

Building Tomorrow Through Expansion, Innovation and *Sustainability*





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About the Report: Building Tomorrow Responsibly

At Thirumalai Chemicals Limited (TCL), growth is measured not only by scale and business performance, but also by the positive environmental, social, and economic impact we create through responsible operations, innovation, and sustainable business practices.

FY 2025–26 marks another significant milestone in our

journey as we continue expanding our operational footprint while strengthening our commitment to environmental stewardship, social responsibility, ethical governance, and long-term stakeholder value creation.

Through this Sustainability Report, we present our sustainability performance, key achievements, ESG priorities, and future

commitments. The report highlights how sustainability is embedded across our operations, decision-making processes, and stakeholder engagements as we build a resilient and future-ready chemical enterprise.

This report offers insights into how we are



Expanding sustainably

By integrating environmental and social responsibilities into our growth and operational strategies.



Transforming responsibly

Through process innovation, cleaner energy initiatives, digitalization and enhanced governance frameworks.



Strengthening resilience

By improving operational efficiencies, optimizing resources and building future focused systems and processes.



Advancing circular economy practices

Through waste reduction, by-product utilization, water conservation and continuous process improvements.



Creating shared value

By fostering safe and inclusive workplaces, supporting communities and maintaining ethical and transparent business conduct.

Reporting Framework

This report has been prepared with reference to internationally recognized sustainability reporting frameworks and regulatory requirements, ensuring transparency, consistency and accountability in ESG disclosures.

Framework Alignment

- | | |
|---|---|
| • Global Reporting Initiative (GRI Standards 2021) | Responsible Business Conduct (NGRBC) |
| • Business Responsibility and Sustainability Reporting (BRSR) | • United Nations Global Compact (UNGC) Principles |
| • National Guidelines on | This integrated reporting approach |

Report Scope and Coverage

This Sustainability Report presents the ESG performance of Thirumalai Chemicals Limited for the financial year April 1, 2025 to March 31, 2026. The Sustainability Report 2025–26 covers the Company’s standalone operations in India and is published annually. During FY 2025–26, the Dahej facility stabilized while the West Virginia project continued to develop. ESG data is limited to the stated Indian operations boundary, excluding activities outside it.

Scope includes

 Registered Office Mumbai, Maharashtra	 Manufacturing Units Ranipet, Tamil Nadu Dahej, Gujarat	 Tank Farms Walajah & Royapuram	 Sales & Marketing Offices Mumbai, Chennai and Delhi
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The report covers material ESG aspects related to operational performance, environmental management, workforce practices, governance systems, community initiatives and stakeholder engagement across these locations.	We continue to maintain consistency and traceability in reporting methodologies and disclosures. Any significant changes in reporting boundaries, methodologies or material topics have been appropriately disclosed within the report.	While the current report focuses on domestic standalone operations, we remain committed to progressively expanding the scope of our sustainability disclosures in future reporting cycles to reflect broader business impacts & stakeholder expectations.
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Restatement of Information

The Scope 1 GHG emissions and corresponding emission intensity reported for the previous reporting period have been restated in the current Sustainability Report to account for methane-related fugitive emissions that were not included in the previous reporting period.	The revised Scope 1 GHG emissions and emission intensity have been updated in the relevant tables to improve the completeness, accuracy and comparability of the reported information.
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External Assurance

This Sustainability Report has been subject to limited assurance by Bureau Veritas India Pvt Ltd. The scope of assurance covers selected sustainability performance indicators relating to GHG emissions, energy, waste and water, as specified in the independent assurance statement.

Governance and Report Responsibility

This Sustainability Report has been prepared under the guidance and oversight of TCL’s senior leadership and management teams. The report reflects our commitment to transparent, balanced, and credible disclosure of ESG performance, initiatives, challenges and future priorities for FY 2025–26.	through structured processes involving plant operations, compliance, human resources, supply chain and CSR functions, ensuring alignment with both national frameworks and global sustainability standards.	stakeholders and long term value creation.
The disclosures in this report are underpinned by robust internal data management systems, crossfunctional coordination and stakeholder engagement. ESG information has been compiled	The material topics addressed in this report have been identified through stakeholder engagement, management reviews, industry benchmarking and risk assessments. These topics represent the ESG issues most relevant to TCL’s business strategy,	We continue strengthening our ESG governance systems, internal review mechanisms and disclosure processes to enhance reporting quality, reliability and accountability. As part of our continuous improvement journey, we remain committed to adopting enhanced assurance practices, benchmarking frameworks and globally recognized sustainability reporting practices.

Looking Ahead: Building a Resilient Future

At TCL, sustainability is a continuous journey of growth, innovation, transformation, and responsibility. As we move forward, we remain committed to building a resilient, future-ready organization capable of creating sustainable value for all stakeholders.	We recognize that the future business landscape will continue to evolve due to climate risks, regulatory changes, technological advancements, and shifting stakeholder expectations.	While this report includes forward-looking statements based on our current strategies and expectations, actual outcomes may differ due to evolving external conditions and emerging risks. Nevertheless, our commitment to sustainability, resilience, and responsible transformation remains steadfast.
Our long-term vision is centered on driving responsible growth through operational excellence, innovation, climate-conscious practices, ethical governance, and stakeholder collaboration.	Through strategic investments, continuous improvement initiatives, and stronger ESG integration, we aim to strengthen our position as a responsible and sustainable chemical manufacturing organization.	

Stakeholder Engagement & Feedback

At Thirumalai Chemicals Limited, we believe sustainability is built on collaboration, transparency, and continuous engagement with stakeholders. The perspectives and feedback of our employees, customers, suppliers, investors, communities, regulators, and partners play an important role in shaping our sustainability priorities and strengthening our ESG journey.	believe stakeholder engagement helps us improve our practices, identify emerging opportunities and risks, and enhance our overall sustainability performance.	If you would like to connect with us or share your feedback, please reach out through: sustainability@thirumalaichemicals.com www.thirumalaichemicals.com
We value constructive dialogue and	This report is both a reflection of our progress and an invitation for continued engagement. We welcome your feedback, suggestions, and perspectives on our ESG initiatives, disclosures and sustainability approach.	We sincerely thank all our stakeholders for their continued trust, partnership, and support as we continue growing from strength to strength.

Building Tomorrow Through Expansion, Innovation & Sustainability

Sustainability remains a core pillar of Thirumalai Chemicals Limited's long-term growth strategy. As we navigate an evolving global business environment, we are focused on building a resilient and future-ready organization that integrates environmental stewardship, social responsibility

and strong governance into core business decisions. With a legacy spanning over eight decades, TCL continues to strengthen its operations through innovation, operational excellence and sustainable transformation. Our approach is centered on delivering long-term

stakeholder value while minimizing environmental impact and contributing positively to society. Guided by our FY 2025–26 theme, “Building Tomorrow Through Expansion, Innovation & Sustainability,” we continue to embed sustainability across our strategy, operations and decision-making.

Our Vision and Commitments

We envision a future where responsible manufacturing and sustainable growth progress together. As we continue to expand our operations and

capabilities, we remain focused on improving efficiencies, reducing environmental impact, strengthening governance systems and fostering inclusive growth.

Our sustainability commitments are reflected through focused actions across environmental, social and governance dimensions.

Environmental Stewardship

- Improving energy efficiency and transitioning toward cleaner fuel alternatives to reduce emissions intensity.
- Expanding water recycling, conservation, and responsible consumption practices across operations.
- Advancing circular economy practices through waste minimization, by-product utilization and process innovation.
- Strengthening environmental management systems to enhance climate resilience and operational sustainability.

Social Responsibility

- Ensuring a safe, inclusive, and people-centric workplace through robust occupational health and safety systems.
- Building workforce capabilities through structured learning, development and well-being initiatives.
- Creating sustained community impact through CSR programs focused on education, healthcare, and skill development.
- Strengthening stakeholder engagement across the value chain to promote responsible and inclusive growth.

Governance Excellence

- Upholding high standards of ethics, transparency, accountability, and regulatory compliance.
- Strengthening ESG governance frameworks, risk management systems, and internal controls.
- Enhancing data integrity, reporting systems and disclosure practices to improve stakeholder trust.



Embedding ESG Principles

Our sustainability strategy is aligned with globally recognized frameworks and national regulatory requirements, including the Global Reporting Initiative (GRI) Standards, Business Responsibility and Sustainability Reporting (BRSR) framework, National Guidelines on Responsible Business Conduct (NGRBC), and the principles of the United Nations Global Compact (UNGC).

Our key ESG focus areas include



Climate Action
Reducing environmental impact through energy efficiency improvements, cleaner fuel adoption, process optimization & emission reduction initiatives.



Resource Efficiency and Circularity
Enhancing water conservation, material efficiency, waste minimization, recycling, and circular economy practices across operations.



People and Workplace
Fostering a culture of safety, inclusion, learning, employee engagement and workforce well-being.



Responsible Governance
Maintaining high standards of ethics, compliance, transparency, responsible sourcing, and stakeholder accountability across the organization & value chain.

Our Way Forward

As we continue to scale and evolve, our sustainability journey will focus on deepening integration of ESG principles into business strategy and operational execution. We recognize that long-term value creation depends on our ability to continuously adapt to environmental, social, and regulatory expectations.



Accountability
Strengthening ESG governance frameworks and progressing toward limited assurance of key ESG disclosures to enhance credibility and stakeholder confidence.



Collaboration
Deepening engagement with employees, suppliers, customers, and communities to build resilient and responsible value chains.



Innovation
Accelerating adoption of cleaner technologies, process efficiencies, and resource optimization initiatives to drive sustainable transformation.



Transparency
Enhancing ESG disclosures in alignment with evolving global frameworks and stakeholder expectations.

Our Sustainability Journey Highlights

Water Stewardship

- 29.17% Reduction in water consumption
- 100% Process water treated and reused through ZLD
- 16,839 KL of rainwater harvested

Waste & Circularity

- 75.75% of hazardous waste diverted from landfill through co-processing.

People & Communities

- 11,714 Person-hours of training
- ₹1.96 Crore in CSR initiatives
- 25,000+ Benefiting people
- 0 Fatalities

Governance & Ethics

- 0 Incidents of corruption, product recalls, data privacy breaches, and POSH-related complaints.

Climate & Energy

- 81.44% of total energy derived from renewable and recovered sources
- 22,120 tCO₂e Scope 1 & 2 emissions reduced compared to the previous year.

Our sustainability journey reflects our commitment to responsible growth, operational resilience and creating long-term value for business, society and the environment.



Message from the Chairman



R. Parthasarathy
Chairman



Dear Stakeholders,

For more than eight decades, Thirumalai Chemicals Limited has evolved by embracing change with discipline, resilience and purpose. Every phase of our journey has reinforced one enduring belief: sustainable success is created through responsible growth, continuous innovation and lasting stakeholder value.

The past year unfolded against a backdrop of geopolitical uncertainty, volatile supply chains, pricing pressures and subdued global demand. While these external challenges tested the chemical industry, they also reaffirmed the importance of building a business that is agile, resilient and prepared for the future. At Thirumalai Chemicals, we remained focused on strengthening our operational foundations, executing our long-term growth strategy and investing in capabilities that will support sustainable value creation for years to come.

FY 2025–26 marks another important milestone in our transformation journey. The successful stabilization of our expanded Dahej facility and the development of our manufacturing project in West Virginia, USA, reflect our commitment to strengthening our global presence while

remaining closer to customers and key growth markets. These strategic investments enhance our competitiveness, improve supply chain resilience and position us for long-term value creation.

As we continue to expand, sustainability remains embedded in every strategic decision we make from improving operational efficiency and resource stewardship to strengthening governance and creating positive social impact. We firmly believe that responsible growth, innovation and environmental stewardship are essential to building a resilient business for the future.

Our progress is driven by the dedication of our employees and the trust of our customers, suppliers, shareholders and communities. Together, we continue creating lasting value through safe operations, responsible business practices, innovation and meaningful

community engagement.

The theme of this year's Sustainability Report, "Building Tomorrow Through Expansion, Innovation & Sustainability," reflects our vision of creating lasting value through purposeful growth and responsible leadership. As we look ahead, we remain committed to strengthening our global competitiveness while creating sustainable value for all our stakeholders.

I extend my heartfelt gratitude to all our stakeholders for their continued trust, confidence and partnership as we continue this journey together.

Warm regards,
R. Parthasarathy
Chairman

Message from the Managing Director



*Dear Stakeholders,
“At Thirumalai Chemicals Limited, our growth journey is guided by a strong commitment to purposeful expansion, manufacturing excellence and sustainable transformation. As we continue to strengthen our business, we remain focused on creating enduring value through innovation, environmental stewardship and ethical governance ensuring that the progress we achieve today contributes to a stronger and more sustainable tomorrow.”*

Over the years, Thirumalai Chemicals Limited has evolved with resilience, purpose, and a clear focus on responsible business growth. As we expand our operations and capabilities, we remain committed to ensuring that progress is achieved with environmental responsibility embedded across every aspect of our business.

During FY 2025–26, we accelerated initiatives focused on manufacturing excellence, resource optimization, cleaner energy adoption, and continuous process improvement across our facilities. Our efforts to enhance environmental performance, advance circular resource management, improve workplace safety, and reinforce governance demonstrate our commitment to creating a future-ready organization.

At TCL, sustainability is not treated as a standalone initiative but is integrated into our business strategy and day-to-day operations. We continue aligning our practices with globally recognized frameworks and evolving stakeholder expectations while driving continuous improvement across our environmental, social, and governance priorities. Our commitment to Responsible Care principles, safe operations, ethical conduct, and transparent

disclosures remains central to our long-term vision.

We recognize that meaningful progress is achieved through collaboration. By engaging closely with employees, customers, suppliers, communities, and industry partners, we continue advancing responsible practices throughout our value chain while creating shared value for all.

Looking ahead, we will continue focusing on innovation-led growth, operational discipline, digital transformation, and deeper ESG integration across our business. We remain dedicated to enhancing transparency, strengthening accountability, improving sustainability performance, and preparing our organization for future opportunities.

I extend my sincere appreciation to all our employees, customers, investors, business partners, and stakeholders for their continued trust and support. Together, we will continue building tomorrow through expansion, innovation, and sustainability while creating enduring value for generations to come.

Warm regards,
Ramya Bharathram
Managing Director

Message from the CEO



*Dear Stakeholders,
“Sustainability delivers its greatest impact when it produces measurable results. At Thirumalai Chemicals Limited, ESG is fully integrated into the way we operate, make decisions, and create business value. Every improvement in energy efficiency, every tonne of emissions reduced, and every resource conserved enhances both our environmental performance and our operational strength.”*

During FY 2025–26, our teams remained focused on execution excellence while accelerating our ESG transformation. Through disciplined execution, process optimization and continuous improvement, we achieved measurable progress across key environmental indicators that support our longterm commitments.

Our focused initiatives resulted in a 23.2% year-on-year reduction in Scope 1 greenhouse gas emissions, while Scope 2 emissions increased during the year due primarily to higher electricity consumption associated with catalyst replacement and process stabilization. Renewable & recovered energy now account for a significant share of our overall energy consumption, supported by waste heat recovery systems that generated more than 105,115 GJ of clean energy during the year. These initiatives reduce our carbon footprint while improving manufacturing performance and energy security.

Water stewardship remains one of our highest priorities. Through our Zero Liquid Discharge system in ranipet facility, 100% of process water is treated and reused, while rainwater harvesting and conservation initiatives further improved resource efficiency across our operations. Our emphasis on circular resource management has also enabled reductions in waste generation and improved recovery of valuable materials within our manufacturing processes.

Safety continues to be the foundation of our operations. We

are proud to have maintained an LTIFR of zero and recorded zero fatalities during the reporting year. Continued investments in process safety, employee capability development, and operational discipline are strengthening a culture where safety remains integral to every activity and every decision.

Beyond environmental performance, we continue reinforcing ethical governance, responsible supply chain practices, and community engagement while investing in our people. Our progress during the year including recognition through the EcoVadis Bronze medal reflects the collective commitment of our employees to continuously raising the standards of responsible business.

Looking ahead, we will continue advancing cleaner technologies, improving resource productivity, expanding circular resource management, and embedding ESG considerations into every aspect of our operations. Our objective is not only to meet today's expectations but to ensure our organization remains competitive, resource-efficient, and well positioned for the future.

I thank our employees, customers, suppliers, and business partners for their dedication and continued collaboration. Together, we are building a business that is more agile, more responsible, and ready for tomorrow.

Warm regards,
Sanjay Sinha
Chief Executive Officer

Sustainability at TCL : Building Tomorrow Through Expansion, Innovation & Sustainability

At Thirumalai Chemicals Limited (TCL), sustainability is not a standalone initiative, it is an integral part of how we grow, innovate and create long term value.

We embed Environmental, Social and Governance (ESG) principles into our strategy and operations to ensure that our growth is responsible, inclusive and future ready.

Our sustainability framework is built on three interconnected pillars - Expansion, Innovation and Sustainability; that collectively drive value for our stakeholders, protect the planet and strengthen our business for the future.

At TCL, *sustainability* is the foundation upon which we expand responsibly, *innovate* continuously and create lasting value for our stakeholders and society.

Our Sustainability Framework

*Three pillars. One purpose.
Sustainable value for generations to come*



Creating Sustainable Value Together



Our Journey From Foundation to Sustainable Global Leadership

Thirumalai Chemicals Limited (TCL) was founded with a vision to contribute meaningfully to India's industrial growth through quality-driven chemical solutions and strong customer relationships. Over the decades, TCL has evolved from a chemical trading enterprise into a diversified manufacturing organization with a growing global presence, advanced operational capabilities, and a strong commitment to innovation, excellence, and sustainable growth.

Our journey has been shaped not only by expansion and

operational progress, but also by our commitment to responsible business practices. As we strengthened our manufacturing footprint and expanded our market presence, we continued integrating sustainability into the core of our strategy through cleaner energy adoption, resource optimization, process improvements, circularity initiatives, and strong governance practices. At TCL, growth has always been guided by the belief that long-term success must create value for business, society, and the environment alike.

Today, TCL continues to grow from strength to strength by focusing on responsible transformation, operational resilience, and future-ready innovation. Guided by our commitment to sustainability, ethical governance, and stakeholder value creation, we remain focused on expanding sustainably while building a stronger and more resilient organization for the future.

The following timeline highlights the key milestones that have shaped TCL's journey of growth, transformation, and responsible leadership over the decades.

Our Journey

For over eight decades, Thirumalai Chemicals Limited has evolved

with purpose – driving innovation, adopting responsible practices,

and creating sustainable value for our stakeholders.

1944

- Founded as a chemical trading enterprise in India.

1994 – 2000

- Achieved ISO 9001 and ISO 14001 certifications and became one of India's earliest signatories to Responsible Care®.

2012

- Expanded globally with the commissioning of the Maleic Anhydride facility in Malaysia.

1973

- Commissioned the first manufacturing facility at Ranipet, Tamil Nadu, for Phthalic Anhydride (PA).

2007 – 2008

- Achieved Zero Liquid Discharge (ZLD) at the Ranipet facility, strengthening water conservation and sustainable operations.

2021

- Commissioned the Dahej manufacturing unit and initiated ESG integration through Scope 1 and Scope 2 greenhouse gas (GHG) inventorization.

2023-2024

- Published the first standalone Sustainability Report aligned with GRI Standards and BRSR requirements.
- Expanded GHG accounting to include Scope 3 emissions, and strengthened ESG governance and disclosures.

2015

- Achieved ISO 45001 and ISO 50001 certifications, advancing our health, safety and energy management practices.

2022

- Registered under the Extended Producer Responsibility (EPR) framework.
- Established 2030 ESG goals and conducted the company's first ESG Materiality Assessment.

2024 – 2026

- Commissioned the new Phthalic Anhydride facility at Dahej, established a new manufacturing facility in West Virginia, and expanded global manufacturing capabilities.
- Strengthened ESG performance through enhanced governance, supplier sustainability, ethics and safety training, earned the EcoVadis Bronze Medal, and transitioned from Furnace Oil (FO) to Piped Natural Gas (PNG) at Ranipet.
- Advanced operational sustainability through energy efficiency, resource optimization, waste reduction, circularity initiatives, renewable energy integration, Scope 3 emissions management, and expanded community development initiatives.

ESG Highlights – FY 2025–26

Environment

Water Stewardship

- 100% of process water treated and reused through Zero Liquid Discharge in Ranipet facility.
- 16,839 KL of rainwater harvested and reused.
- Achieved a 29.17% reduction in water consumption compared to previous year.

Energy Efficiency

- 81.44% of total energy consumption sourced through renewable and recovered energy systems.
- 105,115 GJ of clean energy generated on-site from waste heat.

Emission Reduction

- Scope 1 emissions reduced by 23.2% YoY .
- Achieved 34.75% reduction in Scope 1 emissions from baseline year.
- Scope 2 emissions reduced by 16.12% compared to baseline year.
- 22,120 tCO 2e emissions avoided across Scope 1 & 2 compared to previous year.

Waste Management

- 75.75% of hazardous waste diverted from landfill through coprocessing.
- Industrial waste reduced to 5055.42 tons (down 19.88% from FY 2024–25).
- 372 tons of plastic packaging waste recycled under EPR compliance.
- Enhanced internal waste tracking and recovery performance across sites.

Green Cover

- 18,616 trees planted cumulatively over 3 years with >85% survival rate.
- 35% of total site area covered under greenbelt, supporting biodiversity and enhancing site-level ecological balance. Continued enhancement of green belt and biodiversity corridors at both Ranipet and Dahej sites.



Social

People & Safety

- Workforce strength: 792 employees and workers
- Overall women representation: 9.9 %
- Zero fatalities and Zero LTIFR in FY 2025–26
- 11,714 person-hours of training delivered
- 100% of planned employee engagement programmes conducted
- Zero POSH-related incidents

Community Development

- ₹1.96 crore invested in CSR initiatives through the Thirumalai Charity Trust
- Over 25,000+ people reached through various CSR programs

Responsible Sourcing & Customer Satisfaction

- 97.59% of value chain partners covered through occupational health & safety awareness programmes
- 100% of customer complaints resolved during the reporting year



Governance

Ethical Conduct & Transparency

- 33% of the Board comprised of women
- Zero reported incidents of:
 1. Data privacy breaches
 2. Corruption or anti-competitive behavior
 3. Product recalls
 4. Conflict of interest

Financial & Strategic Resilience

- Revenue: ₹1,393 Crores | EBITDA: ₹20 Crores
- ₹1.95 Crores invested in R&D to drive innovation and sustainable chemistry



Our ESG Aspirations

Driving Sustainable Progress for a Better Tomorrow

Environment

Carbon Footprint
25% reduction in GHG emissions by 2030 *

Water Stewardship
10% reduction in water consumption by 2030 *

Waste Management
10% reduction in industrial waste by 2030 *

Social

Health and Safety
Zero accidents at the workplace and implement practices for responsible care initiatives.

Community Support
Invest in projects related to energy, education & access to healthcare.

Product Safety & Quality
Continue to commit to product safety and quality as per global standards & certifications (reach)

Employee Development
100% Digitally enabled workforce by 2030

Governance

Carbon Footprint
Zero tolerance for human rights violations.

Corporate Governance
Promote trust and transparency in financial & non financial disclosures.

Regulations & Compliance
Zero regulatory violations and reporting of all compliance issues

External Commitments and Industry Collaborations

At Thirumalai Chemicals Limited (TCL), our commitment to responsible and sustainable growth is strengthened through adherence to internationally recognized management systems, independent ESG assessments, and active participation in industry initiatives. These external validations and collaborations reinforce our focus on operational excellence, environmental stewardship, strong governance, and stakeholder value creation.

Through continuous engagement with global standards and sustainability frameworks, we strive to enhance transparency, accountability, and long-term resilience across our business.

Certifications and Management Systems

TCL maintains internationally recognized certifications that support robust management practices across quality, environment, occupational health and safety, energy management, and responsible operations. These certifications provide a structured framework for continual improvement, regulatory compliance, risk management, and operational efficiency across our manufacturing facilities.





Kosher Certificate
2025-26

BIS
Certificate

Fami-Qs
2024-27

Halal Certificate
2025-28



Food Safety System Certification 22000
2024 - 27



ESG Rating



Responsible Care
Certification,
from the Indian
Chemical Council



TCL has been
awarded a
Bronze Medal
in the EcoVadis
Sustainability
Rating 2026



TCL achieved a
crisil score of 57,
rated Adequate.



TCL achieved an
ESG score of 68.2,
rated Strong by
SES ESG Research.



Sustainalytics
assigned TCL an ESG
Risk Rating of 25.4
(Medium Risk)

Industry Memberships and Collaborations

TCL actively engages with industry associations and sustainability initiatives that promote responsible chemical manufacturing, knowledge sharing, regulatory compliance, and adoption of best practices.

Through these collaborations, we contribute to sector wide efforts aimed at improving environmental performance, workplace safety, product stewardship and sustainable industrial development.

These external commitments and independent evaluations provide valuable insights that support our continuous improvement journey and reinforce our commitment to creating long term value for all stakeholders.

Industry Memberships and Collaborations

Membership of associations offers us with a range of benefits. It offers access to industry knowledge, networking opportunities, advocacy, resources and overall development. This membership helps us stay connected, informed and engaged within the industry, contributing to growth, competitiveness and success.



Confederation of
Indian Industries



Chemicals and
Petrochemicals
Manufacturers
Association



Indian Chemical
Council



Chemicals
Industries
Association



Indo American
Chamber of
Commerce

TCL's Operations and Value Chain at a Glance

At Thirumalai Chemicals Limited (TCL), our integrated value chain is built to create long-term value through responsible sourcing, advanced manufacturing, operational excellence and sustainable business practices. By combining technical expertise with efficient operations, we manufacture high-quality chemical intermediates that support a wide range of industries while ensuring reliability, resource efficiency and environmental responsibility.

Our manufacturing facilities at Ranipet and Dahej produce

Phthalic Anhydride, Maleic Anhydride, Fumaric Acid and Malic Acid, serving customers across domestic and international markets. Backed by proprietary technologies, stringent quality standards and a robust supply chain, we deliver consistent performance and innovative solutions that meet evolving customer requirements.

Sustainability is integrated across every stage of our value chain. We continuously invest in initiatives such as water recycling, Zero Liquid Discharge (ZLD),

waste heat recovery, renewable energy integration, by product utilization and responsible waste management to enhance resource efficiency, reduce environmental impact and strengthen operational resilience.

As we continue to expand our manufacturing capabilities and global reach, TCL remains committed to creating shared value for customers, employees, business partners, investors, communities and the environment through responsible growth and sustainable operations.

