyful, inclusive education to 20 villages through digital tools, libraries, and teacher capacity building. Over 3 years, 40 local residents have been trained as Shiksha Doots and volunteer teachers. Engaging parents, teachers and the local communities has made providing quality education here a shared mission.

Healthcare

Pulse Polio & Immunisation: Over 20,200 children were immunised against polio and other diseases

Mobile Health Camps: 450 medical camps were conducted across 18 villages, delivering essential healthcare to 13,844 individuals

Multi-specialty Camps: 950 villagers were given specialised medical care such as ENT, dental, gynaecology, and ophthalmology services through expert-led camps

Reproductive & Child Health: 15,541 women and girls benefited through 297 reproductive health awareness and service drives across 35 villages

HIV/AIDS & TB Awareness: Through 64 camps, 1,179 people received critical HIV/AIDS and tuberculosis awareness and life-saving knowledge

Education

Girl Child Education: Supported educational continuity for 2,174 girls through scholarships and learning aids

Education Kits: 2,807 students received study material to support their academics

Sustainable Livelihoods

Agriculture Support: 1,450 farmers received training on modern and sustainable agricultural practices for better crop productivity

Resilient Farming Project: 1,500 farmers were encouraged to adopt climate-resilient techniques. Planted over 23,000 papaya saplings under this initiative

Wadi Development: 18,320 fruit trees and 16,300 forest trees were planted to promote agroforestry and long-term farm income

Water-Efficient Systems: 400 farmers were equipped with drip and sprinkler systems to conserve water and boost yields

Nutrition Gardens: 519 household-level gardens established to improve family nutrition

Grasim Gokul Gaushala: A fully equipped shelter for 1,040 stray cows was built on 5.76 hectares, ensuring their welfare and management

- Fodder Development for Gaushala:** 309.76 acres cultivated by 268 farmers

- Silage Production:** Green fodder preserved for year-round supply

- Green Fodder Cultivation:** 280.74 acres on farmer land, 29.16 acres on Grasim land

Infrastructure Development

Toilets Constructed: Built 4,550 toilets to support rural hygiene and sanitation

Drinking Water Schemes/RO Plants: Clean drinking water was made accessible to residents in 2 villages through RO installations

Model Village Projects: Supported Parmarkhedi and Takravda villages with the construction of internal roads, school improvements, health centres, and other essential infrastructure

Social Projects

Skill Development Training: 158 girls received training in tailoring and 36 sewing machines were distributed as a part of the initiative

SHGs Formed: 104 Self-Help Groups of 1,056 women were created to promote financial independence

Enterprise Development: 12 women-led businesses were established with support from Grasim Nagda

Road Safety Campaigns: 54 awareness programmes were conducted to educate 1,835 people on safe traffic and driving practices

SOCIAL IMPACT ASSESSMENT AT NAGDA

Grasim has implemented a wide range of community development initiatives across 20 villages in the Nagda block of Madhya Pradesh. These initiatives form a core part of its broader CSR engagement, delivered through the Grasim Jana Sewa Trust in collaboration with expert partners including Bharatiya Agro Industries Foundation, Aide et Action, and Grameen Vikas Trust.



To evaluate outcomes and inform future planning, a Social Impact Assessment (SIA) was conducted in September 2024 by Eurofins Assurance, in collaboration with ASK Training & Learning. The assessment used a mix of household surveys, focus group discussions, interviews, and on-ground observations. The assessment revealed tangible progress –

Improved healthcare access for 76% households, enhanced well-being for 73%, and stronger education outcomes through models like Anandwadi that have transformed school attendance and awareness.

Livelihood programmes in livestock and horticulture have bolstered food security and income, while infrastructure upgrades have advanced water, hygiene, and sanitation. Further, the study calls for stronger local partnerships, expanded education and healthcare support, and targeted strategies for women's economic inclusion. These recommendations build on progress since 2021 to amplify impact.

Kharach



Fighting TB with Project NI-KSHAY

We continue to align with India's TB elimination goals by supporting 531 patients across 45 villages in Hansot Taluka with nutrition kits, helping 14 villages become 100% TB-free.

Monthly mobile X-ray screening drives for our workers have facilitated early detection and awareness. Our Mobile Medical Van provides accessible primary healthcare to over 2,600 patients annually across five underserved villages. These efforts represent our commitment to holistic well-being, community resilience, and sustainable impact that uplifts lives while supporting national health priorities.

Education

Enrolment Celebration: As part of the 'Bal Praveshotsav' enrolment drive, education kits were distributed to 1,316 students across 74 schools

Notebook Distribution: Notebooks were provided to 280 students from Grades 9 to 12, and school uniforms were given to 39 students in need

Education Kits Distribution: 1,316 kits across 74 schools and school uniforms were provided to 39 students

Sustainable Livelihoods

Sapling Plantation: 50 saplings distributed to promote environmental sustainability

Gaushala Shelter: A gaushala shelter supports 1,000 stray cows, supporting animal welfare in the community

Healthcare

Mobile Medical Van: Provided general health consultations and affordable medications to 2,625 patients through a bi-monthly Mobile Medical Van that operates in Amod, Vadoli, Umraohi, Panjroli, and Kharach

Polio Eradication Programme: Trained 12 volunteers across 14 villages, to help vaccinate 447 children against Polio, in collaboration with the Taluka Health Office



Harihar



Artificial Hand & Limb Fitment Camp

For 30+ years, our initiative has enabled inclusive value creation.

Since 1995, this initiative has transformed the lives of 4,700+ individuals through free physical rehabilitation. In its latest edition, 225 participants received life-enhancing support, 210 fitted with artificial legs and 19 with artificial hands. By restoring mobility and independence, the camp continues to create lasting social impact for the disabled, empowering them to lead fuller, dignified lives. This long-standing programme reflects our purpose-driven approach to sustainability, where value is measured not only in outputs but in the lives we help uplift.

Healthcare

Mobile Health Camps: Held Mobile Health Camps across 10 villages, providing free healthcare services to 18,263 people in remote areas

Child Immunisation: 1,900 children were immunized at Primary Health Centers to prevent communicable diseases and anaemia

Disease Awareness and Screening: TB, Malaria, Dengue, and HIV awareness and screening camps benefited 1,110 villagers through government health services

Maternal and Child Health Care: Health camps supported 673 mothers and children with check-ups, nutrition promotion, and screenings at Anganwadis and schools

BP and Sugar Screening: 3,897 people were screened for blood pressure and diabetes, with referrals made for treatment and follow-up

Drinking Water Supply: Daily potable water was supplied to four villages, benefiting around 27,500 people through pipelines and borewell systems

Support for Larva Survey: A larva survey was conducted across 7,350 households to eliminate mosquito breeding sites and raise awareness on water hygiene and waste disposal

Education

Digital Education Support: 30 computer sets with accessories were distributed to 8 government schools across 6 villages, enabling 1,106 students to gain digital literacy

School Furniture Support: 80 wooden desks were provided to 8 schools, allowing 1,096 students to study comfortably without sitting on the floor

Model Anganwadi Project: A Model Anganwadi is under construction in Nadiharalalhalli to provide quality early childhood care, nutrition, and education for children aged 0–6 years

Sustainable Livelihoods

Veterinary Camp: A veterinary camp treated 2,472 livestock and vaccinated animals, benefiting 1,298 farmers and improving agricultural productivity

Skill Training for Women: Four tailoring training centers were set up in downstream villages, training 144 women in tailoring, embroidery, and basic beautician skills to enhance local employability

Sapling Plantation: 50 saplings were planted to promote environmental sustainability

Gaushala Establishment: A Gaushala was established to shelter 1,000 stray cows, supporting animal welfare in the community

Vilayat



Project Arnay is a local green legacy in the making

Spread over an acre of land, 1,200 saplings of indigenous and medicinal species were planted to revive biodiversity and inspire environmental responsibility.

To nurture environmental awareness from a young age, a dedicated Eco Club was established at the village school. To ensure proper growth and maintenance of the plants, irrigation pipelines were installed enabling consistent water supply. From the outset, the project was designed to become self-sustaining. In line with this vision, it has been handed over to the school's Eco Club and village panchayat, both trained in long-term care. We remain a support partner. Project Arnay stands as a thriving green space that fosters learning, health, and ecological harmony within the community and welcomes all residents.

Healthcare

Mobile Medical Unit (MMU): Provides essential healthcare to an average of 709 individuals monthly through OPD services, doorstep care, and government health drives

Education

Pravesh Mohatsav: In partnership with the Government of Gujarat, we promoted 100% school enrolment

SaMMAn: Provided educational support for 70 HIV/AIDS-affected children through learning materials

Fire & Safety Drive: Trained 239 students and 9 teachers for emergency response and safety practices

Plastic Awareness Drive: Educated ~360 students on plastic reduction, eco-brick concepts, and environment-friendly practices

Infrastructure Development

Anganwadi Playground & Gate Repair: Safe outdoor space developed for children in Vahlu village Anganwadi

Sustainable Livelihoods

Cattle Breed Improvement: Completed 1,036 artificial inseminations of cattle, benefiting 565 cattle farmers across 25 villages

Skill Development: 36 women trained in stitching and nail art to begin earning independently