TCL by the Numbers (FY 2025-26)

2 Manufacturing Units (India)

Integrated Manufacturing & Global Supply Chain Capabilities

Proprietary Process Technologies

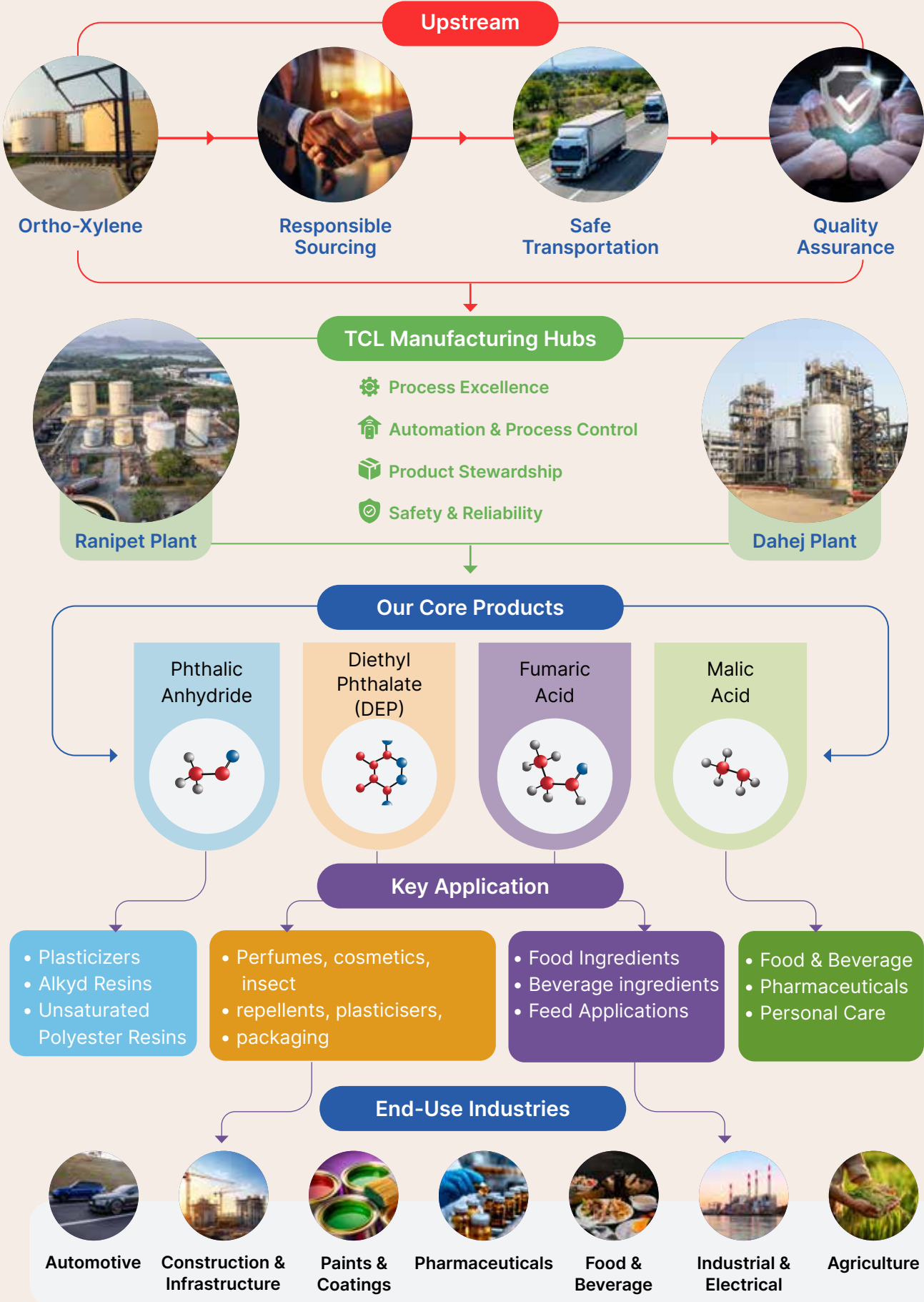
60+ Countries Served

Among the top 3 global producers of Phthalic Anhydride

Focused on Sustainability and Circular Process

Our Integrated Value Chain
Delivering Sustainable Chemistry Solutions

Responsible sourcing. • Innovative manufacturing. • Global impact.



Our Clients



Resource Efficiency

- Water Recycling
- Zero Liquid Discharge
- Heat Recovery



Clean Energy

- Solar Energy
- Wind Energy
- Waste Heat Utilisation



Waste Management

- By-product Utilisation
- Hazardous Waste Co-processing



Climate Action

- Carbon Reduction
- Energy Efficiency Projects

Creating Value For Stakeholders



Employees

Safe workplace, growth and well-being



Customers

High quality products, reliable supply and technical support



Investors

Sustainable growth, strong governance and value creation



Communities

Inclusive growth, local engagement & development.



Environment

Protecting natural resources for a sustainable future.

Powered by **Innovation**. Driven by **Responsibility**. Committed to a Better Tomorrow.

Product portfolio : Our Range of Products

Our portfolio is built around four core chemicals that are essential to a wide range of everyday products across industries. Each product is derived from carefully sourced raw materials and manufactured through our integrated manufacturing facilities.

What distinguishes our portfolio is not just the diversity of end-use industries we serve but the strong integration across the value chain.

From raw material procurement to final product delivery, this integration enables tighter control over quality, cost optimisation and

dependable supply for our customers.

Phthalic Anhydride (PA)

-  **Raw material used**
O-Xylene
-  **Manufacturing locations**
Ranipet, India; Dahej, India
-  **Downstream industries**
Plasticisers, pigments, dyes. Unsaturated Polyester Resins (UPR) & resins among others
-  **Key differentiator**
We are among India's leading producers with decades of operating experience.



Applications

- Chemical with applications across plasticisers, unsaturated polyester resins and industrial chemicals such as herbicides and fire retardants.
- Demand in India remains steady, supported by growth in infrastructure, construction and manufacturing sectors.
- Strategically located plants enable reliable supply, while our strong domestic integration supports cost efficiency and consistent product quality.

Malic Acid

-  **Raw material used**
Maleic Anhydride
-  **Manufacturing locations**
Ranipet, India.
-  **Downstream industries**
Foods, beverages, confectionery & skincare among others.
-  **Key differentiator**
Our integrated manufacturing facility is among the few in India capable of producing both food-grade & pharma grade Malic Acid.

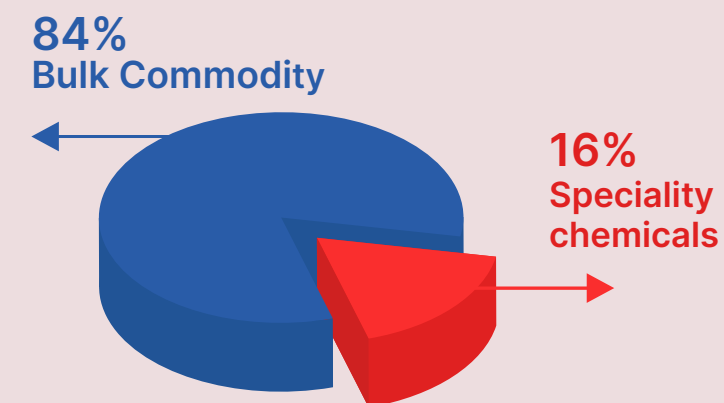


Applications

- Malic Acid is used as an acidulant in food & beverage products, enhancing flavour in items such as confectionery & drinks.
- It also finds application in personal care products, including skincare & oral care formulations.
- Industrial uses include metal cleaning, textile dyeing, and paint formulations, where it helps prevent skin formation during storage.
- Its natural origin & versatility support demand across food & non food sectors, including clean label applications.

-  Among the **Top 3** Global Manufacturers of **Phthalic Anhydride**
-  Largest Producer of **Maleic Anhydride** in **Southeast Asia**
-  Largest producer of **Fumaric Acid** in **India**

Revenue breakdown (%)



Fumaric Acid

-  **Raw material used**
Maleic acid from PA plant
-  **Manufacturing locations**
Ranipet, India
-  **Downstream industries**
APIs, bakery, tortillas, animal feed, bath salts, polyester resins and inks.
-  **Key differentiator**
Widely accepted across global food markets; back ward integration ensures competitiveness & consistent quality.



Applications

- Fumaric Acid is used across food, pharmaceutical & industrial applications.
- In food applications, it functions as an acidulant & leavening agent in products such as bakery items and tortillas.
- It is also used in animal feed and industrial applications, including unsaturated polyester resins, alkyd resins and printing inks.
- in pharmaceuticals, it serves as an Active Pharmaceutical Ingredient (API), supporting demand across multiple sectors.

Diethyl Phthalate (DEP)

-  **Raw material used**
Ethanol, Phthalic Anhydride
-  **Manufacturing locations**
Ranipet, India
-  **Downstream industries**
Perfumes, cosmetics, insect repellents, plasticisers, packaging
-  **Key differentiator**
High solvency, consistency & purity make our DEP the preferred choice for fragrance and cosmetic manufacturers.



Applications

- Diethyl Phthalate (DEP) is primarily used as a solvent in fragrances and cosmetics, improving solubility and stability in perfumes, lotions and personal care products.
- It is also used as a plasticiser to enhance flexibility in plastics, especially in medical and packaging applications.
- Additional applications include adhesives, insecticide formulations and specialised industrial uses.

Building Tomorrow Through Responsible Governance

Building Trust. Ensuring accountability

At Thirumalai Chemicals Limited (TCL), strong corporate governance forms the foundation of sustainable value creation. Our governance framework is built on transparency, integrity, ethical conduct and accountability, ensuring informed decision making, effective risk management and alignment with the interests of all stakeholders.

Our governance structure brings together a diverse and experienced Board of Directors, supported by specialized

committees that provide oversight on strategic, operational and sustainability matters. This enables us to maintain a disciplined approach to compliance, manage evolving risks and uphold the highest standards of business ethics.

We continue to strengthen Board diversity, with women directors representing 33.3% of the Board, while maintaining a majority of Independent Directors, reinforcing our commitment to balanced, objective and effective

governance. Through rigorous policies, robust disclosures, and transparent stakeholder communication, we aim to create a culture of trust and responsible leadership across every level of our organization.

Strong governance serves as the foundation of our sustainability strategy, enabling responsible business practices, effective risk management, regulatory compliance and long term value creation.

Inclusive Leadership and Strategic Oversight

At **TCL**, principled leadership, long-term vision and inclusivity underpin our governance approach. The Board of Directors brings together deep industry expertise, strategic insight

and a commitment to fiduciary responsibility that supports effective oversight and sustainable value creation. We actively promote diversity and inclusion at the Board level, recognizing

that varied perspectives enhance decision making, strengthen governance and support long term business resilience.

Robust Risk Governance and Ethical Integrity

We uphold a robust governance framework supported by well-defined risk management systems and ethical business practices. Our enterprise risk management framework enables the timely identification, assessment, mitigation and

monitoring of operational, environmental, financial, strategic and emerging risks. Our governance practices are aligned with internationally recognized frameworks and principles, including REACH, Responsible Care® and robust anti corruption

standards. Through independent audits, grievance mechanisms, whistle-blower protections and regular compliance training, we foster a culture of accountability and integrity across the organization.

Transparent Disclosures and Governance Accountability

Transparency and accountability are central to our sustainability journey. Our ESG disclosures are aligned with global and national frameworks such as the Global Reporting Initiative (GRI 2021

Standards, with reference), SEBI's BRSR framework, and the Ministry of Corporate Affairs' NGRBC principles. Our disclosures reflect our commitment to transparency, continuous improvement, and

responsible business conduct while strengthening stakeholder confidence through clear, consistent, and decision-useful reporting.



Board of Directors



Mr. R Parthasarathy

is the Chairman & Managing Director of Thirumalai Chemicals Limited. He served as Vice President and President of the Indian Chemical Council from 2007 to 2011. He has managed manufacturing, technology development, marketing and business start-ups in India, Europe and the US. He is deeply involved in education and healthcare projects serving rural communities in South India.



Mrs. Ramya Bharathram

is the Managing Director & CFO of TCL. She heads Strategy and the Specialty Chemicals Businesses. With over 25 years of experience in marketing, business management, new business development, customs and excise and trade policy, she worked for a leading law firm in India specialising in trade policy and indirect taxation. She also worked for Deloitte and Touché.



Mr. P Mohana Chandran Nair

He has worked at TCL for 9 years as President (manufacturing). A Chemical Engineer with over 36 years of experience in various roles at Rashtriya Chemicals and Fertilizers Ltd (RCF), he was the Head of Operations and Profit Centre Head before joining TCL. He is the Managing Director of TCL Intermediaries Private Limited, a subsidiary of the Company.



Mr. M Somasundaram

is an experienced finance professional with over 35 years of experience in various capacities in reputed organisations. He has expertise in Accounting, Finance, Supply chain and Operations. He also has exposure to HR function. Mr. Somasundaram has worked in SRF Limited and Hindustan Unilever Limited. His last job was in Computer Age Management Services Ltd (CAMS) as its Chief Financial Officer during which he was part of the team that successfully led CAMS' IPO and listing of its shares. Mr. Somasundaram is a Commerce graduate and has passed ICWAI and ACS.



Mrs. D. Sabitha

is a retired Additional Chief Secretary of Tamil Nadu, Mrs. D. Sabitha is an officer from the 1988 batch of the Indian Administrative Service. Throughout her distinguished career, she served in various capacities in both the Government of Tamil Nadu and the Government of India. With over three decades of experience in policy-making across multiple government sectors, she possesses a deep understanding of project management, funding, financial analysis, asset management, and the successful execution of complex projects.



Mr. Meghav Mehta

is a Mechanical Engineer from the Rochester Institute of Technology (New York, USA) with a specialisation in Material Science Technology and Alternative Energy. He joined Deepak Group in 2010 and since then has been instrumental in shaping the company's strategic direction and driving transformative growth. Presently he is a CEO of Deepak Chem Tech and Director on the boards of Deepak Nitrite and Deepak Phenolics.



Mr. Raj Kataria

is an experienced Investment Banker with over 25 years in M&A and Capital Markets. He has significant expertise in Company Law and Corporate Structuring matters and was Managing Director at DSP - Merrill Lynch. He is a co-founder and Whole time Director of Arp wood Capital Private Limited, actively involved in several high-profile M&A transactions during the last 10 years. He is the Chairman of the Nomination & Remuneration Committee of TCL and is active in Governance and Corporate matters. He is also on the TCL Audit and Stakeholders Relationship committees.



Mr. Rajeev Pandia

He is a Chemical Engineer from IIT, Bombay and holds a Master's degree from Stanford University, USA. During 2000-2002, he was the President of the Indian Chemical Council. He headed Herdillia Chemicals Limited (later Schenectady Herdilla Limited and SI Group-India Limited) from 1992 and was its Vice Chairman & Managing Director until December 2008. He was there after Group Adviser and Director Global Markets of SI Group, USA. He has been providing extensive support for several years to the CMD & the Management team at TCL & OOSB. He is the Chairman of the Business Review and Risk Management Committees and a member of the Nomination and Remuneration Committee of TCL.



Mrs. Bhama Krishnamurthy

has a Master's in Science (M.Sc.) from Mumbai University. She was Country Head and Chief General Manager at SIDBI. With a career spanning over 35 years in IDBI (now IDBI Bank) and SIDBI, an Apex Development Bank for micro, small and medium enterprises in India, covering all areas of development in banking operations both from policy perspectives and relating to implementation aspects.



Board Diversity and Inclusive Governance

(GRI 2-9, 2-10, 2-17)

At Thirumalai Chemicals Limited (TCL), we recognize that a diverse, competent and independent Board of Directors is fundamental to effective corporate governance and sustainable value creation. Our Board provides strategic direction, oversees organizational performance and ensures that the Company operates with integrity, accountability and transparency while creating long term value for all stakeholders.

The Board comprises 9 Directors, including 2 Executive Directors, 2 Non-Executive Directors and 5 Independent Directors. With Independent Directors representing 55.6% of the Board, our governance structure promotes balanced decisionmaking, objective oversight & robust

accountability. The Board is supported by its Committees, which provide focused oversight on key areas including audit, nomination and remuneration, stakeholder relationships, risk management and sustainability.

The Board reflects a broad spectrum of professional expertise spanning the chemical industry, manufacturing, finance, corporate governance, legal affairs, strategy and business leadership. This multidisciplinary experience enables informed decision making, strengthens risk oversight and supports the Company's long term strategic objectives.

Recognizing that diversity strengthens governance effectiveness, TCL continues to

build a Board that reflects varied perspectives across gender, age, experience and tenure. During the year, women represented 33.3% of the Board, reinforcing our commitment to inclusive leadership and diversity in decision making. The Company's Nomination and Remuneration Committee considers diversity, independence, professional competence and leadership experience while recommending appointments to the Board, ensuring that the Board possesses the capabilities required to address evolving business priorities and emerging ESG considerations.

The accompanying Board Diversity Dashboard provides an overview of the Board's composition across key dimensions.

TCL believes that an effective Board extends beyond regulatory compliance and is central to resilient and responsible governance. Diverse perspectives enhance strategic thinking, strengthen oversight of business and sustainability risks, and improve the quality of decision-making in an increasingly dynamic operating environment.

To further strengthen governance effectiveness, Directors receive periodic updates on emerging regulations, corporate governance developments, sustainability trends, risk management, cyber security & industry developments. These learning opportunities enhance the Board's ability to over see the Company's strategy, evaluate emerging risks & guide TCL's long-term sustainable growth.

As we continue our governance journey, TCL remains committed to strengthening diversity, promoting inclusive leadership, and ensuring that the Board possesses the competencies, independence, and foresight required to guide the Company through changing market dynamics while creating sustainable value for stakeholders.

Board Composition

The Board comprises nine Directors, including five Independent Directors (55.6%), two Executive Directors and two Non Executive Directors, ensuring an appropriate balance of executive leadership and independent oversight.

Gender Diversity

Women account for 33.3% of the Board, reflecting TCL's continued progress towards fostering inclusive leadership and strengthening diversity at the highest level of governance.

Age Diversity

The Board combines seasoned leadership with emerging perspectives, comprising seven Directors aged 60 years and above, 1 Director between 50 and 60 years and one Director below 50 years, enabling balanced strategic guidance supported by extensive industry knowledge.

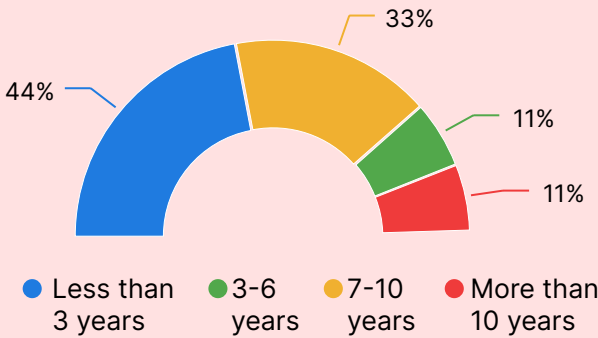
Professional Experience

The Board benefits from significant leadership experience, with 6 Directors possessing more than 30 years of professional experience, including 1 Director with over 40 years of experience. This depth of expertise strengthens strategic oversight while supporting informed decision making across business and sustainability priorities.

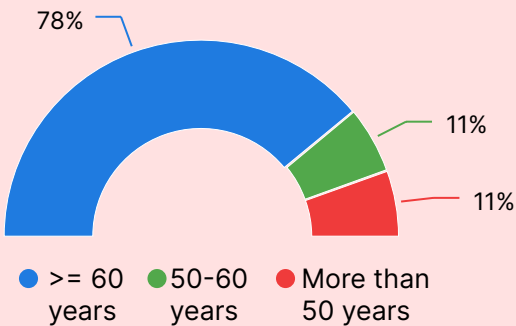
Board Tenure

The Board maintains an appropriate balance between continuity and renewal. 4 Directors have served for less than 3 years, bringing fresh perspectives and contemporary expertise, while 4 Directors have served for more than 7 years, providing institutional knowledge and strategic continuity.

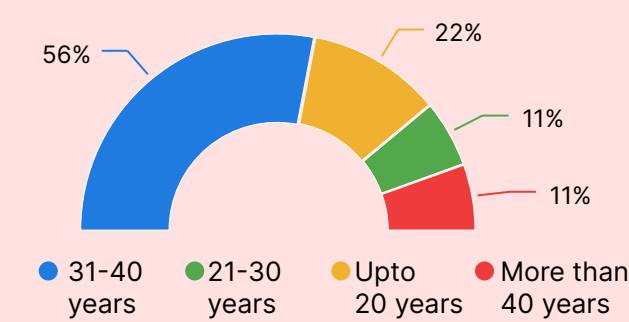
Tenure Board



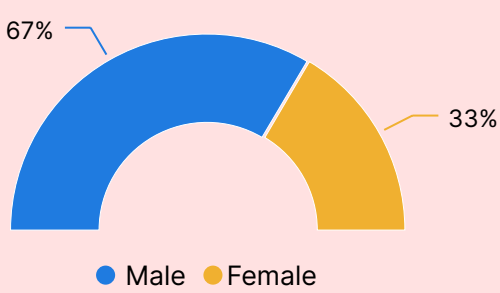
Board Diversity by Age



Board Diversity by Experience



Board Diversity by Gender



Governance Framework: Board Committees

(GRI 2-9, 2-12, 2-13)

At Thirumalai Chemicals Limited (TCL), our governance framework is founded on the principles of transparency, accountability and ethical leadership. Supported by a structured committee framework, the Board provides effective oversight of strategic priorities, financial performance, risk management and sustainable business practices.

The Board is supported by 8 specialized committees, including the ESG Committee. Together, these committees oversee financial governance, business strategy, risk management, stakeholder engagement, leadership development, capital allocation, corporate social responsibility and ESG performance. Through regular meetings and structured reporting, they enable effective oversight, informed decision making and regulatory compliance. The Audit Committee oversees financial reporting, internal controls, statutory and internal audits, compliance and risk assurance, reinforcing

transparency and accountability.

The Stakeholders Relationship Committee fosters effective engagement with shareholders and investors by ensuring timely resolution of grievances and transparent communication.

The Business Review Committee monitors operational and business performance, evaluates key initiatives and provides strategic guidance to enhance operational excellence and long term competitiveness.

The Nomination and Remuneration Committee oversees Board composition, succession planning, performance evaluation and remuneration practices, ensuring alignment with governance principles and long term value creation.

The Strategy Review Committee evaluates strategic priorities, expansion opportunities, investments, market trends and emerging technologies to support

sustainable growth and business resilience.

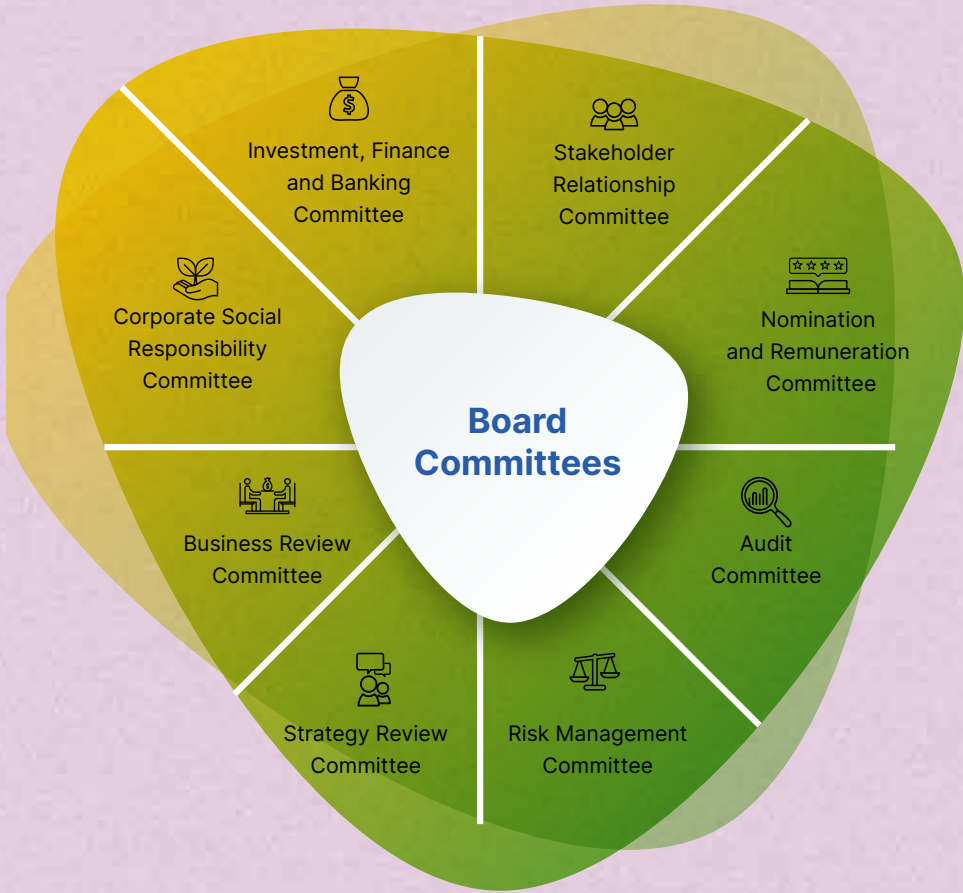
The Corporate Social Responsibility (CSR) Committee guides the planning, implementation and monitoring of community development initiatives across education, healthcare, rural development, environmental conservation and social welfare.

The Risk Management Committee oversees the Company's enterprise risk management framework, reviewing strategic, operational, financial, regulatory, environmental, climate related, and emerging risks to strengthen organizational resilience.

The Investment, Finance and Banking Committee provides oversight of capital allocation, treasury operations, banking relationships, financing strategies, investments and liquidity management, ensuring prudent financial stewardship.

The Environmental, Social and Governance (ESG) Committee, chaired by Ms. Ramya Bharathram, Managing Director & CFO, provides strategic oversight of TCL's sustainability agenda. The Committee reviews ESG performance, drives the integration of sustainability across business functions, monitors progress against ESG priorities & reports periodically to the Board.

Collectively, these committees strengthen TCL's governance framework by promoting effective oversight, robust risk management, regulatory compliance and responsible business practices. Their combined expertise enables the Board to make informed decisions that create sustainable long-term value for all stakeholders.



Nomination and Remuneration Process

At Thirumalai Chemicals Limited, the Nomination and Remuneration (N&R) Committee oversees the Company's leadership framework, ensuring that Board composition, succession planning, performance evaluation and remuneration practices support TCL's long term strategy and governance objectives. The Committee functions in accordance with its Board-approved charter and applicable regulatory requirements.

The Committee is responsible for identifying and recommending qualified candidates for appointment or reappointment to the Board and senior management based on merit, integrity, expertise, diversity, experience, and independence. It periodically reviews the composition and effectiveness of the Board to

ensure an appropriate balance of skills, competencies and perspectives aligned with the Company's evolving business needs.

The Committee also oversees the implementation of the Company's Nomination and Remuneration Policy, ensuring that remuneration practices are fair, transparent, performance-linked, and aligned with long-term value creation. Compensation for Executive Directors, Key Managerial Personnel, and Senior Management is periodically reviewed to maintain competitiveness while supporting organizational performance and stakeholder interests.

During FY 2025-26, the Committee reviewed Board composition, succession planning, performance

evaluation, remuneration matters, and leadership development initiatives, reinforcing TCL's commitment to effective governance and leadership excellence.

The Company's Nomination and Remuneration Policy is available on the Company's website. The Policy establishes the framework for the selection, appointment, reappointment, evaluation, remuneration and succession planning of Directors, Key Managerial Personnel (KMP), and Senior Management. It also sets out the principles for Board diversity, independence, performance evaluation and remuneration aligned with the Company's governance objectives and long term value creation. [Nomination Remuneration Policy.](#)



Governance Built on Integrity and Transparency

At Thirumalai Chemicals Limited, corporate governance is the cornerstone of responsible business conduct and sustainable value creation. Our governance framework is founded on the principles of integrity, transparency, accountability, and ethical leadership, enabling effective oversight, informed decision-making, and long term resilience.

The Board of Directors, supported by its specialized committees, provides strategic direction and oversight across financial performance, business strategy, risk management, regulatory compliance, stakeholder engagement, and sustainability. Together with the management team, the Board fosters a culture of accountability, operational

excellence, and responsible decision-making while ensuring compliance with applicable laws, regulations, and governance standards.

TCL is committed to embedding strong governance practices across all levels of the organization. Through robust internal controls, enterprise risk management, well-defined policies, and periodic performance reviews, we continuously strengthen our governance systems to safeguard stakeholder interests and support sustainable business growth. The Company also integrates environmental, social, and governance (ESG) considerations into its governance framework, ensuring that sustainability remains an integral part of strategic planning and

business operations.

The Board promotes a culture of ethics and compliance through the implementation of comprehensive governance policies, including the Code of Conduct, Whistle Blower Policy, Anti-Bribery and Anti-Corruption Policy, Related Party Transactions Policy, Nomination and Remuneration Policy, and other Board-approved governance frameworks. These policies reinforce integrity, transparency, fairness, and accountability across the organization.

No material penalties, fines or regulatory sanctions were imposed during FY2025-26 on the Company, its Directors, or its Key Managerial Personnel. This reflects TCL's unwavering commitment to

maintaining the highest standards of corporate governance, regulatory compliance, ethical business conduct & transparency.

By continuously strengthening its governance framework, TCL remains committed to creating long term value for shareholders

and other stakeholders while conducting its business responsibly, ethically and sustainably.

Upholding Ethical Conduct Through a Robust Governance Framework

At Thirumalai Chemicals Limited (TCL), integrity, transparency and accountability are fundamental to the way we conduct business. Our governance framework is designed to foster an ethical culture, ensure regulatory compliance and build trust with employees, customers, suppliers, investors and the communities in which we operate. Through robust policies, internal controls and effective oversight, we promote responsible decision making across the organization and our value chain.

Our Code of Conduct and Ethics establishes the standards of behaviour expected from Directors, employees and senior management. It provides guidance on ethical decision making and addresses key areas including conflict of interest, confidentiality, anti bribery and corruption, insider trading, protection of Company assets, fair dealing and compliance with applicable laws and regulations. All employees are expected to adhere to the Code and uphold TCL's core values in their day to day responsibilities.

To reinforce our commitment to ethical business practices, TCL has implemented an Anti Bribery and Anti Corruption (ABAC) Policy that reflects our zero tolerance approach towards bribery, facilitation payments, fraud and other forms of corruption. The Policy applies to employees, Directors, consultants, contractors, suppliers, agents and other business partners. Regular awareness programmes, policy communication and internal monitoring mechanisms support the effective implementation of this framework.

Our Supplier Code of Conduct extends these ethical expectations throughout our value chain. It encourages suppliers and business partners to uphold responsible business practices, including compliance with applicable laws, respect for human rights, fair labour practices, environmental stewardship and the prevention of bribery, corruption, discrimination, and forced labour.

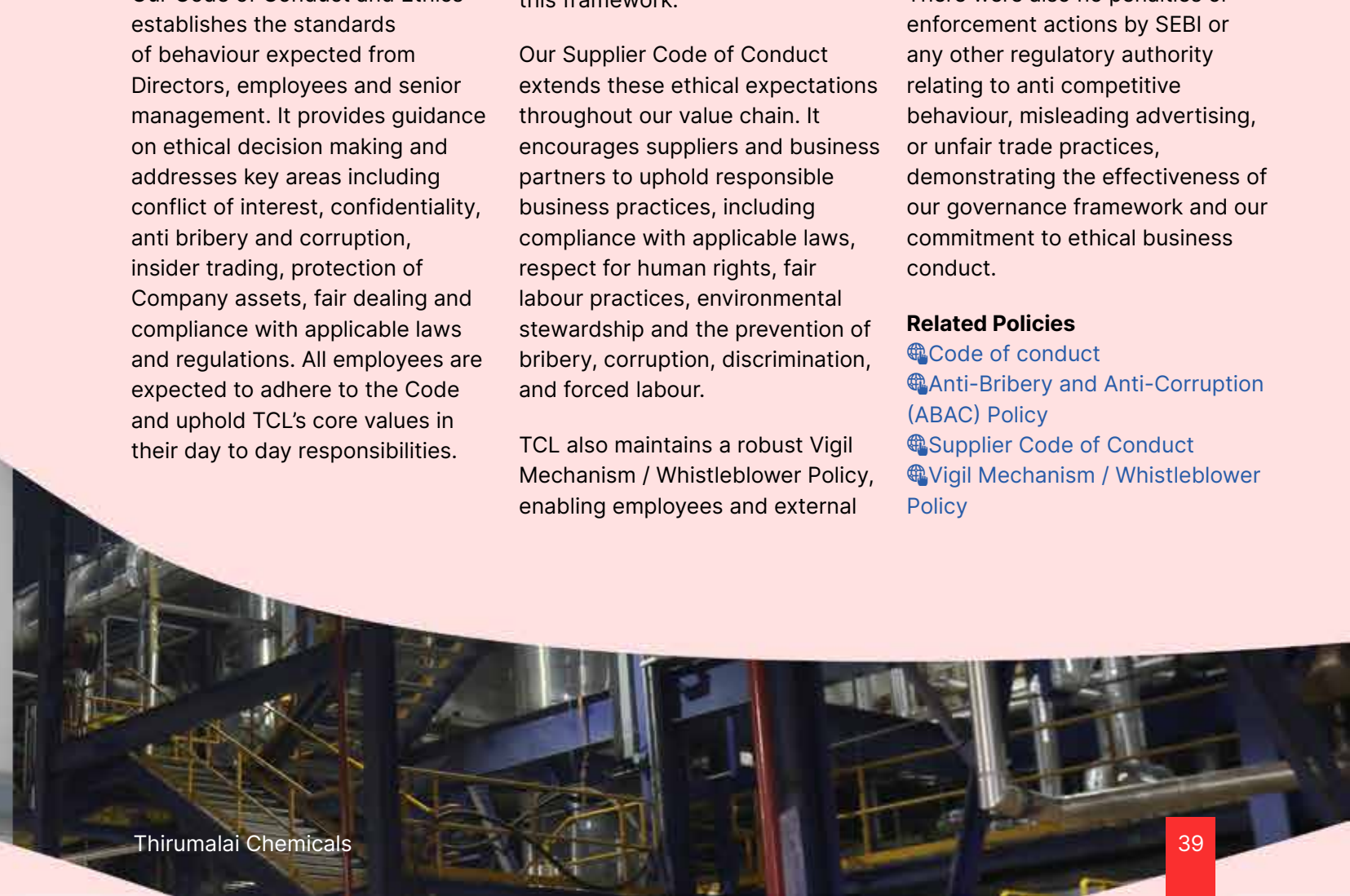
TCL also maintains a robust Vigil Mechanism / Whistleblower Policy, enabling employees and external

stakeholders to report concerns relating to unethical conduct, fraud, corruption, or policy violations through confidential channels without fear of retaliation. All reported concerns are reviewed through an independent process under the oversight of the Audit Committee, ensuring fair investigation and timely resolution.

During FY 2025-26, TCL maintained zero reported incidents of unethical conduct involving its Directors, Key Managerial Personnel (KMP) or employees. There were also no penalties or enforcement actions by SEBI or any other regulatory authority relating to anti competitive behaviour, misleading advertising, or unfair trade practices, demonstrating the effectiveness of our governance framework and our commitment to ethical business conduct.

Related Policies

- [Code of conduct](#)
- [Anti-Bribery and Anti-Corruption \(ABAC\) Policy](#)
- [Supplier Code of Conduct](#)
- [Vigil Mechanism / Whistleblower Policy](#)



Policy Framework: Enabling Responsible Business Practices

(GRI 2-23, GRI 2-24, GRI 2-27)

At TCL, policies are not merely internal rules they are essential instruments for safeguarding our reputation, driving consistent decision-making and enabling sustainable value creation. Our policy framework is central to our corporate governance architecture and reflects our proactive approach to regulatory compliance, ethical leadership and risk preparedness.

We have implemented a wide ranging suite of policies that touch upon every major area of our business from ethics and conduct to sustainability and stakeholder engagement. These policies provide clarity, accountability and operational consistency across functions and geographies.

They are regularly reviewed and updated in line with evolving regulatory norms, stakeholder expectations and global sustainability standards.



These policies are communicated to relevant stakeholders through the Company's website, internal communications, training and awareness programmes.
[Access full policy repository](#)

As we scale our operations and evolve our ESG journey, this policy architecture ensures that TCL continues to operate with integrity, meet stakeholder expectations and remain agile in the face of dynamic business risks and opportunities.

Economic Performance

Building Long-Term Value Through Financial Resilience

At Thirumalai Chemicals Limited (TCL), economic performance extends beyond financial outcomes-it reflects our commitment to creating sustainable value for stakeholders while strengthening the resilience of our business. Amid a dynamic global business environment characterised by market volatility, pricing pressures, fluctuating raw material costs and evolving customer demand, we remained focused on operational discipline, prudent financial management and

strategic investments that support long-term growth. While revenues were lower than the previous year due to subdued market conditions across the chemical sector, TCL continued to maintain reliable operations, serve its customers effectively and advance key strategic initiatives that will enhance future competitiveness.

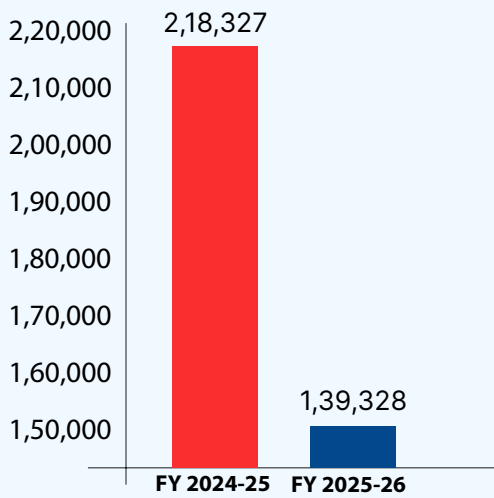
Economic value creation at TCL is measured not only through

financial performance but also through the value distributed across our stakeholder ecosystem-employees, suppliers, capital providers, governments and communities. We continued investing in people, cleaner technologies, operational excellence and CSR initiatives, reinforcing our commitment to responsible business and inclusive economic development.

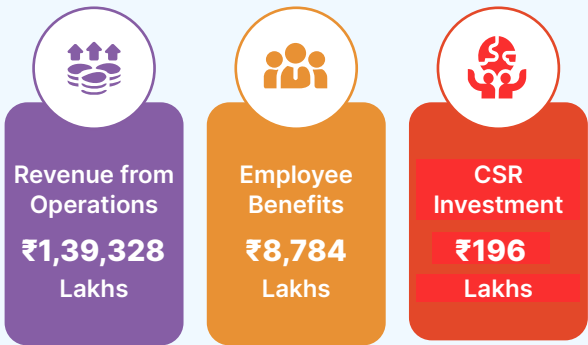


Despite challenging market conditions during FY2025-26, TCL remained focused on operational excellence, strategic investments, prudent financial management and sustainable value creation.

Revenue Trend (₹ in Lakhs)



Key Highlights FY 2025-26



Fy 2025-26 Focus Areas



Economic Value Generated & Distributed

(GRI 201-1)

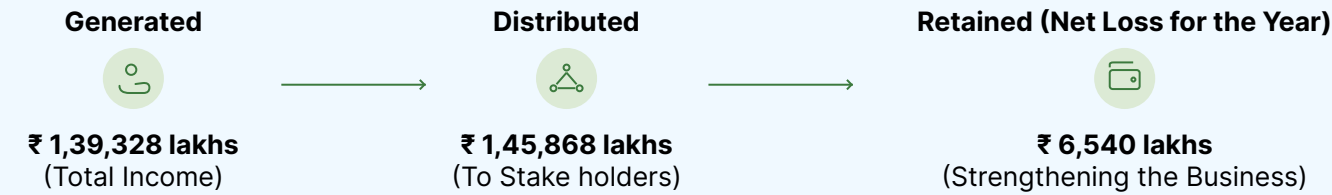
Economic Value Distributed (₹ In Lakhs)

Operating Costs : Cost of materials, project & contract costs, stock in trade, changes in inventories, depreciation and other expenses	₹ 1,35,077
Employees: Employee benefits expense	₹ 5,579
Providers of Capital : Finance costs	₹ 7,693
Government : Current tax, tax related to previous years and deferred tax	₹ 2,925
Economic Value Retained (Loss) : Net loss for the year	₹ 6,540

Key Financial Highlights (₹ In Lakhs)

	FY 2025-26	FY 2024-25
Revenue from Operations	1,35,973	2,15,207
Other Income	3,355	3,120
Total Income	1,39,328	2,18,327
Total Expenses	1,48,349	2,07,876
Profit / (Loss) before Tax	(9,465)	10,451
Tax Expense (Net)	(2,925)	2,230
Profit/(Loss) for the Year	(6,540)	8,221
₹ Total Comprehensive Income/(Loss) for the Year	(10,435)	13,295
Earnings / (Loss) per Equity Share (Basic and Diluted) (₹)	(5.81)	8.03

Economic Value Flow



Value Creation Flow



Creating Sustainable Economic Value

Although FY2025-26 was affected by softer demand and pricing pressures, TCL continued investing in expansion projects, cleaner technologies, employee development and operational excellence. These strategic investments strengthen the Company's long-term competitiveness and position it for sustainable growth as market conditions improve.

Building Stronger Bonds Through Stakeholder Engagement

At Thirumalai Chemicals Limited (TCL), stakeholder engagement is fundamental to our approach to responsible business and sustainable value creation. We recognize that sustainable business success is built on trust, collaboration, and meaningful partnerships with stakeholders who influence and are influenced by our operations.

Through continuous dialogue with employees, customers, suppliers, investors, regulators, communities, and other key stakeholders, we gain valuable insights into evolving expectations, emerging risks, and opportunities for improvement. These engagements enable us to make informed decisions, strengthen relationships, enhance

operational resilience, and align our business strategies with the principles of sustainable development.

Our engagement approach is founded on transparency, inclusivity, accountability, and mutual respect. We foster open and meaningful communication through structured forums, consultations, surveys, meetings, digital platforms, and collaborative initiatives. Stakeholder feedback is systematically reviewed and integrated into strategic planning, operational decision-making, risk management, and our sustainability agenda.

Beyond regulatory compliance, stakeholder engagement

strengthens our social licence to operate, reinforces responsible governance, and supports innovation that creates shared value. Stakeholder insights also serve as key inputs to our materiality assessment, enabling us to prioritize the environmental, social, and governance (ESG) topics that are most significant to our business and stakeholders.

To institutionalize this approach, TCL upholds a Stakeholder Engagement Policy, which defines the principles, responsibilities, and processes for engaging with our stakeholders in a transparent, ethical, and consistent manner. This policy is publicly available on our website:

[Stakeholder Engagement Policy](#)

Our Stakeholder Engagement Approach

We adopt a structured and continuous approach to stakeholder engagement that enables us to understand stakeholder expectations, respond proactively to evolving priorities, and integrate valuable insights into our business strategy and sustainability initiatives.

Our engagement framework is designed to:

- Identify and prioritize stakeholders based on their

influence, dependence, and relationship with our business.

- Understand stakeholder expectations through regular dialogue and structured engagement.
- Foster transparent and two-way communication across multiple channels.
- Incorporate stakeholder feedback into business planning, ESG initiatives, and risk management.

- Monitor outcomes and continuously strengthen stakeholder relationships.

Stakeholder insights form an integral part of our decision-making process and support our commitment to responsible growth, operational excellence, and long-term value creation.

Why Stakeholder Engagement Matters

Stakeholder engagement is an essential driver of sustainable business performance and

long-term resilience. It enables us to create value that extends beyond financial outcomes while

strengthening relationships across our value chain.



Understanding Stakeholder Expectations

Regular engagement enables us to identify evolving needs, concerns, and aspirations, allowing us to align our strategies with stakeholder priorities.



Building Trust and Transparency

Open, honest, and consistent communication strengthens confidence, reinforces accountability, and nurtures enduring partnerships.



Driving Responsible Business Practices

Stakeholder perspectives help integrate environmental, social, and governance considerations into our business decisions, supporting responsible and ethical operations.



Identifying Risks and Opportunities

Continuous dialogue enables early identification of emerging risks, market trends, regulatory developments, and opportunities for innovation and operational improvement.



Strengthening Materiality Assessment

Stakeholder feedback provides valuable inputs for identifying and prioritizing the ESG topics that are most relevant to our business and stakeholders.



Creating Long Term Value

Collaborative engagement supports resilient operations, enhances corporate reputation and contributes to sustainable value creation for all stakeholders.

Our Key Stakeholders

Our stakeholders comprise individuals and organizations that influence our business or are affected by our operations. We identify and prioritize stakeholder groups based on their relevance to our business, level of influence, degree of impact, and contribution to our long-term sustainability objectives.

These include:

- Employees
- Customers
- Suppliers and Business Partners
- Investors and Shareholders
- Government and Regulatory Authorities
- Local Communities

• Financial Institutions

• Industry Associations

Each stakeholder group has unique expectations, and our engagement mechanisms are tailored to ensure meaningful dialogue, timely communication, and mutually beneficial outcomes.

Stakeholder Engagement Matrix

Stakeholder Group	Key Expectations	Engagement Channels	Frequency	Our Response
 Investors & Shareholders	Sustainable financial performance, transparency, effective governance, long-term value creation	Email Communications, Company Website, Annual General Meetings, Stock Exchange Filings.	Need based	Transparent disclosures, timely financial reporting, effective corporate governance, regular investor engagement
 Communities	Environmental stewardship, employment opportunities, community development, grievance redressal	Community surveys and consultations, CSR initiatives, Volunteering activities, Community events	Monthly	Community investment programmes, environmental management, transparent communication, grievance mechanisms
 Employees	Safe workplace, career development, diversity and inclusion, fair employment practices, well being	Intranet Portal, Functional & crossfunctional committees, Leader's talk, Regular Employee Communication Forums	On a regular basis	Learning and development, health and safety initiatives, employee well-being programmes, equal opportunity practices
 Suppliers & Vendors	Fair procurement, timely payments, long term partnerships, responsible sourcing	Supplier & Vendor meets, Face to face and electronic correspondence,Supplier Audits	Annually	Supplier evaluation, responsible procurement practices, collaborative relationship management
 Customers	High-quality products, reliable supply, product stewardship, responsive service	Customer service support, customer satisfaction survey, feedback channels	On a regular basis	Product quality assurance, customer centric solutions, technical support, prompt grievance resolution
 Government & Regulatory Authorities	Regulatory compliance, transparent reporting, responsible operations	Annual reports, Making representations whenever needed, Formal dialogues.	On a need basis	Full compliance with applicable laws, proactive engagement, timely disclosures and policy participation

Understanding What Matters Our Materiality Assessment

At Thirumalai Chemicals Limited (TCL), materiality is central to our sustainability strategy & long term value creation. By identifying and prioritizing the environmental, social and governance (ESG) topics that are most significant to our stakeholders and business, we are better equipped to manage risks, capitalize on opportunities and strengthen organizational resilience.

TCL's latest formal materiality assessment was conducted in FY2022-23. The assessment and identified material topics were reviewed by management during FY2025-26 in the context of TCL's business operations, stakeholder expectations and evolving sustainability priorities. No formal materiality reassessment was

undertaken during FY2025-26. These insights were further complemented by benchmarking against industry peers, reviewing the criteria of leading ESG rating agencies, and aligning with globally recognized reporting frameworks, including the Global Reporting Initiative (GRI) Standards 2021, the SEBI Business Responsibility and Sustainability Report (BRSR) Framework, and the United Nations Sustainable Development Goals (UN SDGs). The identified material topics represent the issues that have the greatest influence on stakeholder decision-making and the most significant impact on our economic, environmental, and social performance.

These priorities guide our strategic planning, risk

management, performance monitoring, target setting and sustainability disclosures. They also help integrate sustainability considerations across our operations, supply chain, workforce, governance practices and community initiatives, ensuring that ESG principles remain embedded in the way we conduct business.

The materiality matrix presented below illustrates the relative importance of these topics from both stakeholder and business perspectives. Together, these priorities provide a strong foundation for our sustainability strategy and support our commitment to responsible, transparent and sustainable business practices.

Identifying What Matters Most

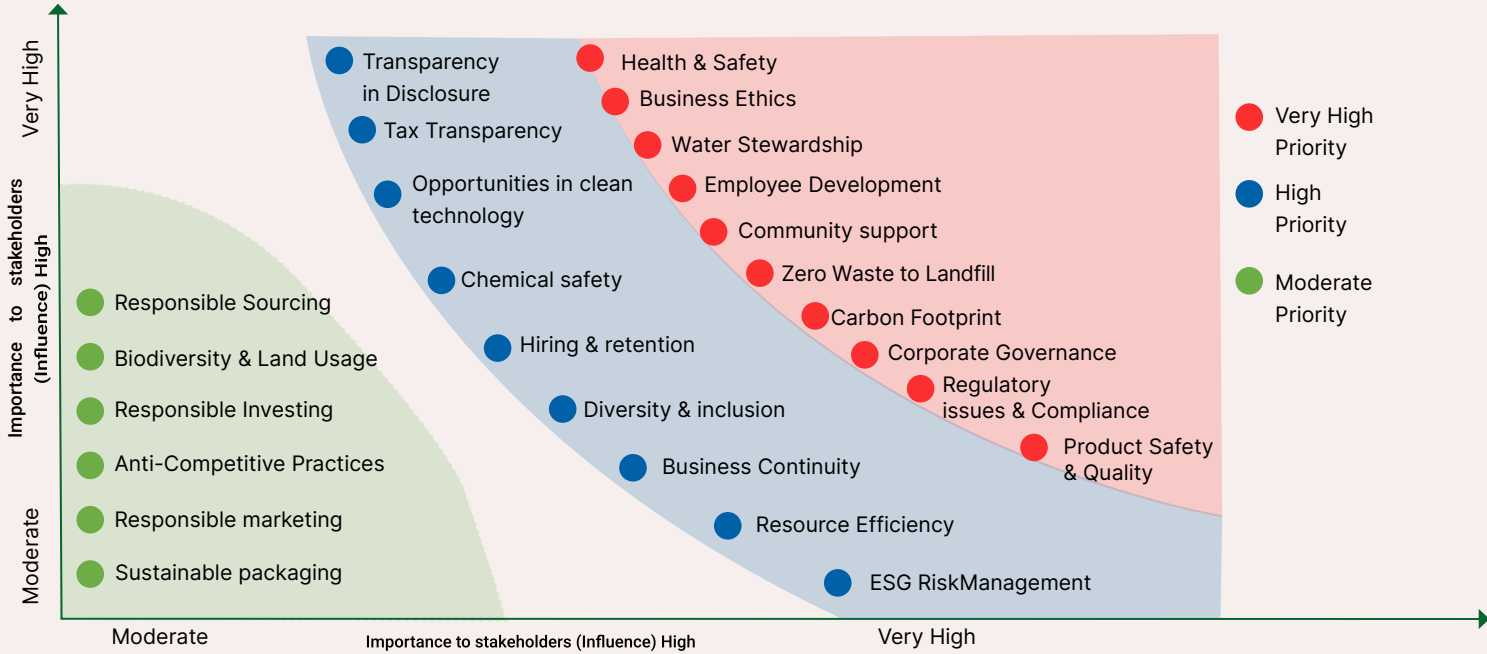
Our materiality assessment helps us identify and prioritize ESG topics that have significant influence on stakeholder decision making and significant actual or potential impacts on our economic, environmental & social performance.

importance to stakeholders, their actual or potential impacts on the economy, environment and people, their relevance to TCL's business and value chain, and their alignment with applicable sustainability standards and industry expectations. The topics were subsequently prioritized based on their relative significance

from stakeholder and business perspectives.

These priorities guide our strategic planning, risk management, performance monitoring, target setting & sustainability disclosures to our business success.

The identified topics were assessed based on their relative



 Health & Safety EHS Policy	Key actions KPI Target	Safety training, inspections and incident prevention LTIFR, safety incidents Zero major accidents	FY2025-26 Progress: Zero major accidents	Evaluation: Periodic health & safety review
 Water Stewardship EHS Policy	Key actions KPI Target	Water conservation, recycling and reuse Water consumption 10% reduction from baseline by 2030	FY2025-26 progress: Achieved a 29.17% reduction in water consumption compared to previous year	Evaluation: Water monitoring and review
 Carbon Footprint ESG Policy	Key actions KPI Target	Energy efficiency, fuel transition & renewable energy Scope 1 & 2 emissions 10% GHG reduction from baseline by 2030	FY2025-26 progress: 21.2% reduction in GHG (Scope 1 & 2) emissions compared to previous year	Evaluation: GHG monitoring and review
 Zero Waste to Landfill ESG Policy	Key actions KPI Target	Waste reduction, recycling and recovery Waste diverted from landfill; landfill waste 10% reduction in industrial waste from baseline by 2030	FY2025-26 progress: 75.75% of hazardous waste diverted from landfill through Coprocessing, Hazardous waste directed to disposal reduced to 77.54 MT compared with the baseline of 94 MT, a 17.51% reduction.	Evaluation: Waste monitoring and review
 Employee Development HR Policy	Key actions KPI Target	Training and skill development Training hours per employee Annual target	FY2025-26 progress: 11,714 person hours of training	Evaluation: Training effectiveness review



Stakeholder Engagement

Inputs from employees, customers, suppliers, investors, communities, regulators and industry experts.



Comprehensive Evaluation

Topics assessed on impact to business, importance to stakeholders and alignment with global standards.



Strategic Integration

Material topics integrated into our strategy, risk management, targets and sustainability reporting.



Driving Sustainable Value

Focused actions on material topics to create long term value for our business and stakeholders.



Integrating Materiality into Our Strategy

Materiality is embedded into TCL's decision-making processes and

supports our efforts across key areas, including



Business Strategy

Aligning sustainability priorities with long-term growth objectives.



Risk Management

Identifying emerging ESG risks and developing appropriate mitigation strategies.



Operational Excellence

Improving resource efficiency, safety performance and responsible operations.



Stakeholder Engagement

Responding effectively to stakeholder expectations and concerns.



Sustainability Reporting

Ensuring transparent disclosure of performance on issues that matter most.

The identified material topics are also aligned with the six capitals of integrated thinking —

Natural Capital, Human Capital, Intellectual Capital, Social & Relationship Capital, Financial

Capital, and Manufactured Capital enabling TCL to demonstrate a holistic approach to value creation.

Looking Ahead

While TCL did not undertake a formal reassessment of its material topics during FY 2025–26, management has reviewed the existing materiality framework and determined that it continues to reflect the Company's strategic priorities, stakeholder expectations and operating environment.

As sustainability expectations, regulations and global trends continue to evolve, TCL remains committed to periodically reviewing and strengthening its materiality assessment. Future assessments will consider emerging themes such as climate resilience, circular economy, biodiversity, human rights, responsible innovation and

technology governance to ensure our sustainability priorities remain relevant and responsive.

By continuously integrating stakeholder insights into our decision-making processes, we will remain focused on the issues that matter most, supporting responsible business practices, long-term resilience and sustainable value creation for all our stakeholders.



Material Topic with Relevant SDG's

Environmental (E)



Social (S)



Governance (G)



Driving Sustainable Growth Through Environmental Stewardship

At Thirumalai Chemicals Limited, environmental stewardship remains central to our business strategy. We believe that long-term success depends on our ability to create value while responsibly managing natural resources, reducing environmental impacts, and contributing to a more sustainable future.

During FY 2025–26, we strengthened our commitment to climate action, resource efficiency, and circular economy practices through focused investments in cleaner technologies and environmental infrastructure. The first full year of operating our thermic fluid heating system on Piped Natural Gas (PNG), coupled with continued optimisation

of manufacturing processes, delivered significant reductions in greenhouse gas emissions while improving energy efficiency across our operations. Simultaneously, upgrades to water treatment systems, resource recovery infrastructure, and pollution control facilities further enhanced our environmental performance and operational resilience.