Wadi Project: Distributed 900 fruit plants to 15 farmers to support sustainable and rain-fed horticulture

Social Projects

Notebook Distribution: 150 notebooks and 30 pouches distributed to tribal students at Tralsi Primary School

Grasim Van & Tree Plantation: Large-scale plantation of native and diverse species across 7+ villages

Eco Awareness Drives: Promoted the 6Rs (Refuse, Reduce, Reuse, Repair, Rethink, Recycle) to students

PT Indo Bharat Rayon

Healthcare

Food Donation: Annual food donation worth IDR 29,65,79,076 through groceries for 301 people and milk for 341 families in Cilagklap village

Mother & Child Health: Supported monthly health services for mothers and children in the Posyandu area worth IDR 33,00,000 throughout the year

Monthly Check-ups: Organised monthly medical check-ups for the Cilangkap villagers worth IDR 14,89,92,000 across the year

Education

Supported Paket-C level Education for 20 people at Cilangkap village worth IDR 7,00,00,000



Thai Rayon

Healthcare

- Thai Rayon awarded scholarships to 500 students in honour of Her Majesty Queen Sirikit the Queen Mother for the 2023 academic year. The initiative supports better educational opportunities for youth in Ang Thong

- 310,000 THB were awarded to 155 children of TRC employees at a scholarship ceremony, chaired by Mr. Nattapong Patanarat, Permanent Secretary of Angthong Province. Thai Rayon has been supporting Angthong's youth education since 1986



GRI Content Index

GRI Standard	Disclosure	Location in the Report
GRI 2: General Disclosures 2021	2-1 Organizational details	7
	2-2 Entities included in the organization's sustainability reporting	12
	2-3 Reporting period, frequency and contact point	17
	2-5 External assurance	18
	2-6 Activities, value chain and other business relationships	15-16
	2-7 Employees	75
	2-9 Governance structure and composition	19
	2-11 Chair of the highest governance body	3-6, 18, 28, 38, 50, 60, & 68
	2-16 Communication of critical concerns	76-82
	2-22 Statement on sustainable development strategy	22-26
	2-23 Policy commitments	19
	2-24 Embedding policy commitments	19
	2-28 Membership associations	65-66
	2-29 Approach to stakeholder engagement	59-60
	2-30 Collective bargaining agreements	65
	3-1 Process to determine material topics	20-22
	3-2 List of material topics	21
	3-3 Management of material topics	29-82
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	85-92
GRI 302: Energy 2016	302-1 Energy consumption within the organization	46
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	33
	303-2 Management of water discharge-related impacts	43-44
	303-3 Water withdrawal	44
	303-4 Water discharge	44
	303-5 Water consumption	44
GRI 304: Biodiversity 2016	304-3 Habitats protected or restored	32
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	46
	305-2 Energy indirect (Scope 2) GHG emissions	46
GRI 306: Waste 2020	306-3 Waste generated	45
	306-4 Waste diverted from disposal	45
	306-5 Waste directed to disposal	45
GRI 308: Supplier Environmental Assessment 2016	308-2 Negative environmental impacts in the supply chain and actions taken	27-31

GRI Standard	Disclosure	Location in the Report
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	75
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	76-82
	403-2 Hazard identification, risk assessment, and incident investigation	76-82
	403-4 Worker participation, consultation, and communication on occupational health and safety	76-82
	403-5 Worker training on occupational health and safety	76-82
	403-6 Promotion of worker health	76-82
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	76-82
	403-8 Workers covered by an occupational health and safety management system	76-82
	403-9 Work-related injuries	82
	404-1 Average hours of training per year per employee	75
GRI 404: Training and Education 2016	404-2 Programs for upgrading employee skills and transition assistance programs	75
	413-1 Operations with local community engagement, impact assessments, and development programs	85-92

Independent Assurance Statement



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Independent Assurance Statement to Grasim Industries Limited (Pulp & Fibre Business) on select non-financial disclosures in the Sustainability Report for the financial year 2024-25.

Introduction and objective of engagement

Grasim Industries Limited (Pulp & Fiber Business) (the 'Company') has developed its Sustainability Report 2024-25 (the 'Report') based on the Global Reporting Initiatives (GRI) standards and UN Sustainable Development Goals (UNSDGs). The reporting criteria have been derived from the GRI Standards and Greenhouse Gas (GHG) Protocol - A Corporate Accounting and Reporting Standard.

BDO India Services Private Limited (BDO India) was engaged by the Company to provide independent limited assurance on select non-financial information in the Report for the financial year 2024-25.