Our Environmental Priorities



Climate Action
& Cleaner Energy



Water Stewardship
& Circular Water
Management



Resource Efficiency
& Circular Waste
Management

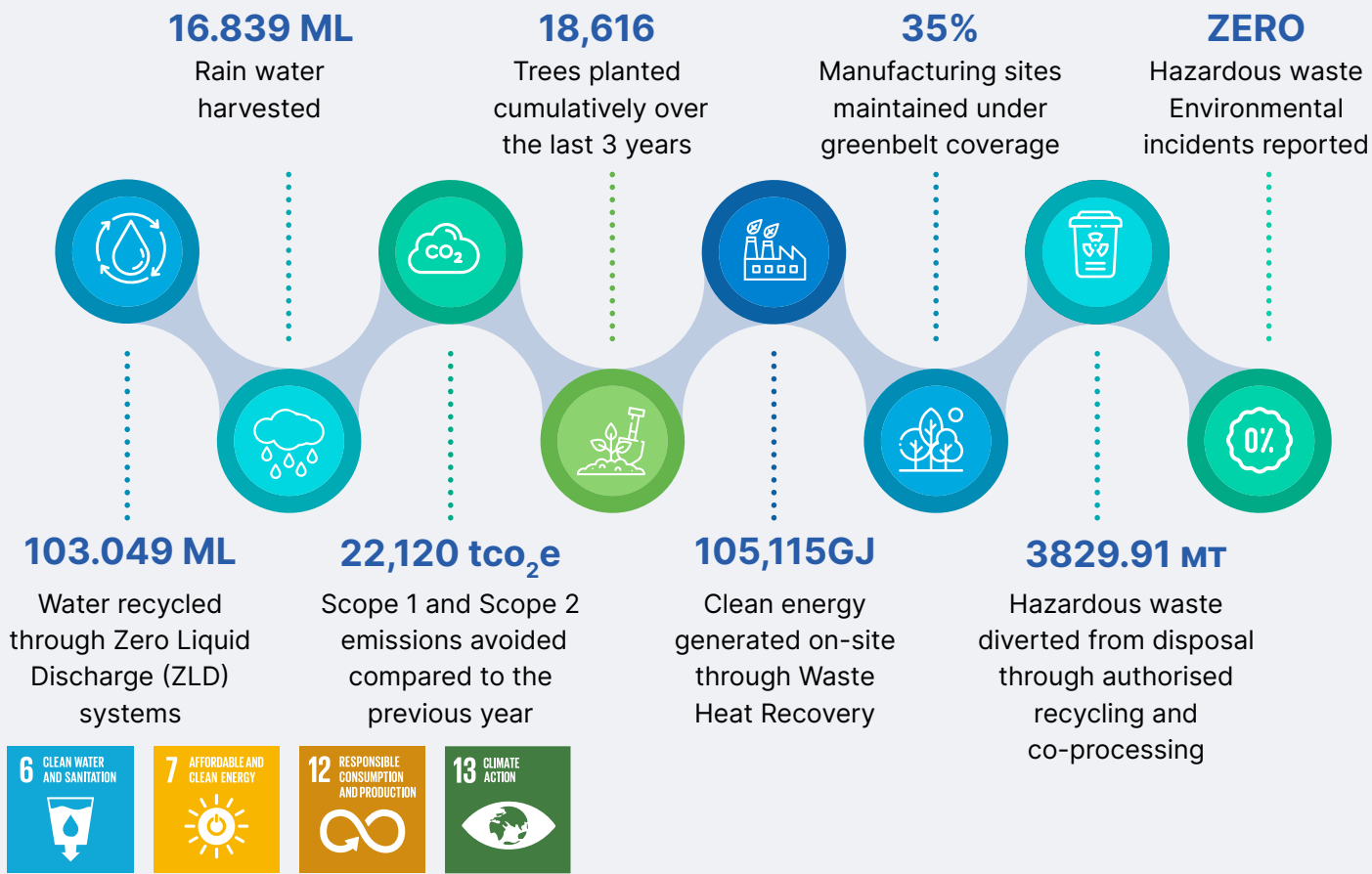


Environmental
Compliance &
Operational Excellence



Environmental Highlights

FY 2025–26 Performance at a Glance



Our Environmental Commitment

Environmental sustainability is embedded within our business strategy and operational excellence. We are committed to reducing our environmental footprint through responsible manufacturing, efficient resource utilisation, pollution prevention, and continuous innovation while creating long term value for all stakeholders.

The Ranipet facility operates under a Zero Liquid Discharge framework, while treated effluent from Dahej is managed through the approved CETP route. Continuous online monitoring of emissions and

effluent quality, integrated with the State Pollution Control Board's monitoring platform, reinforces our commitment to regulatory compliance, transparency and environmental stewardship.

Improving energy efficiency remains one of TCL's key environmental priorities. During FY 2025–26, our Waste Heat Recovery (WHR) system recovered 105,115 GJ of thermal energy by capturing and reusing process heat, reducing dependence on conventional energy sources while lowering carbon emissions and improving overall operational efficiency.

Water stewardship continues to be a core focus of our environmental strategy. During FY 2025–26, TCL recycled 103.049 ML of water through its Zero Liquid Discharge system and harvested 16.839 ML of rainwater to supplement operational requirements. Infrastructure improvements, including Reverse Osmosis membrane upgrades, cooling system enhancements, condensate recovery and wastewater treatment upgrades, further strengthened water use efficiency and system reliability.

Our waste management practices are guided by circular economy principles, emphasising resource recovery and responsible disposal. During the year, 3,829.91 MT of hazardous waste was diverted from final disposal through authorised recycling, recovery, and co-processing, supporting sustainable material management & reducing environmental impacts.

Environmental stewardship also extends beyond our operations. Through plantation initiatives undertaken as part of our sustainability programmes,

we increased our cumulative plantation to 18,616 trees over the past three years while maintaining an estimated survival rate exceeding 85%. Approximately 35% of our manufacturing sites are maintained as greenbelt, enhancing local biodiversity and improving the surrounding environment.

Supported by strong governance, operational discipline and employee engagement, TCL continues to strengthen its environmental performance through proactive monitoring,

periodic compliance reviews and continuous improvement initiatives. Reflecting the effectiveness of these practices, the Company recorded zero environmental incidents during FY 2025–26.

As we continue our sustainability journey, TCL remains committed to building a low carbon, resource efficient and environmentally resilient enterprise that creates long term value for stakeholders while contributing to a more sustainable future.

continual improvement in environmental and energy performance.

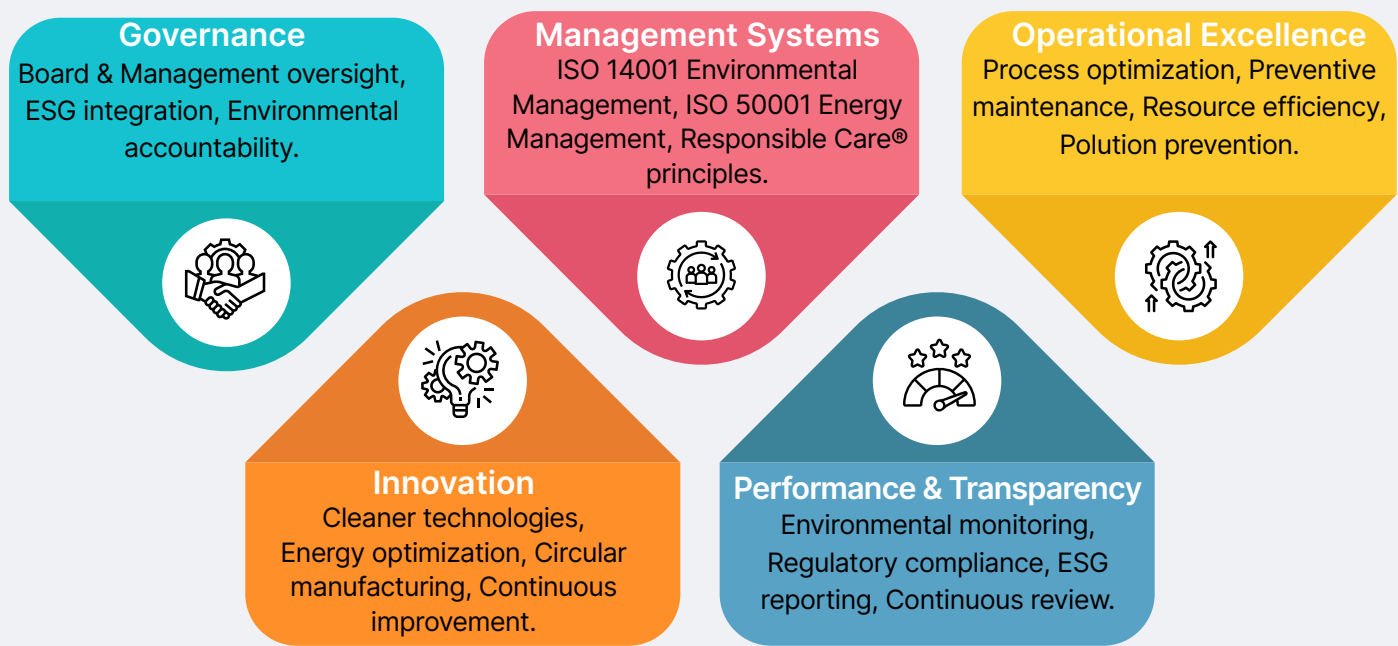
During FY 2025–26, TCL continued to strengthen its environmental infrastructure through targeted investments, with environmental capital expenditure accounting for 4.99% of total capital expenditure. Key initiatives included upgrades to the Effluent Treatment Plant Reverse Osmosis (RO) system, replacement of RO and Demineralised Water (DM) plant membranes, installation of a dedicated cooling tank with an enhanced filtration system, and improvements to the steam

condensate recovery network. These projects enhance water reuse, improve process efficiency, and strengthen long-term operational reliability.

Innovation and data-driven decision-making remain central to our environmental strategy. Continuous environmental monitoring, preventive maintenance, periodic management reviews, and transparent ESG reporting enable us to track performance, ensure regulatory compliance, and identify opportunities for continual improvement.

This integrated management approach supports TCL's transition towards cleaner technologies, efficient resource utilisation, and resilient operations, ensuring environmental sustainability remains a key driver of long-term value creation.

Our Environmental Management Framework



Environmental management at TCL is integrated into our business strategy and operational decision-making. Guided by the principles of governance, certified management systems, operational excellence, innovation, and transparent performance monitoring, our framework enables

us to manage environmental risks, improve resource efficiency, and support sustainable growth across our manufacturing operations.

Environmental performance is overseen by the Board and senior management, while cross-functional teams drive

implementation through regular monitoring, risk assessments, internal audits, and compliance reviews. Our management systems are aligned with internationally recognised standards, including ISO 14001 for Environmental Management and ISO 50001 for Energy Management, supporting



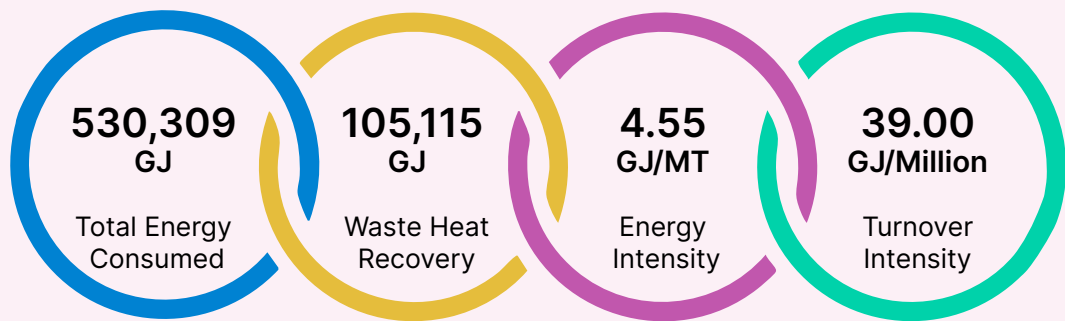
Energy Profile

(GRI 302-1)

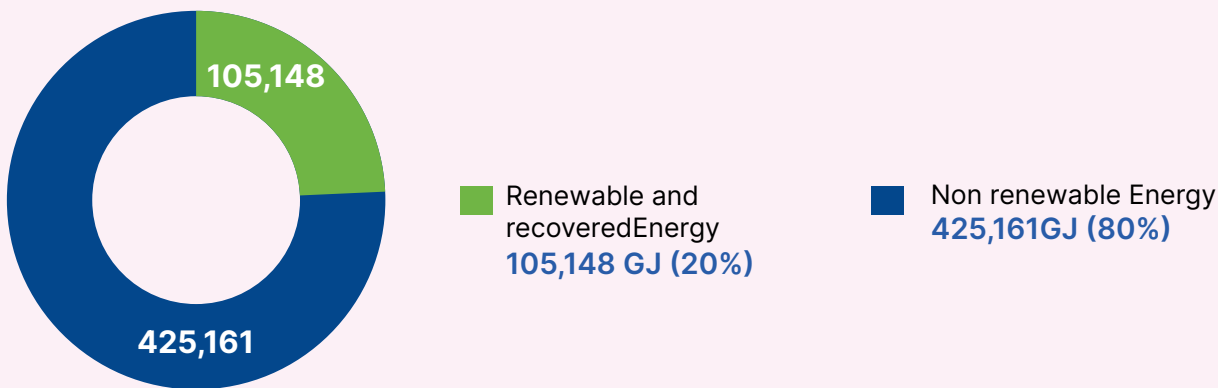
The four year energy performance presented below demonstrates the Company’s continued focus on enhancing energy efficiency, improving resource utilization and strengthening operational resilience while supporting sustainable manufacturing practices.

Parameter	FY 2025-26	FY 2024-25	FY 2023-24	FY 2022-23
Renewable energy & Recovered energy consumption (GJ)	105,148	182,622	185,155	168,545
Non-renewable energy consumption (GJ)	425,161	295,821	308,044	687,625
Total energy consumption (GJ)	530,309	478,443	493,199	856,170
Energy intensity per rupee of turnover (GJ/ million)	39.00	21.13	24.36	46.35
Energy intensity in terms of physical output (GJ/MT)	4.55	2.53	3.23	5.60

Energy Snapshot – FY 2025-26



Our Energy Mix in GJ (FY 2025-26)

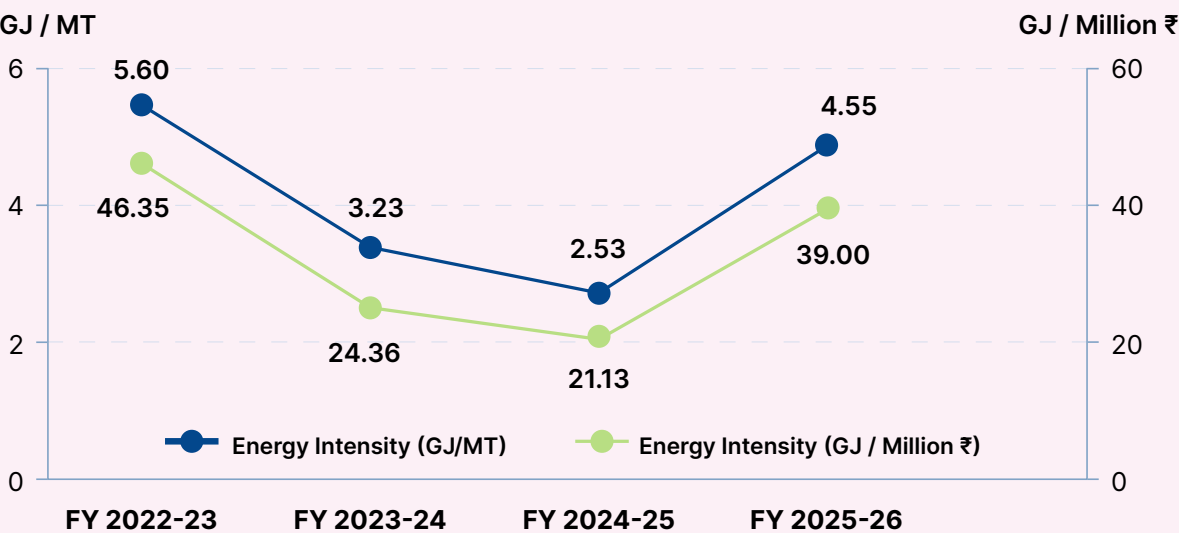


Driving Energy Efficiency

(GRI 302-3)

Improving energy efficiency remains one of the most effective ways to reduce operating costs, enhance resource productivity, and lower greenhouse gas emissions. At Thirumalai Chemicals Limited, energy intensity is a key performance indicator used to measure operational efficiency and monitor progress towards our decarbonisation objectives. Energy intensity is calculated by dividing total energy consumed by total production output and is expressed as gigajoules per metric tonne (GJ/MT). This metric enables the Company to benchmark energy performance across reporting periods while identifying opportunities for continuous improvement.

Energy Intensity Trends



During FY 2025-26, the Company recorded an energy intensity of 4.55 GJ/MT, compared with 2.53 GJ/MT in FY 2024-25. Energy intensity per million rupees of turnover increased to 39.00 GJ/million, from 21.13 GJ/million in the previous year. The increase in energy intensity during the reporting year was primarily attributable to the scheduled replacement of catalysts in key production reactors, a planned maintenance activity undertaken approximately once every three years. Following catalyst replacement, additional energy was required during commissioning and process stabilisation before the reactors attained normal operating conditions. Increased electricity consumption during the stabilisation phase also contributed to the temporary increase in energy intensity.

TCL continues to strengthen its long-term energy management through process optimisation, effective utilisation of waste heat recovery systems, preventive maintenance and continuous operational improvements. The energy savings from major initiatives are assessed against the applicable baseline energy consumption and are calculated based on the difference between baseline and FY 2025-26 specific energy consumption, taking into consideration relevant operating parameters and production volumes. Where applicable, energy savings are quantified in GJ using actual energy consumption data and appropriate energy conversion factors. The assessment considers assumptions relating to operating hours, equipment performance, process conditions and energy recovery efficiency, as applicable. To account for variations in production volumes between the baseline and reporting years, energy performance is evaluated on a production-normalised basis (GJ/MT). Compared with the FY 2022-23 baseline, the Company has improved its energy intensity from 5.60 GJ/MT to 4.55 GJ/MT, representing an overall improvement of approximately 19% over the four-year period. This reflects the Company’s continued commitment to enhancing operational efficiency while advancing its long term sustainability and decarbonisation objectives.

Advancing Operational Performance

(GRI 302-4)

Improving energy performance is integral to the Company's operational excellence and sustainable manufacturing strategy. Through disciplined energy management, process innovation and systematic monitoring, the Company strives to optimise energy use while enhancing productivity, reliability and environmental performance.

During FY 2025-26, energy management practices were further strengthened through operational optimisation, preventive maintenance and the

efficient utilisation of energy resources across manufacturing facilities. Regular monitoring of equipment performance, thermal efficiency and utility consumption enabled the identification of opportunities to minimise energy losses, improve process efficiency & enhance overall plant reliability.

Waste heat recovery systems continued to maximise the recovery of valuable thermal energy from manufacturing processes, reducing dependence on conventional energy sources. Together, these initiatives

improved energy efficiency while lowering the environmental footprint of operations.

Looking ahead, efforts will focus on strengthening the energy management programme through technology upgrades, digital monitoring systems, predictive maintenance, process optimisation and employee engagement. These initiatives will further improve operational resilience while supporting the Company's long term energy efficiency and decarbonisation objectives.

Energy-Efficient Products and Value Chain

(GRI 302-5)

Energy efficiency remains a key focus not only within manufacturing operations but also across important stages of the product value chain. Continuous efforts to optimise resource utilisation, improve manufacturing efficiency and streamline product distribution support responsible energy management throughout the value chain.

Manufacturing efficiency initiatives across the Ranipet and Dahej facilities have strengthened operational performance while maintaining consistent product quality and reliability. Ongoing improvements in process controls, equipment performance

and resource utilisation enable more efficient energy use throughout production.

Strategically located manufacturing facilities at Ranipet and Dahej provide efficient access to key domestic and export markets, helping optimise transportation distances and improve distribution efficiency. Effective logistics planning further supports the efficient movement of products while reducing the associated environmental footprint.

Collaboration with suppliers and business partners promotes responsible environmental practices and improves resource efficiency wherever feasible. These

partnerships strengthen supply chain resilience while supporting the long term management of indirect (Scope 3) emissions.

Going forward, efforts will continue to focus on enhancing manufacturing efficiency, optimising logistics, strengthening supplier collaboration and improving resource utilisation across the value chain. These initiatives reinforce the commitment to delivering high-quality chemical products while progressively reducing the environmental footprint of operations and creating long term value for customers, business partners and other stakeholders.



Our Climate Action

Climate change presents one of the most significant environmental challenges of our time and Thirumalai Chemicals Limited recognises its responsibility to contribute to a lower carbon future. As an energy intensive chemical manufacturer, the Company is committed to managing greenhouse gas (GHG) emissions through responsible energy management, operational excellence and continuous process improvement.

Greenhouse gas emissions primarily arise from fuel combustion in manufacturing

operations, process related activities, the consumption of purchased electricity, and value chain activities. These emissions are classified as Scope 1 (direct emissions), Scope 2 (indirect emissions from purchased electricity) and Scope 3 (other indirect value chain emissions), providing a comprehensive understanding of TCL's climate impact.

The greenhouse gas inventory is prepared in accordance with internationally accepted reporting standards, ensuring transparency, consistency, and accuracy in emissions disclosure.

Robust data management, continuous monitoring and periodic performance assessments enable opportunities to strengthen emissions performance & enhance long term climate resilience.

Managing greenhouse gas emissions remains a key element of TCL's sustainability strategy. By integrating climate considerations into operational decision making and investment planning, the Company continues to support India's transition towards a lower carbon economy while creating long-term value for stakeholders.

Emissions Reduction and GHG Management
FY25-26 climate highlights



SCOPE 1
Direct Emissions

78,087 tCO₂e
FY 2025-26

Greenhouse gas (GHG) management is integral to TCL's environmental strategy and operational excellence programme. A structured, data-driven approach is adopted to reduce emissions through cleaner fuels, energy efficiency initiatives, process optimisation and responsible resource management, supporting long term decarbonisation objectives while enhancing operational performance.



SCOPE 2
Indirect Emissions
(Purchased Electricity)

3,686.1 tCO₂e
FY 2025-26

During FY 2025-26, Scope 1 emissions decreased from 1,01,708.8 tCO₂e in FY 2024-25 to 78,087 tCO₂e, representing a reduction of nearly 23.2%. This improvement reflects the first full year of operation of the Thermic Fluid Heater (TFH) on Piped Natural Gas (PNG) following its successful conversion from Furnace Oil (FO). The transition improved combustion efficiency, reduced carbon intensity, lowered particulate emissions and strengthened operational reliability.



SCOPE 3
Value Chain Emissions

72,553.57 tCO₂e
FY 2025-26

Scope 2 emissions increased from 2,185 tCO₂e to 3,686.1 tCO₂e during the reporting year. The increase was primarily attributable to higher electricity consumption associated with the scheduled replacement of reactor catalysts and the commissioning and process stabilisation activities that followed. These additional energy requirements are temporary and are expected to normalise as operations continue under steady-state conditions.

Scope 3 emissions increased marginally from 69,737.40 tCO₂e in FY 2024-25 to 72,553.57 tCO₂e in FY 2025-26, representing an increase of approximately 4%. The slight increase was primarily driven by higher emissions from fuel and energy-related activities

and upstream transportation, reflecting operational requirements during the reporting year. This was partially offset by lower emissions from purchased goods and services and downstream transportation. Purchased goods and services remained the largest contributor to Scope 3 emissions (59.87%), followed by upstream transportation (19.69%) and downstream transportation (10.33%).

Despite the temporary increase in electricity consumption and indirect value chain emissions, the substantial reduction in Scope 1 emissions highlights the positive impact of cleaner fuel adoption and operational improvements. Emissions intensity was 6.01 tCO₂e per million rupees of turnover and

0.70 tCO₂e per metric tonne of production during the reporting year. The increase in intensity primarily reflects the additional energy demand associated with catalyst replacement and process stabilisation, rather than a decline in environmental performance.

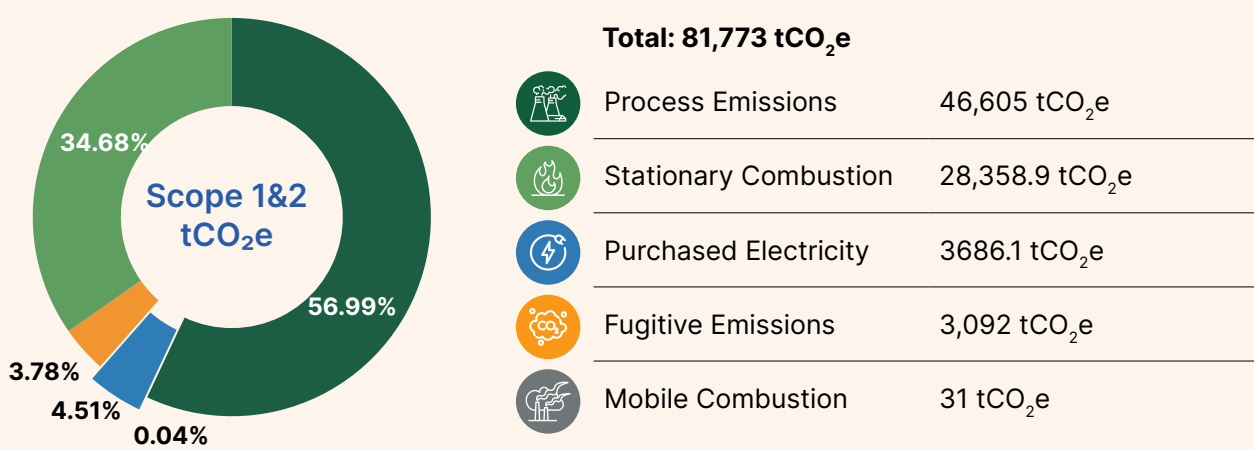
TCL will continue to strengthen its climate strategy through cleaner technologies, enhanced energy efficiency, process innovation, and continuous operational improvement. Collaboration with suppliers, optimisation of logistics, and responsible resource management will further support the reduction of greenhouse gas emissions across the value chain while reinforcing the Company's long-term decarbonisation and sustainability ambitions.

Direct and Indirect GHG Emissions Market-based)	Unit	FY 2025-26	FY 2024-25
Total Scope 1 emissions	TCO ₂ e	78087	101708.8
Total Scope 2 emissions	TCO ₂ e	3686.1	2185
Total Scope 1 and Scope 2 emission intensity per rupee of turnover	TCO ₂ e/Million	6.01	4.82
Total Scope 1 and Scope 2 emission intensity in terms of physical output	TCO ₂ e / MT	0.70	0.57

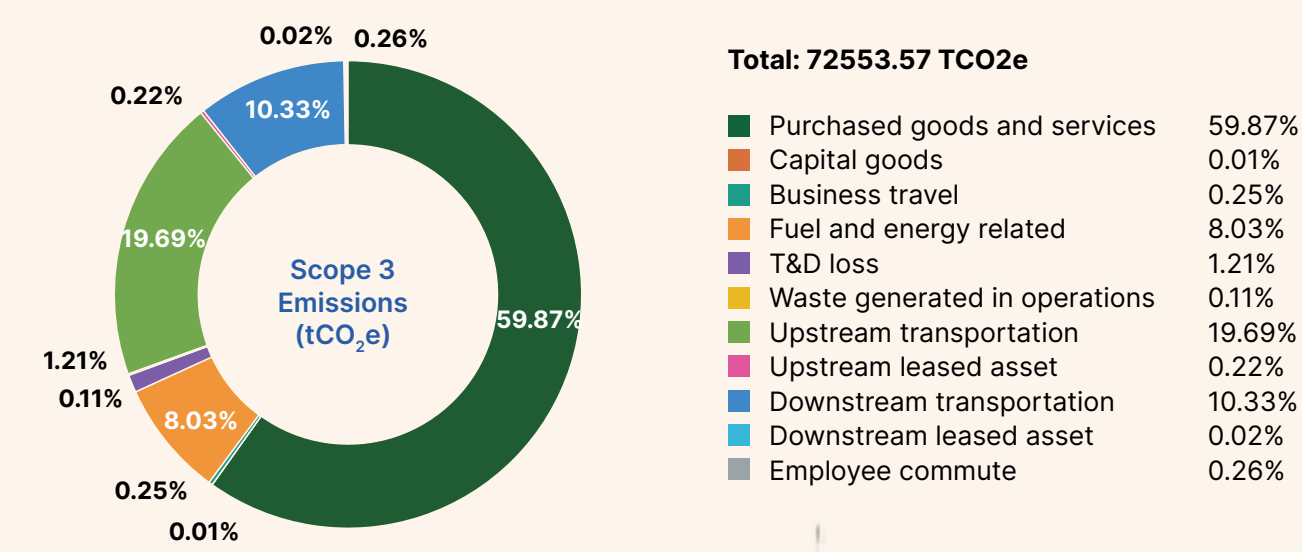
Indirect (Scope 3) GHG Emissions – FY2025-26

Category No :	Scope 3 Category	Emissions 25-26 (tCO ₂ e)	% Breakup (25-26)
1	Purchased goods and services	43438.934	59.87%
2	Capital goods	10.0295	0.01%
6	Business travel	183.066	0.25%
3	Fuel and energy related	5823.81258	8.03%
3	T&D loss	879.8668561	1.21%
5	Waste generated in operations	82.30270757	0.11%
4	Upstream transportation	14283.72	19.69%
8	Upstream leased asset	156.5669	0.22%
9	Downstream transportation	7494.5195	10.33%
13	Downstream leased asset	14.6885	0.02%
7	Employee commute	186.0672349	0.26%
Total emissions (tCO ₂ e) FY 2025-26		72553.57378	

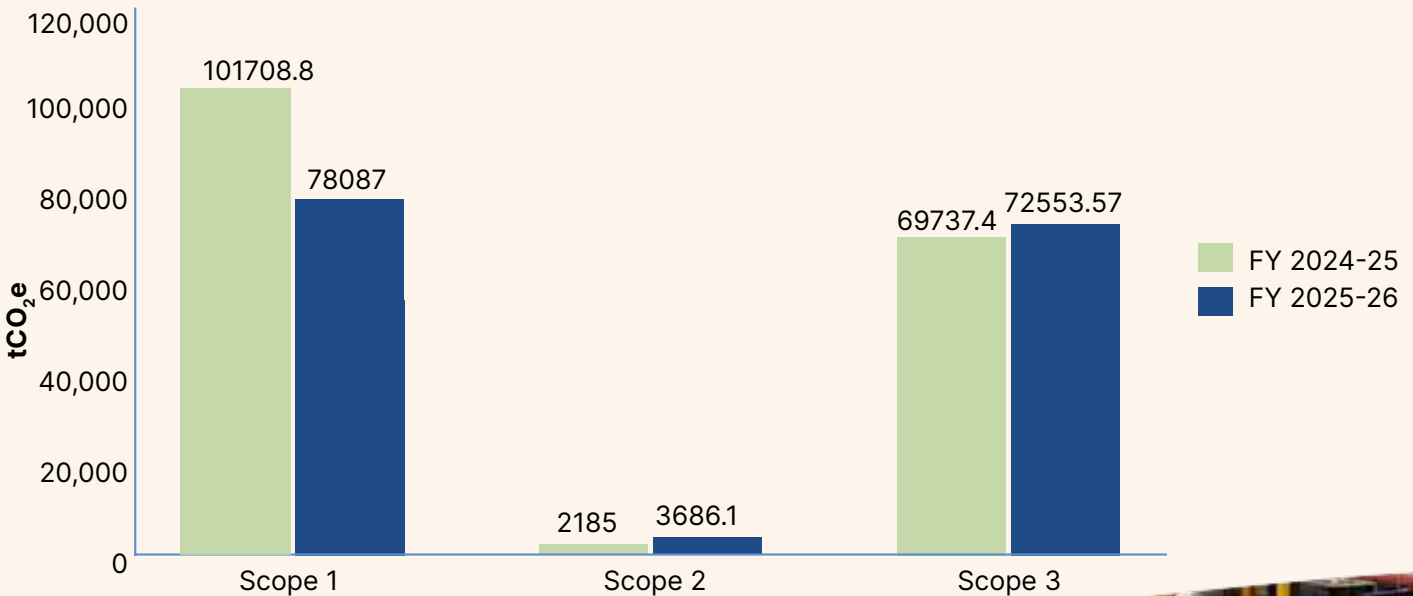
Scope 1 & Scope 2 Emissions Profile (Fy 2025-26)



Scope 3 Emissions by Category (Fy 2025-26)



Year-On-Year Emissions Performance (Tco2e)



Methodology for GHG Accounting

At Thirumalai Chemicals Limited, we are committed to maintaining a robust, transparent and internationally aligned approach to greenhouse gas (GHG) accounting. Our emissions inventory is prepared in accordance with the Greenhouse Gas Protocol – Corporate Accounting and Reporting Standard developed by the World Resources Institute (WRI) and the World Business Council for Sustainable Development (WBCSD). This framework provides a consistent and credible methodology for measuring, managing and reporting greenhouse gas emissions across our operations.

The organizational boundary for GHG reporting is established using the Operational Control approach, covering all manufacturing facilities where TCL has the authority to implement operational and environmental policies. The reporting boundary includes our manufacturing facilities at Ranipet, Tamil Nadu and Dahej, Gujarat.

Our GHG inventory encompasses Scope 1, Scope 2 and relevant Scope 3 emissions, providing a comprehensive assessment of emissions generated from our operations and value chain activities. Greenhouse gases considered within the inventory include Carbon Dioxide (CO₂), Methane (CH₄) and Nitrous Oxide (N₂O), which are converted into tonnes of carbon dioxide equivalent (tCO₂e) using the latest applicable Global Warming Potential (GWP) values.

Emission Factors and Reference Standards

The following internationally recognized standards and references were used for estimating greenhouse gas emissions during FY 2025-26:

- DEFRA 2024 Emission Factors for estimating direct emissions from fuel combustion, including Piped Natural Gas (PNG), Furnace Oil (FO) and High-Speed Diesel (HSD).
- Central Electricity Authority (CEA) Version 21.0 emission factors for calculating indirect emissions associated with purchased grid electricity. IPCC Sixth Assessment Report (AR6) for Global Warming Potential (GWP) values applied to greenhouse gas conversions.
- IPCC Guidelines for National Greenhouse Gas Inventories for Biogenic Emissions: Methane (CH₄) emissions from ETP waste water treatment are considered in the GHG inventory and calculated using applicable IPCC methodologies and GWP values.

Plant-specific operational parameters, including Net Calorific Values (NCV), fuel densities, energy conversion factors and production data, to improve the accuracy of emissions estimation.

Energy consumption data is compiled from calibrated metering systems, utility invoices, production records and fuel consumption logs maintained at each manufacturing facility. Operational data is periodically reviewed and validated to ensure completeness, consistency and traceability.

For Scope 3 emissions, TCL follows the principles of the GHG Protocol Corporate Value Chain (Scope 3) Standard. Where primary activity data is unavailable, recognized secondary emission factors and activity-based or spend-based methodologies are applied for categories such as purchased goods and services, transportation and distribution, business travel, employee commuting, waste management and fuel and energy related activities.

To strengthen the reliability of our greenhouse gas inventory, emissions data undergoes structured internal reviews involving plant operations, corporate sustainability and management teams. Periodic independent assurance further enhances data quality, transparency and alignment with evolving regulatory requirements and internationally The base year for the GHG inventory is 2022-23.



Our Approach to Decarbonisation

Decarbonisation is embedded within our long-term business strategy and operational excellence framework. We recognize that sustainable growth depends on reducing

greenhouse gas (GHG) emissions while improving energy efficiency, strengthening operational resilience, and creating long-term value for our stakeholders. Our decarbonisation strategy

combines cleaner energy, process innovation, resource optimization, and digital technologies to accelerate our transition towards low-carbon manufacturing.

Accelerating the Transition to Cleaner Energy

FY 2025–26 marked the first full year of environmental benefits following the successful conversion of the Thermic Fluid Heater (TFH) at our Ranipet facility from Furnace Oil (FO) to Piped Natural Gas (PNG). The transition has significantly reduced direct greenhouse gas emissions,

improved combustion efficiency, lowered particulate emissions, and enhanced operational reliability. This initiative represents one of the Company's most significant climate actions and reinforces our commitment to adopting cleaner fuels across our manufacturing operations.

Building on this achievement, TCL continues to evaluate opportunities to diversify its energy portfolio through renewable energy solutions and other low-carbon energy alternatives that support long-term emissions reduction.

Driving Operational Excellence Through Energy Efficiency

Improving energy efficiency remains central to our decarbonisation journey. During FY 2025–26, the Company undertook the scheduled replacement of catalysts in key production reactors to enhance long term process efficiency and operational performance. Although the

commissioning and stabilization phase temporarily increased energy demand, the upgraded catalyst is expected to deliver sustained improvements in process efficiency, product quality and energy utilization throughout its operating life.

Our manufacturing teams continue to optimize process controls, improve thermal efficiency, maximize waste heat recovery, and implement preventive maintenance practices that support reliable, energy-efficient operations.

Modernising Infrastructure for a Low-Carbon Future

TCL continues to evaluate opportunities to modernize plant infrastructure by adopting cleaner and more energy-efficient technologies. Future initiatives include evaluating battery-operated material

handling equipment, improving utility systems, and implementing advanced automation and monitoring technologies that enhance operational efficiency while reducing emissions.

Advancing Circular Resource Management

Circular economy principles form an important part of our decarbonisation strategy. The Company continues to strengthen waste minimization, resource recovery, and recycling initiatives across its manufacturing operations. Planned improvements

in sludge management, material recovery, and process optimization are expected to reduce waste generation, improve resource utilization, and lower emissions associated with waste transportation and disposal.

Reducing Value Chain Emissions

Recognizing that a significant portion of greenhouse gas emissions occurs beyond direct operations, TCL continues to strengthen its approach towards managing Scope 3 emissions. We actively promote efficient material utilization, optimized packaging,

responsible procurement, and improved logistics planning to reduce emissions throughout the product lifecycle.

TCL also works closely with suppliers and logistics partners to encourage responsible

environmental practices and improve transparency in emissions reporting. These collaborative efforts contribute to a more resilient and sustainable value chain while supporting our long-term climate objectives.

Leveraging Digital Technologies

Digitalization is becoming an increasingly important enabler of sustainable manufacturing. TCL is strengthening its environmental performance through improved

monitoring systems, real-time operational data, and enhanced analytics to support informed decision-making. These digital capabilities will further

improve emissions monitoring, energy management, resource optimization, and sustainability reporting across our manufacturing facilities.

Building a Climate-Resilient Future

Our decarbonisation journey extends beyond regulatory compliance and reflects our commitment to creating lasting environmental and business value. By integrating cleaner fuels, energy-efficient technologies, process innovation, circular resource management, and

responsible supply chain practices into our operations, TCL continues to build a resilient and future-ready manufacturing organization.

As we move forward, we remain committed to continuously improving our environmental performance, reducing greenhouse

gas emissions, and supporting India's transition towards a low-carbon economy. Through innovation, operational excellence, and responsible growth, we are laying the foundation for a more sustainable future for our business, our stakeholders, and the communities we serve.

Air Emissions

Cleaner Operations Through Continuous Emission Management

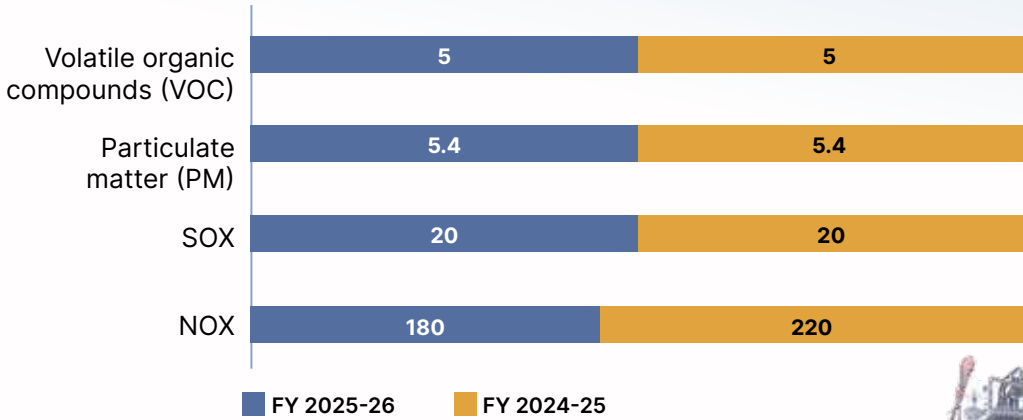
At Thirumalai Chemicals Limited, responsible air emission management is an integral part of our environmental stewardship. We are committed to minimizing emissions that impact both climate and local air quality through cleaner fuels, advanced pollution control technologies and continuous monitoring. Our approach focuses on reducing key pollutants such as Nitrogen Oxides (NOx), Sulphur Oxides (SOx), Particulate Matter (PM) and Volatile Organic Compounds (VOCs), while ensuring full compliance with

applicable regulatory standards. During FY 2025–26, the Company maintained a strong air emissions performance across all major parameters. Sulphur Oxides (SOx) remained low at **20 µg/m³**, while Particulate Matter (PM) & Volatile Organic Compounds (VOCs) were maintained at **5.4 µg/m³** and **5 µg/m³**, respectively. No Persistent Organic Pollutants (POPs) or Hazardous Air Pollutants (HAPs) were reported during the year. Nitrogen Oxides (NOx) emissions

improved to 180 µg/m³ compared with 220 µg/m³ in the previous year, reflecting the first full year of operation of the Thermic Fluid Heater (TFH) on Piped Natural Gas (PNG), together with combustion optimisation and improved operational controls. Continued use of PNG also sustained reductions in sulphur emissions, particulate matter and other combustion related pollutants while improving combustion efficiency and supporting TCL's broader decarbonisation objectives.

Air Emissions

[All reported Air-emission concentrations below are expressed in µg/m³]



Air Emission Management

We maintain a comprehensive air emission management system designed to ensure regulatory compliance, operational reliability and continual environmental improvement. Major emission sources, including boilers and thermic fluid heaters, are equipped with Continuous Emission Monitoring Systems (CEMS), enabling real time monitoring of key parameters such as SOx, NOx, Carbon Monoxide (CO), and Suspended Particulate

Matter (SPM). The monitored data is transmitted continuously to the Tamil Nadu Pollution Control Board (TNPCB), ensuring transparency and regulatory compliance. In addition to continuous monitoring, process emissions are controlled through dedicated air pollution control systems, including wet scrubbers and catalyst-based emission reduction technologies. These systems are supported by periodic calibration, preventive maintenance,

third-party stack monitoring, and equipment performance audits to ensure consistent operational effectiveness. The Company also operates an integrated environmental monitoring platform covering emissions, effluent treatment, and Zero Liquid Discharge (ZLD) systems, enabling timely identification of deviations and prompt corrective actions whenever required.

Driving Cleaner Air Performance

Cleaner Fuel Utilization

The successful full year operation of the PNG based thermic fluid heating system continued to deliver significant environmental benefits through cleaner combustion, reduced sulphur emissions, lower particulate generation and improved energy efficiency.

Continuous Emission Monitoring

Continuous Emission Monitoring Systems (CEMS) remained operational across major emission sources, facilitating 24x7 monitoring, automated reporting to TNPCB, and enhanced environmental governance.

Advanced Air Pollution Control Systems

Wet scrubbers installed on Phthalic Anhydride process streams continued to effectively capture acidic gases and volatile pollutants before atmospheric release, contributing to improved emission performance.

Catalyst Based Process Optimization

Post-reactor catalyst systems continued to oxidize Carbon Monoxide into Carbon Dioxide using available process heat, maintaining CO emissions well within prescribed regulatory limits while improving overall process efficiency.

Process Improvement For Voc Reduction

Continuous optimization of catalyst performance and process conditions enabled the Company to sustain low VOC emissions, supporting cleaner manufacturing practices and improved operational efficiency.

Independent Performance Verification

Routine third-party monitoring of boilers, diesel generators, and process stacks continued throughout the year to validate environmental performance and ensure compliance with applicable statutory requirements.

Water Stewardship and Effluent Management

At TCL, responsible water management is integral to sustainable manufacturing. Water is used for process requirements, cooling, utilities and domestic purposes. TCL manages water-related impacts through monitoring of water withdrawal and consumption, water audits, wastewater treatment, and assessment of water-related risks.

Key measures include process optimisation, water recycling and reuse, rainwater harvesting, cooling-water optimisation, and improvements in water-treatment and recovery systems. These initiatives help improve water-use efficiency, reduce freshwater dependency and strengthen operational resilience while ensuring wastewater is appropriately treated in accordance with regulatory requirements.

Over the years, TCL has consistently focused on optimizing water consumption through process improvements, recycling initiatives and adoption of advanced treatment technologies. From water consumption levels exceeding 163 m³ per tonne of production in the late 1970s, we have achieved a reduction of more than 95%, reflecting our sustained commitment towards conservation of this vital resource and efficient manufacturing practices.

During FY 2025–26, our total water withdrawal was 551.65 ML. Through focused initiatives aimed at improving water efficiency and promoting circular water management, we recycled and reused 103.049 ML of water during the year. These efforts have contributed towards reducing freshwater dependency and

enhancing resource efficiency across our operations.

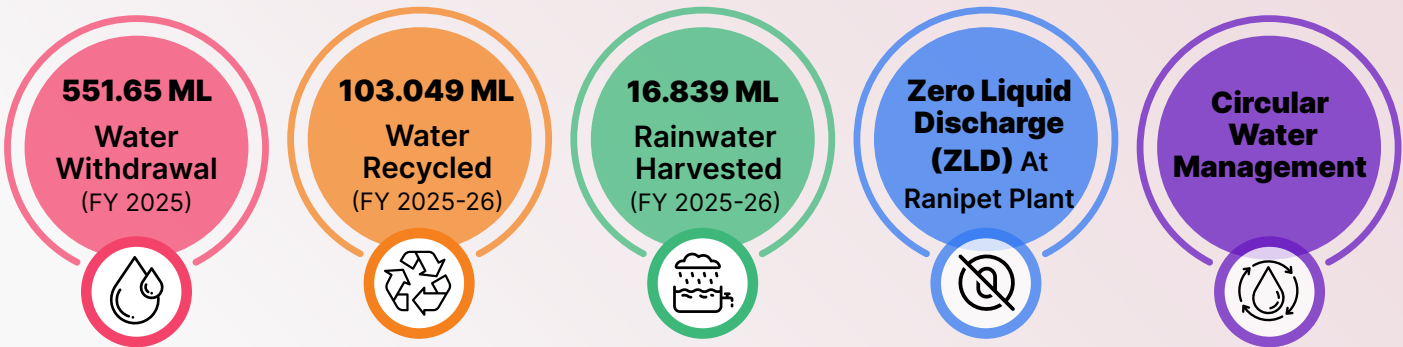
Effluent management continues to be a key priority in our environmental management framework. TCL operates with a strong commitment towards Zero Liquid Discharge (ZLD) principles, ensuring that treated wastewater is effectively recovered and reused within operations, with no untreated or partially treated effluent released into the environment. Continuous monitoring of treatment systems and process parameters enables us to improve recovery efficiency and maintain robust environmental performance.

During FY 2025–26, TCL continued to strengthen its water conservation and wastewater management practices through targeted technology upgrades and process improvement initiatives. Enhancements such as ETP RO membrane upgrades improved treatment efficiency and recovery of reusable water from wastewater streams, while DM and RO membrane replacements supported improved reliability and performance of water purification systems. The provision of a separate cooling tank and filtration system helped optimize cooling water management, improve process stability and reduce resource losses. In addition, rainwater harvesting initiatives continued to support water replenishment efforts and reduce dependency on external freshwater sources.

Beyond dedicated water management systems, TCL continues to implement process optimization initiatives that contribute towards resource conservation, improved material recovery and waste minimization. At the Fumaric Plant, a dedicated cooling tank was provided to improve process control and optimize cooling operations. This modification enabled better recovery of valuable materials, resulting in improved product yield and reduction in hazardous waste generation. The initiative reflects TCL's commitment towards process efficiency, circular resource utilization and sustainable manufacturing practices.

As water related challenges continue to evolve globally, TCL remains committed to strengthening its water stewardship approach through continuous improvement, technology adoption and operational excellence. By integrating conservation, recycling and efficient resource management practices into our manufacturing processes, we continue to work towards sustainable growth while protecting this critical natural resource.

Water Stewardship and Effluent Management



Water Risk Management

Water availability, quality, and regulatory changes are key considerations for TCL's manufacturing operations. To strengthen our understanding and management of water related risks, TCL has conducted a water audit to assess consumption patterns, identify improvement opportunities and enhance resource efficiency.

The audit findings, supported by regular monitoring of water usage and operational parameters, help us identify potential risks and implement appropriate mitigation measures. Our approach focuses on improving system reliability, reducing dependency on fresh water sources and strengthening long term water resilience.

TCL assesses the water-stress status of its water withdrawal locations using the WRI Aqueduct Water Risk Atlas. Based on the FY 2025–26 assessment, both TCL manufacturing facilities are located in areas identified as water-stressed under the applicable Aqueduct assessment. TCL receives water for its operations through SIPCOT. In recognition of the water-stress conditions, TCL has implemented appropriate water management measures, including water conservation, recycling and reuse, rainwater harvesting, process optimization, water recovery and improvements in water treatment systems, to improve water-use efficiency and reduce dependence

on freshwater resources. TCL continues to monitor water withdrawal, consumption and discharge through flowmeters and operation records and takes necessary measures in accordance with applicable regulatory requirements.

Through continuous improvement, technology adoption, and responsible resource management practices, TCL remains committed to ensuring sustainable water management while supporting operational continuity.

Water Withdrawal and Consumption

Responsible water management continues to be an integral part of TCL's sustainability framework. We remain focused on optimizing water usage across our manufacturing operations through efficient resource planning, recycling, reuse practices, and continuous process improvements.

During FY 2025-26, our total water withdrawal was 551.65 megalitres, primarily sourced from third-party water supplies. The total water consumption during the year was 549.27 megalitres. Through

continuous efforts towards improving water efficiency and strengthening water management practices, TCL continues to minimize freshwater dependency while supporting sustainable manufacturing operations.

Our water intensity in terms of physical output during FY 2025-26 stood at 4.72 KL/MT, reflecting our continued focus on balancing operational requirements with resource efficiency. Water consumption patterns are closely monitored across our

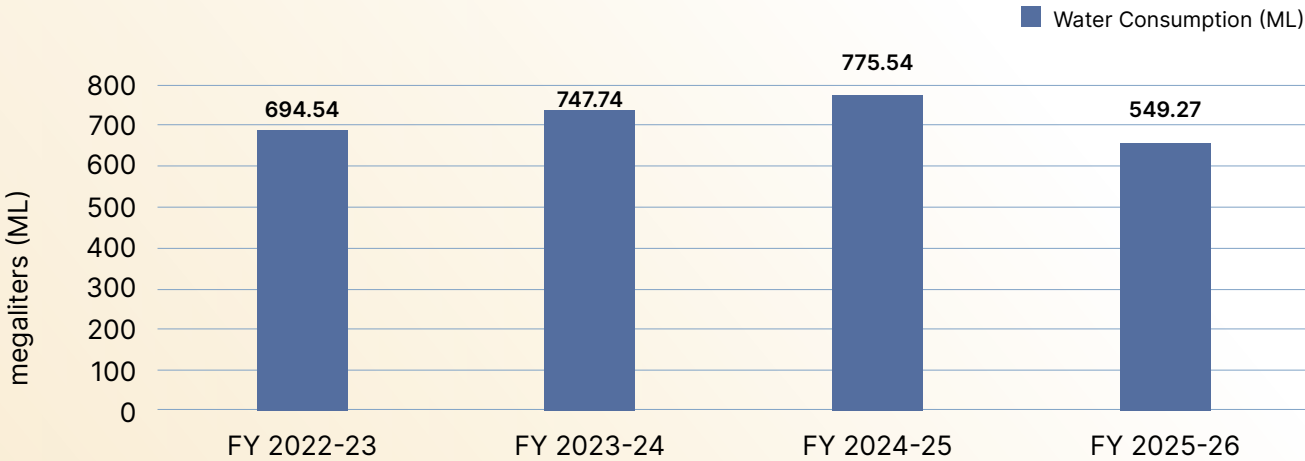
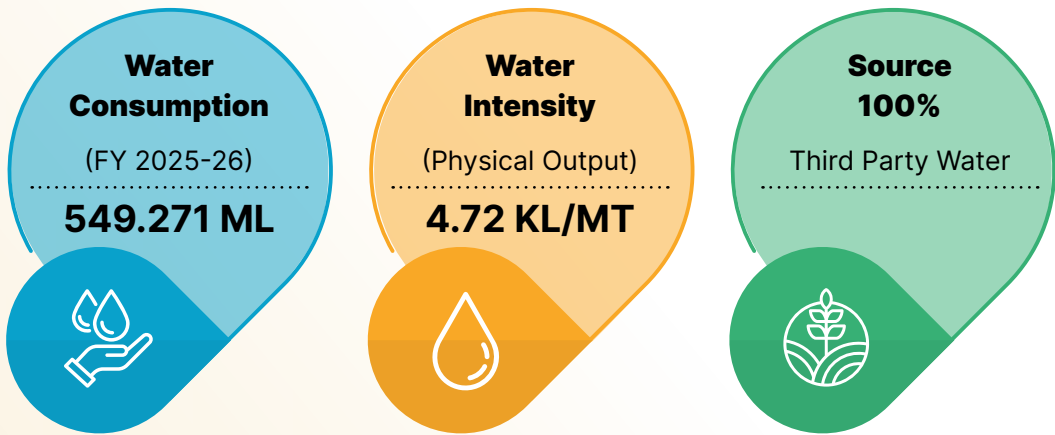
facilities, enabling identification of improvement opportunities and implementation of suitable conservation measures.

Over the years, TCL has strengthened its water management approach through process optimization, recycling and reuse initiatives, and improvements in water treatment systems. These measures support efficient utilization of water resources while enhancing operational resilience and reducing environmental impact.

Table: Water Withdrawal by source & water Consumption (ML)

Parameter	FY 2025-26	FY 2024-25	FY 2023-24
Water withdrawal by source (in megalitres)			
(i) Surface water	0	0	0
(ii) Groundwater	0	0	0
(iii) Third party water	551.65	785	756
(iv) Seawater / desalinated water	0	0	0
(v) Others	0	0	0
Total volume of water withdrawal (in mega litres)	551.65	785.07	756
Total volume of water consumption (in mega litres)	549.271	776	748
Water intensity in terms of physical output	4.72 KL/MT	4.25 KL/MT	4.89 KL/MT

Measurement methodology: Water withdrawal is measured through applicable water/flow meters at relevant intake points and supported, where applicable, by supplier bills and facility-level operational records. Meter readings and supporting records are periodically consolidated for reporting purposes and reviewed for completeness and consistency.



Rainwater Harvesting

Rainwater harvesting forms an important part of TCL's efforts towards strengthening water resilience and promoting sustainable water management practices. By capturing & utilizing rainwater, we aim to reduce dependence on external water sources and enhance resource efficiency across our operations.