The Company's responsibilities

The Report content and its presentation are the sole responsibilities of the management of the Company. The Company management is also responsible for the design, implementation, and maintenance of internal controls relevant to the preparation of the Report, so that it is free from material misstatement, whether due to fraud or error.

BDO's responsibilities

BDO India's responsibility, as agreed with the management of the Company, is to provide assurance on the Report content as described in the 'Scope & boundary of assurance' section below. We do not accept or assume any responsibility for any other purpose or to any other person or organisation. Any reliance a third party may place on the Report is entirely at its own risk.

Assurance standard

We conducted our assurance engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000 (Revised), "Assurance Engagements Other than Audits or Reviews of Historical Financial Information" and ISAE 3410, "Assurance Engagements on Greenhouse Gas Statement" issued by the International Auditing and Assurance Standards Board (IAASB). We applied the criteria of 'Limited' assurance.

Scope & boundary of assurance

We have assured select indicators in the Report pertaining to the Company's non-financial performance covering its operations for the period 1st April 2024 through 31st March 2025. The indicators under the scope of assurance are listed in Appendix 1.

Assurance methodology

Our assurance process entails conducting procedures to gather evidence regarding the reliability of the disclosures covered in the assurance scope. We conducted a review and verification of data collection, collation, and calculation methodologies, and a general review of the logic of inclusion/ omission of relevant information/ data in the Report. Our review process included:

- Evaluation and assessment of the appropriateness of the quantification methods used to arrive at the non-financial sustainability information of the select GRI indicators in the Report;
- Review of consistency of data/information within the Report as well as between the Report and the source;
- Engagement through discussions with personnel at the corporate level who are accountable for the data and information presented in the Report;
- Execution of an audit trail of claims and data streams, to determine the level of accuracy in collection, transcription, and aggregation;
- Review of data collection and management procedures, and related internal controls;
- Verification of non-financial/sustainability performance data, on sample basis, based on our professional judgement, was done for the Nagda, Vilayat and Kharach locations only.

Limitations and exclusions:

There are inherent limitations in an assurance engagement, including, for example, the use of judgement and selective testing of data. Accordingly, there are possibilities that material misstatements in the Report may remain undetected.

The assurance scope excludes:

- Data and information outside the defined reporting period (1st April 2024 through 31st March 2025);
- Review of the 'economic and/or financial performance indicators' included in the Report or on which reporting is based; we have been informed by the Company that these are derived from the Company's audited financial records;
- The Company's statements and claims related to any topic other than those listed in the 'Scope & boundary of assurance';
- The Company's statements that describe qualitative/quantitative assertions, expression of opinion, belief, inference, aspiration/targets, expectation, aim or future intention.



Our observations

We have reviewed the disclosures in the "Report" for the reporting period from 1st April 2024 through 31st March 2025. The disclosures of the Company, covered under the 'Scope and boundary of assurance', are fairly reliable.

Our conclusions

Based on the procedure performed and evidence obtained as defined under the 'Assurance methodology' nothing has come to our attention that causes us not to believe that the disclosures of the Company are presented fairly, in all material respects.

Our assurance team and independence

BDO India Services Private Limited is a professional services firm providing services in Advisory, Assurance, Tax, and Business Advisory Services, to both domestic and international organizations across industry sectors. Our non-financial assurance practitioners for this engagement are drawn from a dedicated Sustainability and ESG Team in the organization. This team is comprised of multidisciplinary professionals, with expertise across the domains of sustainability, global sustainability reporting standards and principles, and related assurance standards. This team has extensive experience in conducting independent assurance of sustainability data, systems, and processes across sectors and geographies. As an assurance provider, BDO India is required to comply with the independence requirements set out in the International Federation of Accountants (IFAC) Code of Ethics for Professional Accountants. Our independence policies and procedures ensure compliance with the Code.

For BDO India Services Private Limited

Indra Guha
Partner | Sustainability & ESG
Business Advisory Services

Gurugram, Haryana
22 December 2025

Independent Assurance Statement



Appendix 1 (to be read as part of ‘Scope and boundary of assurance’)

The sustainability indicators/disclosures considered during the engagement are presented below:

Sr. No.	Indicator Reference	Indicator Description
1	302-1	Energy consumption within the organization
2	303-3	Water withdrawal
3	303-4	Water discharge
4	303-5	Water consumption
5	305-1	Direct (Scope 1) GHG Emissions
6	305-2	Energy Indirect (Scope 2) GHG emissions
7	306-4	Waste diverted from disposal
8	306-5	Waste directed to disposal
9	401-1	Employee turnover
10	403-9	Work-related injury
11	404-1	Average hours of training per year per employee
12	405-1	Diversity of governance bodies and employees

Notes



Birla Cellulose

Fibres from nature

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