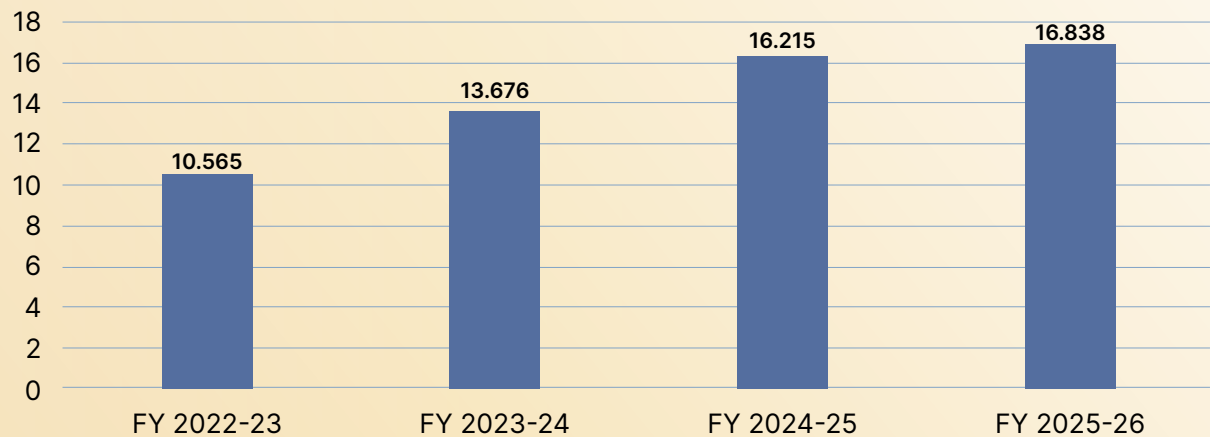
During FY 2025-26, TCL harvested 16.839 ML of rainwater through

its rainwater harvesting systems. With an annual rainfall of 128.15 cm and an established catchment area of 17,436 square meters, the harvested water was effectively utilized for operational requirements, including cooling tower applications, gardening & process related uses, thereby supporting freshwater conservation.

The integration of rainwater harvesting with our broader water

management initiatives supports improved water availability, reduced freshwater dependency, and enhanced operational resilience. TCL continues to evaluate opportunities for strengthening rainwater collection and reuse systems as part of its commitment towards responsible resource management and long-term water sustainability.

Rainwater Harvested (ML)



Water Recycling

At TCL, water recycling is a key element of our resource efficiency strategy, supporting our commitment towards circular water management and responsible utilization of natural resources. By focusing on recovery, reuse, and process optimization, we continue to reduce freshwater dependency and improve overall water efficiency across our operations.

During FY 2025–26, TCL recycled and reused 103.049 ML of water through its integrated water management practices. The recycled water was utilized across operational requirements, contributing towards improved resource efficiency and reducing

the need for additional freshwater intake.

Our water recycling initiatives are supported through continuous improvements in treatment systems, process optimization, and operational controls. Upgrades such as ETP RO membrane improvements, DM and RO membrane replacement, and enhanced filtration systems have contributed towards improved recovery efficiency and reliability of water management systems.

In addition to dedicated recycling infrastructure, process improvement initiatives across manufacturing units continue to

support better resource utilization. Recovery enhancement measures, improved filtration practices, and operational optimization help maximize material and water recovery while minimizing waste generation.

Water recycling efforts continue to be strengthened through technology adoption, periodic performance monitoring, and continuous improvement initiatives. These efforts contribute towards building a more resilient and sustainable manufacturing ecosystem while supporting our long-term commitment to responsible water stewardship.

Effluent Management

Effective effluent management remains a key focus area within TCL's environmental sustainability framework. We continue to adopt a systematic approach towards wastewater treatment, recovery, and responsible discharge by integrating process controls, treatment technologies, and operational best practices across our manufacturing facilities.

During FY 2025–26, TCL continued to strengthen its wastewater management practices with a focus on reducing effluent generation, maximizing water recovery, and ensuring compliance with applicable environmental regulations. Our Ranipet facility continues to operate under a Zero Liquid Discharge (ZLD) framework, enabling recovery and reuse of treated wastewater within the plant premises.

At our Dahej facility, which is not under a ZLD mandate, treated effluent is managed through established treatment systems and discharged through the approved disposal route after meeting regulatory requirements. During the reporting period, 1.645 Megalitres of treated effluent from the Dahej facility was discharged. This discharge, compliant with all applicable regulatory norms, was directed to the Common Effluent Treatment Plant (CETP) operated by GIDC after undergoing rigorous in-house treatment. And, 0.733 ML of wastewater generated from office and tank farm areas was discharged to the public municipal sewer system without on-site treatment.

Our effluent treatment systems comprise primary, secondary, and tertiary treatment processes to ensure effective treatment

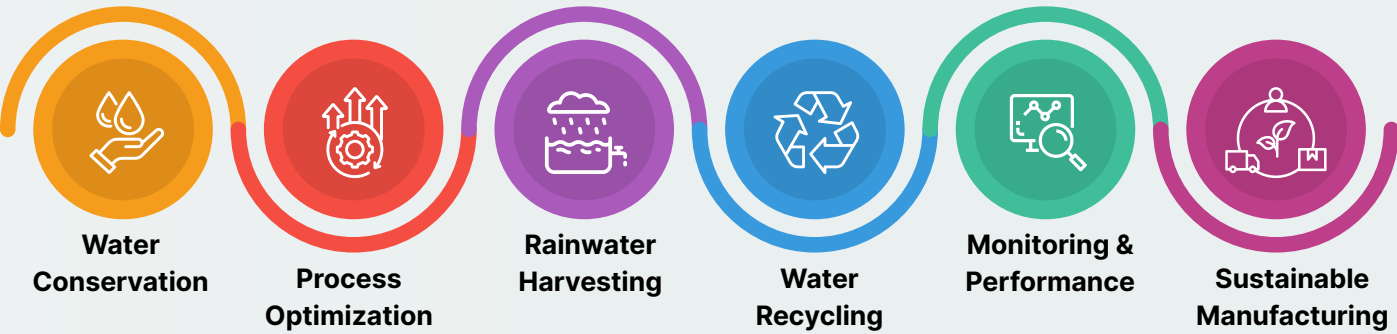
of wastewater streams and compliance with prescribed quality parameters, including pH, total dissolved solids (TDS), biological oxygen demand (BOD), and chemical oxygen demand (COD). Regular monitoring and operational controls help maintain treatment efficiency and ensure responsible management of wastewater generated from our operations.

Through continuous improvement initiatives, TCL remains committed to minimizing effluent generation, enhancing water recovery, and strengthening sustainable wastewater management practices. Going forward, we will continue to explore opportunities for process optimization, technology upgrades, and circular resource utilization to further improve our environmental performance.

Parameter	FY 2025–26	FY 2024–25	FY 2023–24	FY 2022–23
Water discharge by destination and level of treatment (in Megalitres)				
Total water discharged (in ML)	2.379	8.812	7.978	11.048
Remarks	1.645 ML sent to CETP from Dahej facility after tertiary treatment; 0.733 ML from offices and tank farms sent to public municipal sewers without treatment.	Sent to CETP after tertiary treatment and to public municipal sewers without treatment.	Sent to CETP after tertiary treatment and to public municipal sewers without treatment.	Sent to CETP after tertiary treatment and to public municipal sewers without treatment.

Our Approach Towards Water Conservation

Responsible Water Management



At TCL, water conservation is embedded within our broader sustainability approach, reflecting our commitment towards efficient resource utilization and responsible manufacturing. We continue to focus on reducing water dependency through process improvements, enhanced recovery practices and operational initiatives that promote efficient use of this vital resource.

Our approach is centered around understanding water consumption patterns, identifying opportunities for improvement, and implementing solutions that enhance efficiency across manufacturing operations. Regular monitoring, internal

assessments & the insights gained through water audits support informed decision-making and help identify areas where conservation measures can be strengthened.

During FY 2025–26, TCL continued to implement initiatives aimed at improving water efficiency, including enhancements in water recovery systems, treatment infrastructure improvements, and process optimization measures. Improvements in cooling water management, filtration systems, and recovery practices have contributed towards better resource utilization while maintaining operational reliability.

Beyond infrastructure improvements, TCL continues to encourage a culture of responsible water management through operational discipline, awareness, and continuous improvement practices. Our teams work towards integrating water efficiency considerations into process planning and dayto day operations.

Through a combination of technology adoption, process enhancement, and effective monitoring, TCL remains committed to reducing water intensity, enhancing resource resilience, and strengthening its long-term approach towards sustainable water management.

Our Waste Management

Advancing Circular Resource Management

At Thirumalai Chemicals Limited, responsible waste management is an integral part of our commitment to environmental stewardship, operational excellence, and sustainable manufacturing. Our approach is founded on the principles of waste prevention, resource efficiency, circularity, and regulatory compliance, ensuring that waste generated across our operations is managed responsibly throughout its lifecycle.

We strive to minimize waste generation at source through process optimization, improved material utilization, and continuous operational improvements. Where waste generation cannot be avoided, priority is given to segregation, reuse, recycling, and recovery, with environmentally sound disposal adopted only as a last resort. This hierarchy enables us to maximize resource recovery while reducing the environmental footprint of our manufacturing operations.

As a Zero Liquid Discharge (ZLD) facility, TCL continues to recover and reuse treated wastewater within its manufacturing processes, eliminating wastewater discharge while conserving freshwater resources. We also promote industrial circularity by recovering valuable resources from process streams and diverting suitable hazardous waste for co-processing in cement kilns, where it is utilized as an alternative fuel and raw material.

During FY 2025–26, TCL generated 4952.77 MT of hazardous waste and 102.65 MT of non-hazardous waste, including municipal solid waste generated across our manufacturing facilities, tank farms, and offices. A significant proportion of hazardous waste was diverted from disposal through co-processing and recycling, reinforcing our commitment to responsible waste management and resource recovery.

Our waste management system is supported by robust governance mechanisms, comprehensive monitoring, and compliance with the Hazardous and Other Wastes (Management and Transboundary Movement) Rules, 2016, and other applicable environmental regulations. All waste streams are tracked from generation to final treatment through authorized recyclers, co-processors, treatment facilities, and disposal agencies, ensuring transparency, traceability, and environmental accountability.

Looking ahead, we remain focused on strengthening circular economy practices through improved waste segregation, enhanced material

recovery, digital waste tracking, and increased collaboration with recycling and recovery partners. By integrating circular thinking into our operations, TCL continues to transform waste into valuable resources while supporting India’s transition towards sustainable industrial growth.



FY 2025–26 Waste Management Highlights

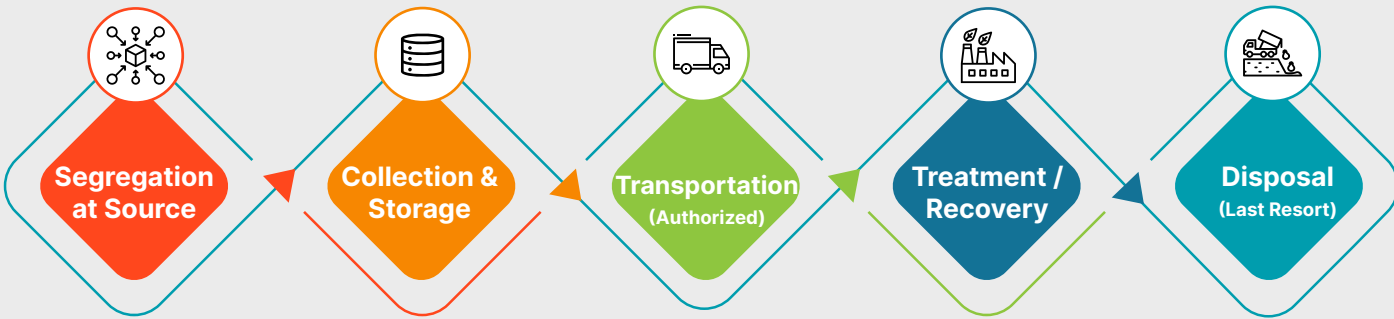
Performance Indicator	FY 2025–26
Hazardous Waste Generated	4,952.77 MT
Industrial Non-Hazardous Waste Generated	33.73 MT
Municipal Solid Waste Generated	68.92 MT
Total Waste Generated	5,055.42 MT

Approach to Waste Management

Waste generated from operations may have potential impacts on soil, water, land and natural resources, particularly from hazardous waste and improper storage or disposal. Key waste-related impacts

include risks associated with hazardous waste, landfill disposal, co-processing, recycling, storage and transportation, as well as opportunities for resource recovery and circularity.

The Company manages these impacts through a structured waste hierarchy:



Our strategy follows the internationally recognized waste hierarchy, placing the highest priority on preventing waste generation at source through

process optimization, efficient raw material utilization, and continuous operational improvements. Wherever possible, we evaluate opportunities to reduce waste

by improving manufacturing efficiency, optimizing process parameters, and minimizing material losses.



Building on this foundation, we implement the 4R philosophy Reduce, Reuse, Recycle and Recover across our manufacturing facilities and support functions. Process residues with recovery potential are reutilized wherever feasible, recyclable materials are channelled through authorized recycling partners and selected waste streams are recovered through co-processing, enabling their use as alternative fuel or raw material in cement manufacturing. Our Zero Liquid Discharge (ZLD) system further supports circularity by maximizing water recovery and reuse within the manufacturing process.

Hazardous waste is managed through a comprehensive lifecycle approach comprising segregation at source, safe collection, secure storage, transportation through authorized agencies and environmentally sound treatment or disposal. Co-processing remains the preferred treatment route for

suitable hazardous waste streams, significantly reducing dependence on landfill disposal while recovering energy and valuable resources. Waste streams that cannot be recovered are disposed of through authorized Treatment, Storage and Disposal Facilities (TSDFs) in accordance with applicable environmental regulations.

Non-hazardous waste generated from manufacturing operations, offices, canteens and utility areas is systematically segregated and managed through recycling, municipal collection systems, or approved disposal facilities, depending on the nature of the waste. Dedicated storage areas, standardized operating procedures and regular inspections ensure safe handling and complete traceability across all locations.

To strengthen governance, every waste stream is monitored, documented and reviewed through established environmental management processes. Regular

internal audits, compliance assessments, employee awareness programmes and collaboration with authorized recyclers and co-processors ensure that our waste management practices remain transparent, accountable and fully compliant with the Hazardous and Other Wastes (Management and Transboundary Movement) Rules, 2016, Plastic Waste Management Rules, E-Waste Management Rules and other applicable statutory requirements.

Through this integrated and hierarchical approach, TCL continues to strengthen its waste management performance, improve resource recovery and embed circular economy principles into day to day operations. Our ongoing focus on innovation, operational excellence and responsible stewardship supports our ambition to build a resilient, low waste manufacturing ecosystem that creates long-term environmental and business value.

TCL Waste Management Hierarchy

Priority	Our Approach	Key FY 2025–26 Practices
Prevent	Avoid waste generation at source	Process optimization, improved material utilization, operational efficiency
Reduce	Minimize waste generation	Better process control, source segregation, efficient resource use
Reuse	Reuse materials wherever feasible	Internal reuse of process streams, ZLD water reuse, packaging reuse initiatives
Recycle	Recover recyclable materials	Used oil recycling, e-waste recycling through authorized recyclers
Recover	Recover energy and resources	Co-processing of hazardous waste in authorized cement kilns
Dispose	Safe disposal as the final option	TSDF landfill, municipal collection system, biomedical waste treatment through authorized facilities

Strengthening Our Hazardous Waste Management Practices

Our approach to hazardous waste management is driven by a strong commitment to minimizing environmental impact while ensuring full compliance with applicable environmental regulations. In FY 2025–26, we generated 4952.77 metric tonnes of hazardous waste, compared with 6,258 metric tonnes in FY 2024–25. The reduction reflects our continued focus on process optimization, improved operational efficiency and responsible waste management practices across our manufacturing operations.

Co-processing continued to be

the primary treatment route for hazardous waste, with 3,814.40 metric tonnes, representing 77.02% of the total hazardous waste generated, being utilized in authorized cement kilns for energy and material recovery. This approach diverts suitable waste from landfill, conserves natural resources and supports our commitment to circular economy principles through responsible resource recovery.

Waste sent to authorized recyclers accounted for 15.33 metric tonnes of the total hazardous waste generated. Recoverable

waste streams such as used oil and e-waste were channelled to authorized recyclers, enabling the recovery of valuable materials while ensuring environmentally sound management.

TCL continues to strengthen waste segregation, improve material recovery and optimize disposal practices through continuous process improvements, strict operational controls, and adherence to regulatory requirements, reinforcing our commitment to responsible and sustainable waste management.

Hazardous Waste Performance

Particulars	FY 2024–25	FY 2025–26
Hazardous Waste Generated (MT)	6,258.00	4952.77
Waste Diverted through Co-processing (MT)	5,105.00	3,814.40
Waste Sent to Authorized Recyclers (MT)	13.49	15.33
Waste Directed to Landfill (MT)	23.72	77.54

During the reporting period, 4,952.77 MT of hazardous waste was generated. Of this, 3,814.40 MT was diverted through co-processing, 15.33 MT was sent to authorised recyclers, and 77.54 MT was directed to landfill. Approximately 1,047.68 MT of hazardous waste was stored at the site in designated hazardous-waste storage areas in accordance with TNPCB guidelines.

Non-Hazardous Waste Management

Particulars	FY2023-24	FY 2024-25	FY 2025-26
Industrial Non- hazardous waste Generated (MT)	231.00	97.80	33.73
Effective segregation, responsible handling, and environmentally sound disposal form the foundation of our non-hazardous waste management approach. During FY 2025-26, 33.73 metric tonnes of industrial non-hazardous waste, primarily spent insulation wool generated during maintenance activities, were recorded. The year-on-year reduction reflects ongoing initiatives to improve material efficiency, optimise maintenance practices, and minimise waste generation across operations. The waste was managed through authorized disposal facilities in accordance with applicable environmental regulations and internal waste management procedures. Systematic segregation, proper storage, and continuous monitoring ensured safe handling and complete traceability throughout the waste management process. Going forward, TCL will continue to focus on minimizing non-hazardous waste generation through process optimization, improved material utilization, and enhanced operational practices, while identifying opportunities to strengthen resource efficiency and support circular economy principles.			

Waste Management Practices

TCL follows a structured waste management system focused on waste minimization, segregation, resource recovery, and environmentally responsible disposal. All waste generated	from manufacturing operations is systematically classified as hazardous or non-hazardous, segregated at source, labelled, and stored in designated areas before being transferred to authorized	recyclers, co-processors, or disposal facilities. Regular monitoring and documentation ensure complete traceability and compliance throughout the waste management process.
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Materials Management

Responsible materials management is integral to our environmental stewardship. Process waste streams—including chemical sludge, spent catalysts, molecular sieves, organic residues,	filter media, contaminated containers, used oil, and other regulated wastes—are managed in accordance with statutory requirements. Appropriate storage, labelling, and documentation	ensure safe handling while enabling efficient recovery, recycling, or disposal through authorized agencies.
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Circularity in Action

Circular economy principles are embedded in waste management practices by maximising resource recovery from process waste streams. Hazardous waste suitable for co-processing is utilised in authorised cement kilns as an alternative fuel and raw material, reducing landfill dependency while	supporting industrial resource efficiency. Additionally, scrubber solution generated from the Phthalic Anhydride (PA) plant is utilised as a raw material in Fumaric Acid production, demonstrating our commitment to transforming process by-products into valuable resources.
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Partnering for Sustainable Waste Solutions

We collaborate with authorized recyclers, co-processors, and Treatment, Storage and Disposal Facilities (TSDFs) to ensure environmentally sound waste management. These partnerships	enable responsible recycling, resource recovery, and safe disposal while ensuring compliance with applicable environmental regulations.
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Managing Spills and Operational Residue

Robust systems are in place to prevent and effectively manage accidental spills across operations. Critical operating areas are equipped with spill containment	facilities and emergency response equipment, while employees receive regular training on spill prevention and response procedures. Periodic inspections	and monitoring further ensure operational readiness and minimise environmental risks.
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Environmental Compliance

Full compliance with applicable waste management regulations was maintained throughout FY 2025-26. Statutory records and returns relating to hazardous waste, e-waste, biomedical waste,	used oil, and other regulated waste streams were prepared and submitted in accordance with the requirements of the relevant regulatory authorities. Systematic monitoring, internal audits, and	responsible waste handling practices further reinforced environmental governance and supported effective, compliant waste management across operations.
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Circular Commitments and Forward-Looking Initiatives

At TCL, circular economy principles are embedded within our waste management strategy to maximize resource efficiency and minimize environmental impacts. We continue to shift from a conventional waste management approach towards one that emphasizes resource recovery,	reuse and value creation across our operations.	a valuable input, promoting internal resource circularity while reducing the consumption of virgin raw materials.
	A key example of this approach is the utilization of scrubber solution generated from the Phthalic Anhydride (PA) plant as a raw material for Fumaric Acid production. This initiative converts a process byproduct into	Looking ahead, TCL remains focused on strengthening circularity through targeted initiatives, including



Optimizing ETP Sludge Management

Evaluating technologies to reduce the moisture content of effluent treatment plant sludge, improving handling efficiency and enhancing opportunities for resource recovery through co-processing.

Through these initiatives, TCL continues to strengthen



Enhancing Resource Recovery

Expanding opportunities to recover and utilize suitable process residues, utility waste and other byproducts through recycling, co-processing, and other environmentally responsible recovery pathways.

resource efficiency, reduce waste generation, and advance circular



Strengthening Circular Partnerships

Continuing collaboration with authorized recyclers, co-processors & industry partners to improve waste utilization, reduce landfill dependency and promote sustainable material management.

economy practices as part of its long-term sustainability strategy.

People Powering Sustainable Growth

At Thirumalai Chemicals Limited, our people are our greatest strength and the driving force behind our continued success and sustainable growth. We believe that a thriving organization is built by empowering individuals, fostering innovation and creating a workplace where everyone feels

respected, valued and inspired to excel. Guided by our core values of **Care, Integrity, Excellence, Collaboration and Accountability**, we are committed to providing a safe, inclusive and engaging work environment that supports professional development,

employee well being and responsible leadership. Through continuous learning, robust safety practices, equal opportunity and transparent communication, we enable our people to realise their full potential while supporting TCL's long term vision and strengthening workforce capabilities.

"Our greatest achievements begin with our people, whose passion, expertise, and commitment continue to shape a more sustainable tomorrow."

Our Focus Areas

Building a Future-Ready Workforce

Our people strategy is built around creating an environment where employees can learn,

grow, innovate and contribute meaningfully. We focus on strengthening human capital

while promoting responsible business practices and long term organizational resilience.



Workforce Engagement & Capability Development

Investing in continuous learning, technical excellence, leadership development, and employee engagement to build a highly skilled and future ready workforce.



Health, Safety & Well-being

Embedding a proactive safety culture supported by occupational health programmes, wellness initiatives, risk management, and continuous safety awareness to protect our people every day.



Diversity, Equity & Inclusion

Creating an inclusive workplace that values diverse perspectives, promotes equal opportunities and ensures dignity, respect and fairness for every employee.



Ethics, Human Rights & Responsible Workplace

Upholding ethical business conduct, responsible labour practices, transparent grievance mechanisms and a workplace founded on integrity, accountability and mutual respect.



Community & Social Impact

Creating shared value through community development initiatives focused on education, healthcare, environmental stewardship, skill development and local engagement.

Highlights FY 2025-26



477
Total Employees



ZERO
Fatalities & LTIFR
Safety Performance



100%
Planned Programmes Conducted
Employee Engagement



9.9%
Women in Workforce



ZERO
POSH-related Incidents
Workplace Ethics



25,000+
Beneficiaries
Community Reach



11,714 Hours
Training Hours Delivered



₹1.96 Cr
CSR Investment



Building a High-Performance Workplace

Our people strategy is built on creating an environment where individuals can perform at their best while contributing to the Company's long term success. We believe that sustained business performance is driven by engaged

employees, responsible leadership, and a workplace culture founded on trust, collaboration and continuous improvement.

As our business evolves, we continue to enhance our human capital practices by fostering a

culture of learning, innovation, accountability and mutual respect. Every employee is empowered to contribute ideas, develop new capabilities and participate actively in achieving our strategic and sustainability objectives.

Fostering an Inclusive Workplace

Creating an inclusive workplace is fundamental to our people philosophy. We provide equal opportunities for recruitment, development and career progression while ensuring that

every individual is treated with dignity, fairness and respect.

Our policies promote diversity, prohibit discrimination and harassment and reinforce ethical behaviour across all levels of the

organization. Through transparent people practices and open communication, we continue to strengthen an environment where employees feel valued, heard and empowered to succeed.

Learning, Development & Employee Engagement

The Human Resources function collaborates with business leaders to identify capability requirements, strengthen leadership pipelines & implement people initiatives that support long term business objectives. During FY 2025-26, employees completed **11,714 hours of training**, covering technical competencies, behavioural development, leadership capability, safety

awareness and regulatory compliance. These programmes support both individual growth and operational excellence while preparing our workforce to respond confidently to changing technologies and business requirements.

Employee engagement continues to be an important pillar of our people strategy.

We successfully completed **100% of our planned employee engagement programmes** during the year, creating opportunities for collaboration, recognition, knowledge sharing and meaningful dialogue across the organization. These initiatives strengthen workplace relationships, reinforce our values, and contribute to a positive and high performing work environment.

Health, Safety & Well-being

The health, safety, and well-being of our employees remain central to our operations. We maintain a robust Environment, Health and Safety (EHS) framework supported by proactive risk assessments, continuous safety awareness,

behavioural safety programmes, and preventive health initiatives.

Our unwavering commitment to safety resulted in **Zero Lost Time Injury Frequency Rate (LTIFR)** and **Zero workplace fatalities**

during FY 2025-26, reflecting the collective responsibility and safety-first mindset embraced across the organization.

Ethics and Responsible Workplace

Integrity forms the foundation of our workplace culture. We uphold the highest standards of ethical conduct through comprehensive governance frameworks, transparent policies, and effective grievance redressal mechanisms.

We maintain zero tolerance towards discrimination, harassment, corruption, child labour or forced labour.

During the reporting year, the Company recorded **Zero**

POSH-related incidents, reaffirming our commitment to providing a respectful, inclusive, and safe workplace for every employee.

Building Tomorrow Together

By investing in our people, strengthening leadership capabilities, and fostering an

inclusive and safe workplace, we continue to build a resilient organization that creates

long-term value for our employees, stakeholders, and communities.

Particulars	Male	Female	Total
Employees			
Permanent	414	43	457
Other than Permanent	18	2	20
Total Employees	432	45	477
Workers			
Permanent	21	0	21
Other than Permanent	260	34	294
Total Workers	281	34	315

Strengthening Human Capital Through Effective Governance

Board Oversight

At Thirumalai Chemicals Limited, effective human capital governance begins with strong leadership oversight. The Nomination and Remuneration Committee (NRC) provides

strategic direction on talent management, succession planning, leadership development, remuneration, and performance management. By ensuring that our people practices remain

transparent, merit-based, and aligned with the Company's long-term objectives, the Committee plays a vital role in building a resilient and high-performing organization.

Leadership & Human Capital Management

Our Human Resources function, together with senior leadership, is responsible for translating our people strategy into meaningful action across the organization. By integrating workforce planning, capability development,

employee engagement, diversity, and workplace well-being into business decision-making, we ensure that our people practices support operational excellence while advancing our sustainability ambitions. The HR team partners

with business functions to strengthen organizational capability, leadership development, ethical workplace practices, and employee engagement.

Turning Strategy into Action

Our people strategy is brought to life through structured

programmes and initiatives that strengthen employee experience

and organizational performance across all our locations.

Employee Engagement & Culture

We foster an open and collaborative workplace through employee engagement initiatives,

leadership interactions, recognition programmes, cultural celebrations, and regular communication

platforms that encourage participation, teamwork, and a strong sense of belonging.

Learning & Capability Development

Continuous learning remains central to our growth strategy. Employees are provided opportunities to enhance

technical expertise, leadership capabilities, behavioural competencies, and digital skills through structured internal and

external training programmes, supporting continuous professional development.

Health, Safety & Well-being

Protecting the health and well-being of our people remains a core priority. Through comprehensive Environment,

Health and Safety (EHS) practices, safety awareness programmes, emergency preparedness initiatives, occupational health

programmes, and employee wellness activities, we maintain a safe, healthy, and resilient workplace.

Diversity, Equity & Inclusion

We foster an inclusive workplace where diversity is respected, equal opportunity is promoted, and

every employee is treated with dignity, fairness, and respect. Our policies and practices support an

equitable work environment that values different perspectives and encourages collaboration.

Employee Voice & Responsible Workplace

We encourage open communication and provide accessible channels for employees to share feedback, raise concerns, and seek

resolution through transparent grievance mechanisms. These practices reinforce trust, accountability, and ethical

conduct while strengthening our people-first culture.

Building a Workplace Where People Thrive

Our approach to human capital governance extends beyond policy and compliance. Our governance

framework supports a workplace where employees can realise their full potential while contributing to

TCL's long-term success.



Employee Well-being & Benefits

Employee well-being is central to our people philosophy. We strive to create a workplace where employees feel supported, valued, and secure. Our approach to employee well-being goes beyond statutory compliance, with a strong focus on financial security, health, and overall well-being.

We provide eligible employees with a comprehensive benefits

framework, including health and accident insurance, Provident Fund, Superannuation Fund, Gratuity, Employee State Insurance (where applicable), maternity benefits, and leave-related benefits. These programmes reflect our commitment to responsible employment practices and the long-term well-being of our workforce.

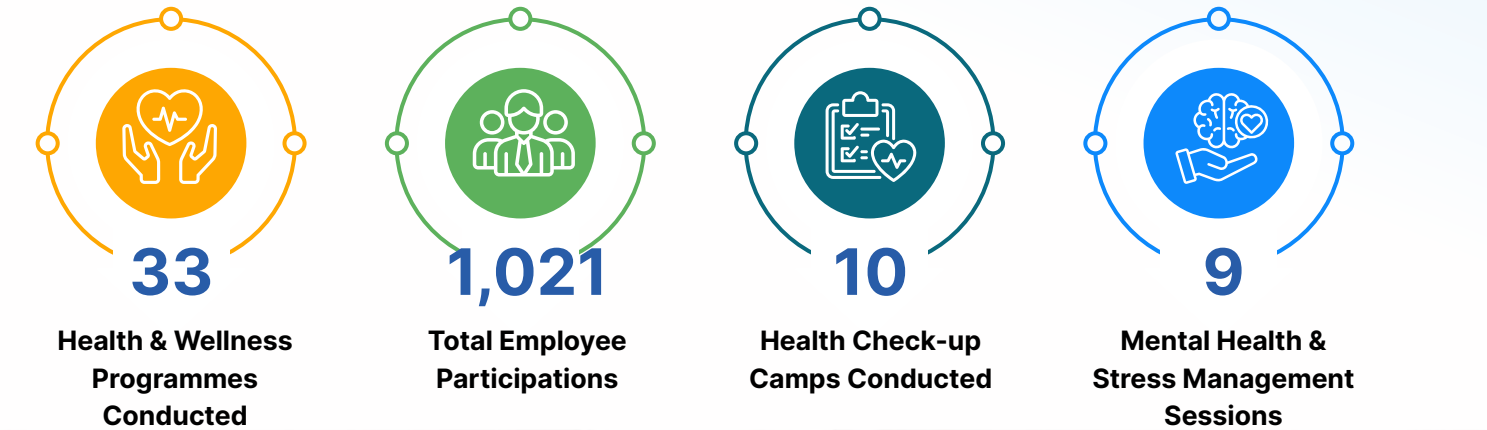
Employee health remains a key priority, supported through periodic health check-ups, occupational health services, first-aid facilities, emergency medical support, and preventive wellness initiatives. During FY 2025-26, we also maintained a 100% return-to-work rate following maternity leave, reflecting our focus on employee care, inclusion, and work-life balance.

Investing in Employee Well-being

We continued to strengthen our employee wellness initiatives

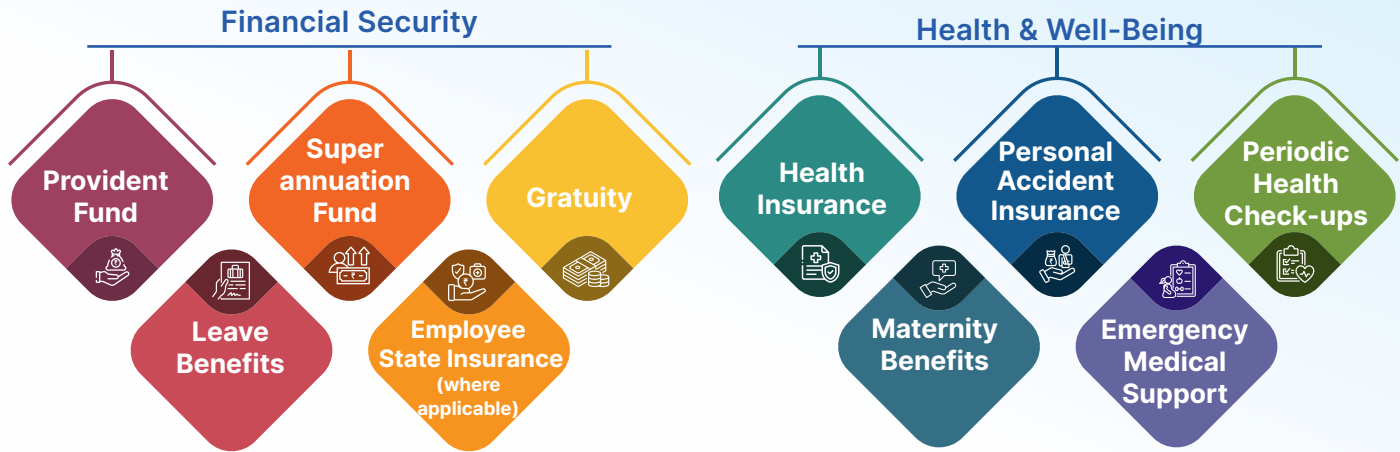
during the year, increasing our investment in programmes that

support health, well-being, and workplace engagement.



Programme / Activity	Target Group	No. of Programmes Conducted	Total Participants	Impact / Outcome
 General Health Check-up Camp	Employees / Workers	10	478	Early detection of health risks and better preventive care
 Eye Check-up Camp	Employees / Workers	1	22	Improved eye health and awareness
 Occupational Health Monitoring	Workers	2	21	Monitoring and management of workplace health risks
 Wellness Awareness Sessions	Employees	8	150	Increased health awareness & positive lifestyle behaviour
 Mental Health & Stress Management	Employees / Workers	9	255	Better stress management and emotional well-being
 Yoga / Fitness Programmes	Employees / Workers	3	95	Improved fitness, flexibility and overall well-being
Total		33	1021	

Parameter	FY 2024-25	FY 2025-26
Cost on well-being measures (in lakhs)	97.58	94.39



By investing in employee well-being and preventive healthcare, we continue to

strengthen workforce resilience, improve employee engagement, and support sustainable

organizational performance.



Talent Development & Workforce Capability

Investing in people is fundamental to sustaining innovation, operational excellence and long term business success. Our talent strategy focuses on attracting,

developing, and retaining skilled professionals while creating opportunities for continuous learning, leadership development, and career progression. By

aligning individual aspirations with organizational goals, we are building a workforce that is agile, resilient, and prepared to meet the evolving needs of our business.

Developing Skills for the Future

Continuous learning is embedded within our organizational culture. Employees are provided with structured learning opportunities that strengthen technical expertise, behavioural competencies, leadership capabilities, safety awareness and regulatory compliance. During FY 2025-26,

our employees completed **11,714 training hours**, reflecting our continued investment in capability building and professional development.

Learning is delivered through a combination of classroom programmes, on-the-job

training, knowledge-sharing sessions, mentoring, and external development initiatives. This integrated approach equips employees with the skills required to adapt to changing technologies, improve operational performance, and support TCL's longterm sustainability ambitions.

Building Future Leaders

Developing leadership capability remains a key priority for TCL. We identify high potential employees and provide them with opportunities to expand their

responsibilities, strengthen decision making capabilities and prepare for future leadership roles. Through structured succession planning, cross functional exposure

and continuous performance development, we are building a strong leadership pipeline that supports business continuity and long term organizational resilience.

Strengthening Communities Through Employment

Our commitment to people extends beyond our workforce to the communities in which we operate. We continue to provide employment opportunities to individuals from nearby

communities, creating local livelihoods while strengthening our manufacturing operations with a committed and skilled workforce. Through technical training, practical learning and continuous

capability development, we enable employees to build meaningful careers while contributing to the socio economic development of the regions where we operate.

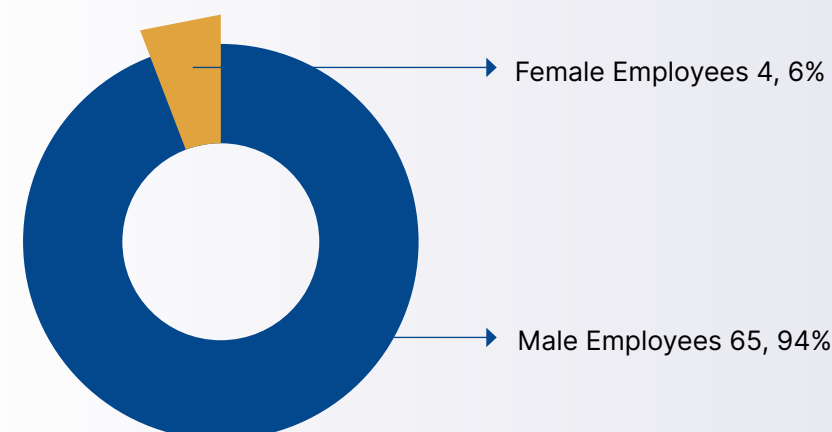
Building Capability for Sustainable Growth

During FY 2025-26, TCL hired 69 new employees against an average employee strength of 477, resulting in a new-hire rate of 14.47%.

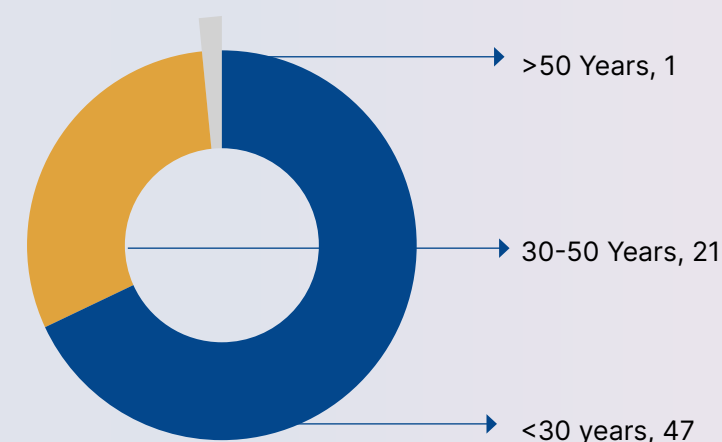
By investing in talent, strengthening leadership capabilities and promoting continuous learning, TCL continues

to build the human capital needed to support long term business success.

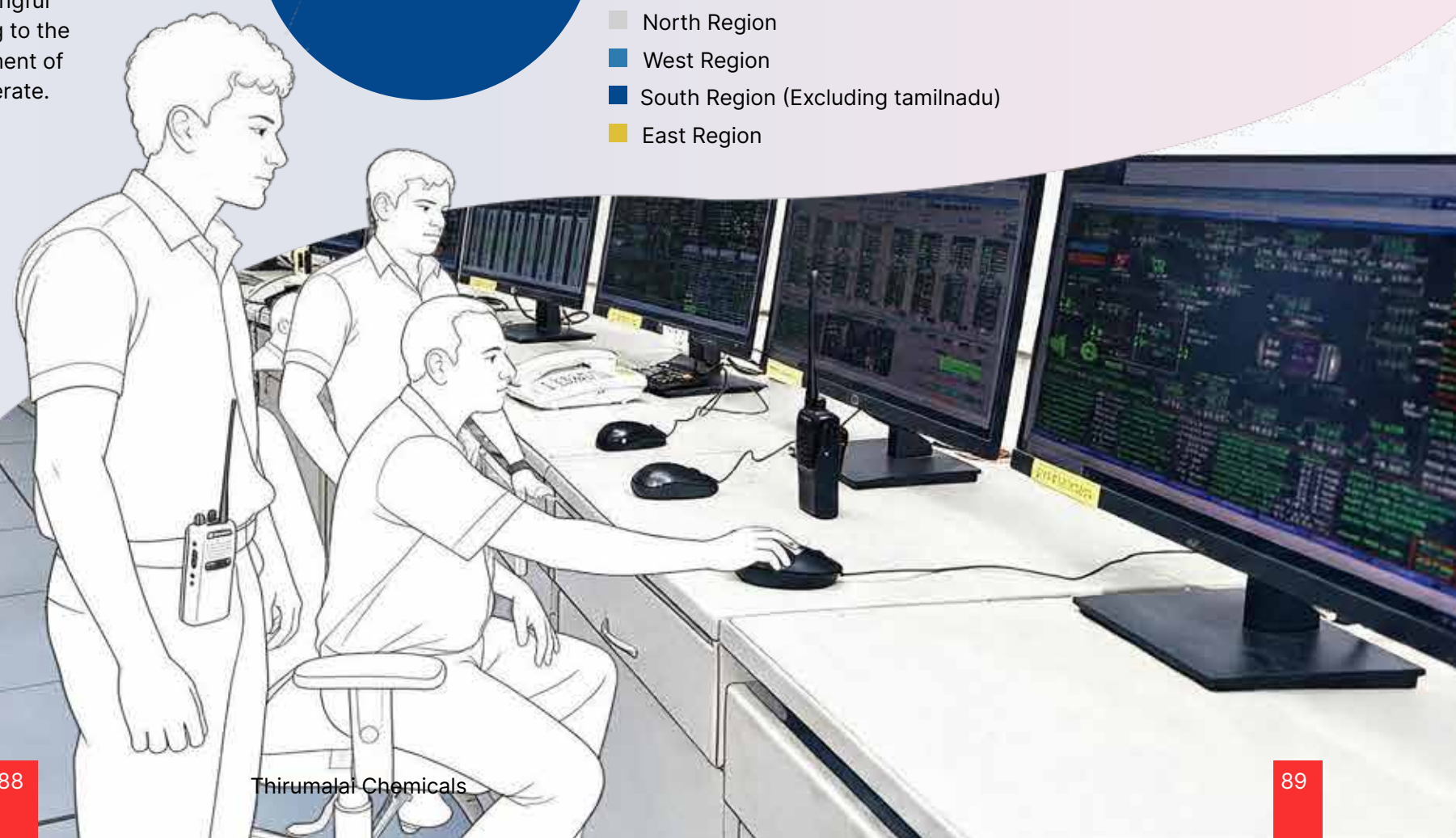
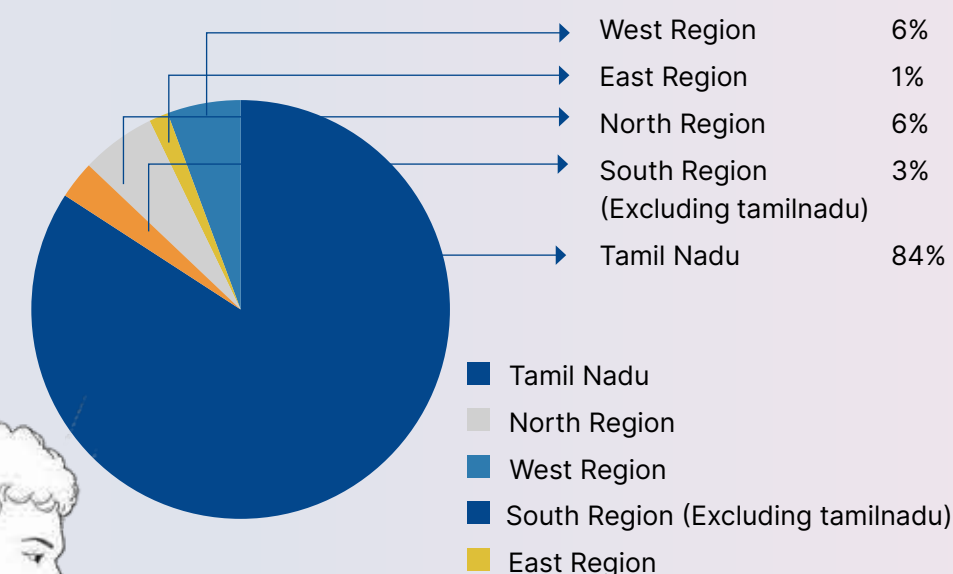
New Hires by Gender



New hires Age-wise



New Hires region-wise



Ensuring Equitable and Competitive Pay

We are committed to maintaining a fair, transparent, and equitable compensation framework that recognizes skills, performance, and responsibilities while ensuring full compliance with applicable labour laws. Guided by the principle of **equal pay for equal work**, our remuneration practices foster an inclusive workplace where every

employee is valued and rewarded fairly. We regularly benchmark our compensation practices against industry standards to support employee well-being, engagement, and long-term retention. **During FY 2025-26, 100% of employees and workers received wages**

that were equal to or above the applicable statutory minimum wage. Of these, **91.68% of permanent employees received remuneration above the statutory minimum wage**, demonstrating our commitment to providing competitive compensation while ensuring full compliance with statutory wage requirements.

Category	FY 2025-26					FY 2024-25				
	Total (A)	Equal to Minimum Wage No. (B)	% (B / A)	More than Minimum Wage No. (C)	%(C / A)	Total (D)	Equal to Minimum Wage No.(E)	%(E / D)	More than Minimum Wage No.(F)	%(F / D)
Employees										
Permanent	457	38	8.32%	419	91.68%	509	45	8.84%	464	91.16%
Male	414	37	8.94%	377	91.06%	466	44	9.44%	422	90.56%
Female	43	1	2.33%	42	97.67%	43	1	2.33%	42	97.67%
Other than Permanent	20	0	0.00%	20	100.00%	33	0	0.00%	33	100.00%
Male	18	0	0.00%	18	100.00%	31	0	0.00%	31	100.00%
Female	2	0	0.00%	2	100.00%	2	0	0.00%	2	100.00%
Workers										
Permanent	21	0	0.00%	21	100.00%	24	0	0.00%	24	100.00%
Male	21	0	0.00%	21	100.00%	24	0	0.00%	24	100.00%
Female	0	0	0.00%	0	0.00%	0	0	0.00%	0	0.00%
Other than Permanent	294	294	100.00%	0	0.00%	410	410	100.00%	0	0.00%
Male	260	260	100.00%	0	0.00%	376	376	100.00%	0	0.00%
Female	34	34	100.00%	0	0.00%	34	34	100.00%	0	0.00%

Developing Talent, Driving Excellence

At Thirumalai Chemicals Limited, we believe that our people are the driving force behind operational excellence, innovation and

sustainable value creation. We continue to cultivate a workplace where continuous learning, safety, well being and collaboration

empower our employees to excel while contributing to the Company's long-term success.

Building Skills for Operational Excellence

Continuous learning remains a cornerstone of TCL's people strategy. During FY 2025-26, the Company achieved an average of **28 training man-hours per employee**, reflecting our sustained investment in developing technical expertise, leadership capabilities and professional competencies across the organization.

Safety continues to be a fundamental priority across our operations. Employees received an average of **3.62 man-hours of safety training**, while workers received **1.38 man-hours**, covering process safety, occupational health, emergency preparedness, hazard identification, safe work practices and statutory compliance. Regular toolbox talks, refresher sessions and emergency response drills further reinforced a

proactive safety culture throughout our manufacturing facilities.

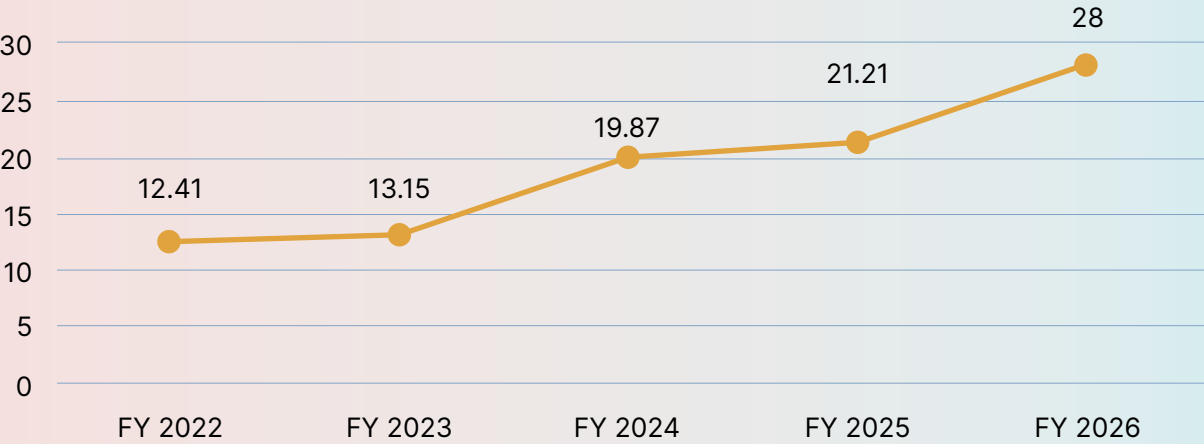
Beyond technical and safety training, TCL continued to invest in programmes that support holistic employee development. Mindfulness awareness sessions promoted employee well-being and helped foster a healthier, more focused and productive workplace. Leadership development, behavioural training, ESG awareness, Prevention of Sexual Harassment (POSH), environmental stewardship and responsible business conduct programmes further strengthened the capabilities and accountability of our workforce.

Building a culture of ethics and responsible business conduct is equally integral to our learning and development framework. During FY

2025-26, awareness programmes for the **Board of Directors** and **Key Managerial Personnel** focused on the **Code of Conduct, Corporate Social Responsibility (CSR), Risk Management, and Regulatory Compliance**, strengthening governance, ethical decisionmaking and organizational accountability. These programmes enhanced awareness of evolving regulatory expectations while reinforcing responsible leadership and sound risk management practices across the organization.

Our commitment to learning is reflected in our extensive participation levels, with **92.9% of employees** and **100% of workers** receiving training during the year, demonstrating our commitment to building a skilled, capable, and future-ready workforce.

Average Training hours



Fostering Engagement and Performance

Employee engagement extends beyond the workplace to create an environment where individuals feel valued, connected, and inspired. During FY 2025–26, all 16 planned employee engagement initiatives were successfully conducted, fostering a vibrant, inclusive,

and collaborative organisational culture. The engagement calendar included celebrations such as Women’s Day, Pongal, Navaratri, birthday celebrations, and other cultural and employee appreciation

initiatives that encouraged participation, strengthened workplace relationships, and enhanced employee morale. These programmes fostered collaboration, celebrated diversity, and reinforced a strong sense of belonging across the organization.



Performance and Career Development Reviews

Performance management is a continuous process that supports individual growth while aligning employee contributions with the Company’s strategic objectives. Our performance and career development framework promotes regular feedback, goal alignment and capability enhancement, enabling employees to build meaningful careers while contributing to organizational excellence.

The performance review process is designed to foster transparent dialogue between employees and their managers, recognizing achievements, identifying development opportunities and aligning individual aspirations with business priorities. Beyond performance evaluation, these discussions serve as a foundation for learning and development,

career progression, succession planning and leadership development.

During FY 2025–26, 75.7% of employees participated in formal performance and career development reviews, an improvement from 67.9% in the previous year. Review coverage increased across both male and female employees, with 76.6% of male employees and 66.7% of female employees receiving structured performance feedback. This reflects the Company’s continued focus on strengthening performance management and supporting employee development through regular and meaningful conversations.

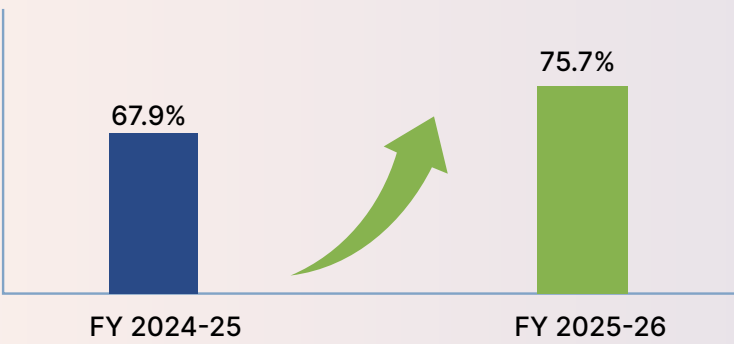
In addition to formal performance reviews, TCL encourages continuous feedback through

regular manager interactions, on the job coaching, and developmental guidance. This ongoing approach enables employees and workers to enhance their technical and behavioural competencies, reinforce safe work practices and continuously improve their performance.

Insights gained through the performance management process help identify capability gaps, shape learning interventions, support succession planning, and recognize high-potential talent. By embedding continuous feedback and development into our people practices, TCL continues to build an engaged, high-performing, and high- performing workforce that supports the Company’s long-term sustainability and business objectives.

Performance & Career Development Reviews (FY 2025–26)

Improvement Over The Years



Category	FY 2025–26	FY 2024–25
Employees	75.7%	67.9%
Male Employees	76.6%	69.0%
Female Employees	66.7%	55.6%

Diversity, Equity and Inclusion

At Thirumalai Chemicals Limited, we believe that a diverse and inclusive workforce is fundamental to innovation, collaboration, and sustainable business success. We are committed to creating a workplace where every individual is treated with dignity, respect, and fairness, while providing equal opportunities to learn, grow, and contribute. Guided by our Equal Employment Opportunity Policy, our people practices are built on the principles of meritocracy, non-discrimination, and equal opportunity, ensuring that all employment decisions from recruitment and development to career progression are based solely on skills, qualifications, performance, and potential.

During FY 2025–26, women represented 9.4% of our employee workforce and 10.8% of our worker workforce, reflecting

our continued efforts to foster greater gender diversity across the organization. We continue to foster an environment where employees from diverse backgrounds can thrive, supported by inclusive policies, equitable development opportunities, and a workplace culture that values different perspectives. Diversity in leadership is further reflected through the continued representation of women on our Board of Directors, reinforcing our commitment to inclusive governance and balanced decision-making.

Our commitment to inclusion extends beyond workforce representation. We strive to maintain a safe, respectful, and supportive workplace through robust policies such as the Equal Employment Opportunity Policy, Prevention of Sexual

Harassment (POSH) Policy, and the Code of Conduct, which collectively promote ethical behaviour, workplace dignity, and zero tolerance for discrimination, harassment, or bias. These commitments are reinforced through regular awareness programmes, employee communication initiatives, and accessible grievance redressal mechanisms that encourage openness, trust, and mutual respect.

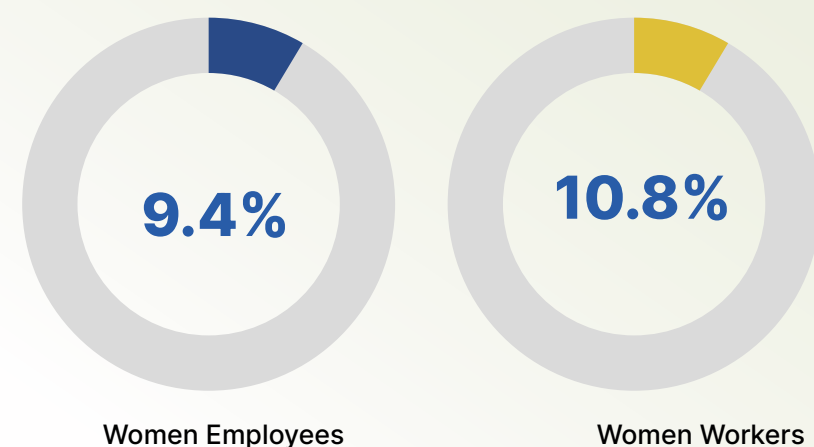
By embedding diversity, equity, and inclusion into our organizational culture and everyday practices, TCL continues to build an engaged, resilient, and future-ready workforce capable of driving innovation, strengthening collaboration, and creating sustainable value for all stakeholders.

Employee diversity by Gender:-

Category	FY 2022–23	FY 2023–24	FY 2024–25	FY 2025–26
Women in Workforce (%)	8.9%	9.0%	8.3%	9.9%

Diversity at a Glance

Women Representation



Our Workforce



Respecting Human Rights and Fair Labour Practices

We are committed to fostering a workplace that upholds dignity, equality, and mutual respect while ensuring that all

employees and workers are treated fairly and ethically. These principles are embedded across our policies, governance

mechanisms, operational practices and stakeholder interactions, reinforcing our commitment to responsible business conduct.

Human Rights Commitment

Guided by our Human Rights Policy and aligned with the National Guidelines on Responsible Business Conduct (NGRBC), TCL maintains a zero-tolerance approach towards child labour, forced or involuntary labour, workplace discrimination, harassment, and any form of

human rights abuse. Our policy is communicated across the organization and supports our efforts to create a safe, inclusive, and respectful workplace where every individual is valued and empowered.

During FY 2025–26, **no incidents**

of child labour, forced labour, discrimination, workplace harassment, or other human rights violations were reported across our operations, reflecting the effectiveness of our governance framework and responsible people practices.

Fair Labour Practices and Freedom of Association

TCL is committed to providing fair wages, safe working conditions, equal opportunities, and ethical employment practices for all employees and workers. During FY 2025–26, **100% of employees and workers received wages at or above the applicable statutory minimum wage levels**, demonstrating our commitment to

fair and responsible employment.

We also respect the rights of employees to freedom of association and collective bargaining, in accordance with applicable laws and regulations. Employees are free to associate, participate in representative forums, and engage in collective

bargaining through recognized mechanisms where applicable. Through open communication, transparent engagement, and mutual trust, we continue to foster a collaborative and harmonious workplace that supports constructive employee participation.

Grievance Redressal and Workplace Ethics

We maintain a comprehensive grievance redressal framework that enables employees, workers, and external stakeholders to raise concerns through multiple accessible and confidential channels. Employees can report grievances through

- Direct email and phone access to the Human Resources team and designated officers
- Suggestion boxes for anonymous submissions
- A defined escalation matrix involving Factory Managers, Site Heads, and the Managing

Director

- A dedicated HR officer for human rights-related issues

These mechanisms ensure that concerns are addressed promptly, fairly, and confidentially, while fostering a culture of openness, trust, and accountability across the organisation.

Our grievance management framework is further strengthened by the Prevention of Sexual Harassment (POSH) Policy, the Internal Complaints Committee (ICC), the Whistle Blower

Mechanism, and the Stakeholder Grievance Redressal Policy, reinforcing our commitment to ethical conduct, transparency, and respect for human rights.

During FY 2025–26, no grievances relating to human rights, labour practices, workplace conduct, discrimination, or harassment were reported by employees, workers, or other stakeholders, reflecting the effectiveness of our governance framework, robust preventive measures, and an inclusive workplace culture built on mutual respect and integrity.

Building a Culture of Integrity

Respect for people extends beyond regulatory compliance and is embedded in our approach to human rights, ethical labour

practices, and responsible governance. These principles foster a workplace where employees feel safe, respected,

and empowered, while promoting a culture of integrity, fairness, and accountability that supports responsible business growth.

Occupational Health and Safety

At Thirumalai Chemicals Limited, protecting the health, safety, and well-being of our employees, contractors, and visitors is a fundamental business priority. We are committed to providing a safe, healthy, and incident-free workplace through a robust Occupational Health and Safety (OHS) Management System that integrates risk prevention, regulatory compliance, employee participation, and continuous improvement across all our manufacturing locations.

Our approach to occupational health and safety is founded on the belief that all workplace incidents are preventable. By embedding safety into every stage of our operations—from

planning and maintenance to production and project execution—we strive to achieve operational excellence without compromising the well-being of our workforce. This commitment supports our long-term vision of creating a Zero Harm workplace where every individual returns home safely every day.

All manufacturing facilities operate under an Integrated Management System (IMS) certified to ISO 9001:2015, ISO 14001:2015, and ISO 45001:2018, providing a robust framework for quality, environmental management, and occupational health and safety. The Occupational Health and Safety (OHS) Management System complies with applicable

statutory requirements, including the Factories Act, relevant State Factory Rules, and other occupational safety regulations, while aligning with internationally recognised best practices.

The management system extends to 100% of our permanent employees and contract workforce, ensuring consistent implementation of safety standards across all operations. Site safety officers, cross-functional safety committees, and the Corporate EHS team work together to monitor safety performance, strengthen preventive controls, and drive continual improvement through regular reviews and management oversight.

TCL adopts a proactive and preventive approach to managing occupational health and safety by systematically identifying workplace hazards, assessing operational risks, and implementing effective control measures before incidents occur. The OHS Management System integrates engineering controls, administrative procedures, behavioural interventions, and performance monitoring to reduce occupational risks and improve operational resilience.

Key elements of our Occupational Health and Safety Management System include Systematic hazard

identification and comprehensive risk assessments across operational activities.

- Standard Operating Procedures (SOPs) incorporating safety requirements for routine and non-routine work.
- Permit-to-Work (PTW) systems governing high-risk activities such as hot work, confined space entry, electrical isolation, line breaking, and work at height.
- Incident, near-miss, and unsafe condition reporting supported by root cause analysis and corrective and preventive actions.

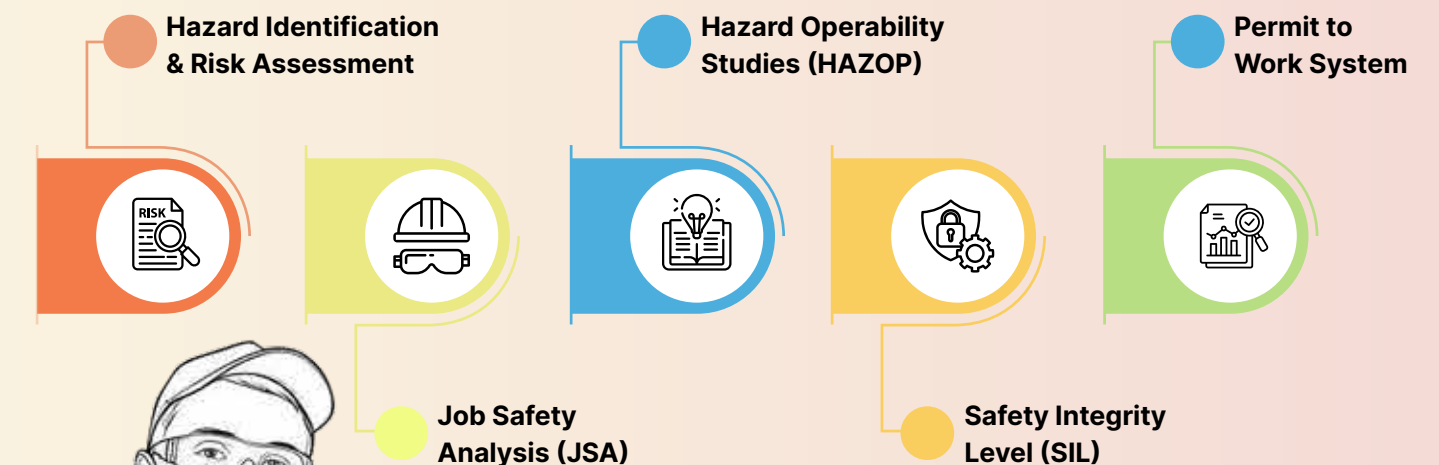
- Regular workplace inspections, compliance audits, and management reviews to verify effectiveness and identify improvement opportunities.
- Emergency preparedness and response plans supported through periodic mock drills.
- Ongoing monitoring of legal compliance and implementation of corrective actions wherever required.

This structured framework enables TCL to continually enhance risk controls, improve operational reliability, and foster a culture of prevention across all manufacturing facilities.

Occupational Health and Safety Management System



Hazard Identification and Risk Assessment GRI 403-2



Hazard identification and risk assessment form the foundation of TCL's proactive approach to occupational health and safety. Risks associated with routine and non-routine activities are systematically identified, assessed, and controlled through established risk management processes integrated within our ISO 45001:2018-certified Occupational Health and Safety Management System.

Comprehensive risk assessment methodologies, including Job Safety Analysis (JSA), Hazard and Operability (HAZOP) studies, workplace inspections, and

process safety reviews, are employed to evaluate operational risks across manufacturing facilities. Particular emphasis is placed on high-risk activities such as chemical handling, confined space entry, work at height, hot work, electrical maintenance, and other permit-controlled operations.

Identified risks are mitigated through engineering controls, standard operating procedures, permit-to-work systems, closed handling arrangements, appropriate personal protective equipment (PPE), and continuous monitoring of critical processes. Employees and contractors

actively participate in hazard identification through workplace inspections, toolbox talks, near-miss reporting, and safety observations, strengthening a culture of proactive risk management.

The effectiveness of our risk control measures is periodically reviewed through internal audits, compliance assessments, incident investigations, and management reviews. Lessons learned are incorporated into operational practices to continually strengthen preventive controls, reduce workplace risks, and enhance overall operational resilience.

Process Safety and Risk Prevention

At Thirumalai Chemicals Limited, process safety is fundamental to protecting our people, assets, communities, and the environment. Our approach integrates internationally recognized process safety principles, risk-based methodologies, and Responsible Care® practices to systematically identify, assess, and mitigate risks associated with hazardous chemicals and critical manufacturing operations.

Risk management is supported through periodic Hazard and Operability (HAZOP) studies, Process Hazard Analysis (PHA), and structured Management of Change (MoC) procedures to ensure that operational modifications are implemented safely. Critical process parameters are continuously monitored through Distributed Control Systems (DCS), automated alarms, engineered safety controls, pressure relief devices,

safety interlocks, and emergency shutdown systems, providing multiple layers of protection against potential process incidents.

To strengthen process safety across our operations, TCL implements a comprehensive set of engineering and administrative controls, including:

- Periodic review and maintenance of Safety Data Sheets (SDS) for all chemicals handled throughout the manufacturing process.
- Thermal stability and chemical compatibility assessments for raw materials, intermediates, and finished products.
- Hazardous area classification and engineering safeguards for the safe handling of flammable and hazardous chemicals.
- Closed-loop sampling systems designed to minimize employee exposure to hazardous substances.
- Mechanical integrity programmes

and preventive maintenance to ensure the safe and reliable operation of critical process equipment.

- Area-specific Personal Protective Equipment (PPE) matrices based on workplace hazard and task-specific risk assessments, with compliance reinforced through supervision, inspections, and awareness programmes.
- Emergency preparedness through established response procedures, periodic mock drills, continuous learning, and coordination with relevant authorities.

Regular HSE audits, internal inspections, and process safety assessments are conducted across all manufacturing facilities to evaluate hazard identification, mechanical integrity, emergency preparedness, and compliance with safe operating procedures. The findings are systematically reviewed to enhance risk

controls and improve operational resilience. In parallel, role-based training, contractor engagement, near-miss reporting, and continuous employee awareness programmes foster a strong

process safety culture and support continual improvement across the organization.

Through this integrated framework of engineering safeguards, disciplined management systems,

and employee engagement, TCL continuously enhances process safety performance while minimizing operational and occupational risks.

Occupational Health Services and Worker Well-being

GRI 403-3, GRI 403-6

At Thirumalai Chemicals Limited, safeguarding the health and well-being of our employees and contractors is an integral part of our Occupational Health and Safety (OHS) framework. We provide occupational health services that emphasize preventive healthcare, early identification of occupational risks, and timely medical support to help maintain a healthy and productive workforce.

All manufacturing locations are equipped with first-aid centres staffed by trained personnel, with emergency medical response and ambulance facilities available

to provide prompt assistance during workplace incidents. Periodic occupational health examinations are conducted for employees and contract workers based on the nature of their work and associated occupational exposures. These assessments support the early detection of potential health concerns and enable timely medical intervention where required.

Employee well-being is further supported through regular awareness programmes covering occupational hygiene, ergonomics, heat stress, personal health, and

workplace wellness. Health and safety training, toolbox talks, and emergency preparedness programmes reinforce safe work practices while encouraging employees to adopt healthy behaviours both within and beyond the workplace.

Through preventive healthcare, timely medical support, and continuous health awareness initiatives, TCL remains committed to protecting the well-being of its workforce and fostering a healthy, safe, and resilient workplace.



Incident Investigation

At Thirumalai Chemicals Limited, incident investigation is an integral part of our Occupational Health and Safety (OHS) Management System, enabling continuous learning and the prevention of recurring incidents. Employees and contractors are encouraged to promptly report incidents, near misses, unsafe acts and unsafe conditions through established reporting channels, fostering a transparent and proactive safety culture.

All reported incidents are investigated using a structured Root Cause Analysis (RCA) methodology to identify immediate and underlying causes. Based on the investigation findings,

appropriate Corrective and Preventive Actions (CAPA) are implemented, monitored and periodically reviewed to ensure their effectiveness in eliminating recurrence.

Key learnings from incident investigations are communicated across relevant functions and manufacturing locations through safety meetings, toolbox talks, and awareness programmes, strengthening organizational learning and reinforcing preventive practices. Trends in incidents and near misses are also analysed to identify improvement opportunities & enhance risk control measures.

Senior leadership and cross

functional safety committees periodically review incident investigations, CAPA implementation, and safety performance to strengthen accountability and drive continual improvement. During FY 2025–26, TCL observed enhanced participation in near-miss reporting, reflecting increased safety awareness and proactive engagement among employees and contractors. The insights gained from these reports have supported timely corrective actions, strengthened preventive controls, and contributed to continual improvement in workplace safety.

Worker Participation, Consultation, and Communication on Occupational Health & Safety

GRI 403-4

Worker participation remains central to maintaining a safe and healthy workplace. A collaborative safety culture is strengthened through the active involvement of employees and contractors in hazard identification, risk assessments, incident reporting, and the implementation of preventive measures.

Joint Safety Committees are established at all manufacturing locations, comprising representatives from both management and the workforce. These committees meet regularly to review safety performance, discuss workplace concerns, evaluate incident investigations,

and recommend corrective and preventive actions. The participation of employees in these committees ensures that frontline perspectives are effectively integrated into safety planning and decision-making.

Open and transparent communication is encouraged through multiple channels, including toolbox talks, safety meetings, workplace inspections, near-miss reporting, safety observations, and direct engagement with supervisors and the Corporate EHS team. Employees and contractors are empowered to report hazards, unsafe conditions, and

improvement opportunities without fear of reprisal, enabling timely action and continuous learning.

During FY 2025–26, **100% of TCL's workforce continued to be represented through Joint Safety Committees**, reinforcing our commitment to inclusive consultation and shared accountability. Employees also actively participated in safety audits, emergency response drills, behavioural safety initiatives, and training programmes, strengthening a culture of engagement, transparency, and continuous improvement across the organization.



Reporting Channel

- Incident reporting forms
- Near-Miss reporting forms
- Unsafe Condition reporting Module
- Dashboards and Safety (KPI) reports



Committees & Meetings

- Reporting to Sr. Managers
- Reporting to Safety Committee
- Safety Committee Meeting



Policies & Awareness

- Written Policies and Procedures
- Safety Sign/Corrective Systems
- Safety Jagrans & One Point Lesson Circulation
- Safety Rewards & Recognition



Employee Engagement Tools

- Safety Club & Safety Stars
- SafetyJabbs (Good Housekeeping)
- Improvement Observation Reports
- Manpower Suggestion at Format



Emergency Preparedness and Response

At Thirumalai Chemicals Limited, emergency preparedness is an integral component of our Occupational Health and Safety (OHS) Management System, ensuring our readiness to protect employees, contractors, neighbouring communities, assets, and the environment from potential emergencies. Our approach combines risk-based planning, trained emergency response teams, periodic testing, and continuous improvement to enhance organizational resilience.

Comprehensive On-site and Off-site Emergency Response Plans are established at all manufacturing facilities in accordance with applicable statutory requirements, including the Factories Act and relevant State Factory Rules. These plans define emergency response procedures, roles and responsibilities, communication protocols, evacuation arrangements, and coordination mechanisms for a range of credible emergency scenarios, including

fire, chemical releases, explosions, medical emergencies, and natural hazards such as floods, cyclones, earthquakes, and extreme weather events.

Dedicated Emergency Response Teams (ERTs), comprising trained employees from various functions, are available at each manufacturing location to respond promptly to emergency situations. Their preparedness is supported through regular training, competency development, and clearly defined response procedures covering incident command, rescue operations, fire protection, spill containment, first aid, and emergency evacuation.

To validate the effectiveness of our emergency response framework, periodic mock drills and simulation exercises are conducted across manufacturing locations in collaboration with local fire services, medical authorities, mutual aid partners, and district administration, wherever applicable. Observations

and lessons learned from these exercises are systematically documented, reviewed, and incorporated into emergency response procedures, strengthening preparedness and continual improvement.

Our facilities are equipped with comprehensive emergency infrastructure, including fire detection and suppression systems, emergency alarms, spill response equipment, first-aid centres, emergency communication systems, and readily accessible emergency exits and assembly points. Routine inspections and preventive maintenance ensure that emergency equipment remains operational and ready for deployment at all times.

Emergency preparedness extends beyond our facilities through active engagement with external stakeholders. TCL works closely with local authorities, emergency services, neighbouring industries, and community representatives

to strengthen emergency coordination, enhance response capabilities, and improve community resilience during potential emergency situations.

By integrating emergency planning, employee preparedness, infrastructure readiness, stakeholder collaboration, and continuous learning, TCL continues to strengthen its resilience against

both operational and natural hazards while reinforcing its commitment to protecting people, the environment, and business continuity.

Worker Training on Occupational Health and Safety

At Thirumalai Chemicals Limited, continuous learning is a cornerstone of our safety culture. Our structured Occupational Health and Safety (OHS) training programme equips employees and contract workers with the knowledge and practical skills to identify hazards, manage risks, and perform their work safely.

All employees and contractors receive comprehensive safety induction training before commencing work, covering site-specific hazards, emergency procedures, PPE, safe work practices, and statutory

requirements. Training needs are identified through risk assessments, audits, operational changes, and regulatory requirements to ensure relevance to workplace risks.

During FY2025–26, TCL delivered a comprehensive annual training programme comprising classroom sessions, practical demonstrations, on-the-job training, emergency drills, and competency assessments. Key topics included Process Safety Management (PSM), HAZOP, Job Safety Analysis (JSA), HIRA, Permit-to-Work, safe chemical

handling, behaviour-based safety, fire safety, chlorine handling, working at height, MSDS, and emergency preparedness. Training effectiveness was assessed through written tests, practical evaluations, and workplace observations.

Through continuous competency development, TCL reinforces a proactive safety culture that empowers employees and contractors to prevent incidents and support safe, reliable, and sustainable operations.

Foundational Training	Practical / On-the-Job Training	System & Process Training	Specialized External Training
Contractor Safety Safety Induction for New Employees	Fire Theory & Live Fire Drill SCBA & Chlorine Handling	Process Safety Management (PSM) Job Safety Analysis (JSA)	HAZOP Studies Accident Case Studies
PPE Selection & Proper Usage	Working at Height Safety	HIRADC (Hazard Identification, Risk Assessment and Determining Controls)	Safe Transportation of Hazardous Chemicals
MSDS / SDS Awareness Unsafe Acts & Unsafe Conditions Awareness	Emergency Response & Table-top Exercises Refresher Training for Contract Personnel	Permit-to-Work System Thirumalai Safety Observation Program (TISOP)	

Building a Safety-First Culture

At TCL, safety is more than a compliance requirement—it is a shared organizational value driven by leadership commitment, employee engagement, and

collective accountability. Through strong governance, proactive risk management, continuous learning, and active workforce participation, we continue to strengthen our

safety culture and advance our vision of achieving a Zero Harm workplace where every individual returns home safely every day.



Product Stewardship, Safety and Responsible Communication

At Thirumalai Chemicals Limited, product stewardship is fundamental to our commitment to sustainable manufacturing, customer safety and regulatory excellence. We integrate product quality, environmental responsibility and compliance across the entire product life cycle—from responsible raw material sourcing and manufacturing to customer use and end-of-life considerations.

Robust quality assurance systems, stringent manufacturing controls and continuous process monitoring ensure that our products consistently meet customer expectations and applicable regulatory requirements.

Our Integrated Management System (IMS), certified to internationally recognised standards for Quality, Environmental Management and Occupational Health & Safety, reinforces a culture of operational excellence and continual improvement. Through systematic risk assessments, rigorous quality testing, robust process controls, regular internal audits and preventive management practices, we maintain high standards of product quality, operational reliability and regulatory compliance while supporting safe and responsible manufacturing.

FY 2025–26 Performance Highlights

- Zero product recalls were reported during the reporting period.
 - Zero incidents of product labelling or marketing non-compliance were recorded.
- These achievements reflect the effectiveness of TCL's quality management systems and reinforce the confidence placed in us by our customers, business partners and other stakeholders.
- As part of our commitment to reducing environmental impacts across the value chain, TCL has undertaken Life Cycle Assessments (LCA) for key products to quantify their Product Carbon Footprints (PCF) in accordance with ISO 14067. Based on primary operational data from our Ranipet manufacturing facility for FY 2023–24, these assessments provide valuable insights into greenhouse gas emissions associated with our products and support informed decision-making for sustainable product development.

Product	Product Carbon Footprint (tCO ₂ e/tonne)
Phthalic Anhydride	2.65
Malic Acid	3.97
Diethyl Phthalate	2.89
Fumaric Acid	3.20

The Product Carbon Footprint assessments help identify opportunities to improve resource efficiency, reduce process-related emissions and support sustainable product development. They also enhance transparency for customers and stakeholders while strengthening TCL's readiness to meet evolving climate disclosure and sustainability reporting requirements.

We ensure that product information is communicated clearly and transparently to customers and other stakeholders. Safety Data Sheets (SDS) and product labelling comply with applicable national and international regulatory requirements, providing comprehensive information on product composition, hazard communication, safe handling, storage, transportation, precautionary measures and disposal considerations. Our marketing and communication practices are guided by TCL's Code of Conduct, ensuring ethical, accurate and transparent product communication.

During FY 2025–26, TCL continued to strengthen its product stewardship practices by integrating environmental considerations into product development and process improvement initiatives. These efforts reinforce our commitment to delivering products that are safe, reliable and responsibly manufactured, while creating long-term value for customers, society and the environment.

Research & Development

Driving Process Excellence and Sustainable Innovation

Innovation continues to be a key enabler of Thirumalai Chemicals Limited's long-term growth and sustainability strategy. Our Research & Development (R&D) activities are closely aligned with business priorities, focusing on improving manufacturing efficiency, enhancing product quality and addressing evolving customer and industry requirements through practical, process-driven innovation. By continuously refining manufacturing technologies and operational practices, we strengthen our competitiveness while advancing sustainable manufacturing.

R&D programmes primarily focus on reducing the consumption of raw materials, process chemicals, energy, and water while minimizing effluent generation across manufacturing operations. Continuous process optimisation initiatives are undertaken to improve production efficiency, enhance product quality, and strengthen operational reliability. During FY 2025–26, process optimisation initiatives contributed to improvements in energy, water and chemical efficiency, supporting operational excellence and environmental stewardship.

Our R&D activities are supported by dedicated laboratory and pilot-scale facilities at the Ranipet manufacturing complex, which provide a robust platform for testing, validation and process optimisation. These facilities enable the evaluation of new technologies prior to commercial implementation, facilitate continuous improvement initiatives and support the adoption of advanced manufacturing practices across our operations. By combining scientific expertise with operational experience, our R&D team continuously refines manufacturing processes, improves product consistency and develops solutions that enhance efficiency, reliability and sustainability.

Research & Development Expenditure	FY 2025–26	FY 2024–25
R&D Expenditure (₹ lakh)	195	191

TCL continued to invest in innovation during the reporting year, allocating ₹195 lakh towards Research & Development activities in FY 2025–26, compared with ₹191 lakh in FY 2024–25. This sustained investment reflects our commitment to advancing process excellence, improving resource efficiency and strengthening sustainable manufacturing capabilities through continuous innovation. Our future R&D efforts will remain focused on driving operational excellence, improving environmental performance and developing innovative manufacturing solutions that create long-term value for customers, stakeholders and the communities we serve.



Sustainable Supply Chain Management

At Thirumalai Chemicals Limited, we believe that a resilient, responsible, and transparent supply chain is fundamental to delivering sustainable value. We continue to strengthen our supplier ecosystem by integrating environmental, social, and governance (ESG) principles into procurement practices while fostering long-term partnerships built on trust, ethical conduct, and operational excellence. Our approach ensures uninterrupted availability of quality raw materials and services while promoting responsible sourcing practices that contribute to sustainable growth across the value chain.

Our Supplier Code of Conduct continues to serve as the foundation of supplier engagement, setting clear expectations on ethical business conduct, human rights, labour practices, occupational health and safety, environmental stewardship, and regulatory compliance. Compliance with the Code remains mandatory for suppliers

TCL also continues to align its supply chain practices with the principles of Responsible Care and SMETA best practice guidance, encouraging suppliers to adopt responsible business practices while supporting continual improvement in sustainability performance.

Sustainable Procurement

Sustainability is embedded within our procurement philosophy. We integrate environmental, social, and governance (ESG) considerations into supplier selection, evaluation, and engagement, enabling us to build a resilient, responsible, and transparent supply chain while effectively managing business, environmental, and social risks.

Our procurement decisions extend beyond traditional parameters such as quality, cost, and delivery performance. We also evaluate suppliers based on their commitment to ethical business conduct, regulatory compliance, environmental stewardship, worker welfare, occupational health and safety, and responsible business practices. New suppliers are assessed against our Supplier Code of Conduct, while existing partners are encouraged to continuously strengthen their sustainability performance through ongoing engagement and collaboration.

By fostering long-term partnerships and promoting responsible sourcing practices, we encourage continuous improvement across the procurement lifecycle. This collaborative approach enhances supply chain resilience, minimizes environmental impacts, strengthens risk management, and creates shared value for our business, suppliers, customers, and the communities we serve. Through sustainable procurement, TCL ensures that every sourcing decision contributes to responsible growth and long-term value creation across the value chain.

Supplier Environmental and Social Assessments

TCL recognizes that the sustainability performance of its suppliers directly influences the overall resilience of its value chain. All new suppliers undergo an initial screening process, which includes evaluation against environmental and social responsibility criteria. This ensures that potential business partners meet TCL's expectations on aspects such as compliance with environmental regulations, safe working conditions, fair labour practices, and ethical business conduct.

Beyond onboarding, our engagement with suppliers includes continuous assessments and regular interactions to ensure sustained alignment. Periodic audits, questionnaires, and reviews are conducted to evaluate existing suppliers on parameters such as environmental compliance, occupational health and safety, human rights, and adherence to TCL's **Supplier Code of Conduct**. Where gaps are identified, TCL provides guidance and works collaboratively with suppliers to implement corrective actions, ensuring that performance

improvements are made in a timely manner.

During the reporting period, no significant supplier-related environmental, labour, human rights, or ethical grievances were reported. Through continuous engagement and performance monitoring, TCL works collaboratively with its suppliers to strengthen responsible business practices and promote continual improvement across the supply chain.

Local Procurement and Community Integration

(GRI 204-1)

Supporting domestic industries and strengthening regional economies remain integral to TCL's procurement strategy. Wherever technically and commercially feasible, preference is given to sourcing goods and services from suppliers within India, helping improve supply chain resilience, reduce transportation impacts, and create positive socio-economic value within the communities in which we operate. Key supply chain performance indicators for FY 2025–26 are presented below.

Supply Chain Performance highlights (FY 25-26)

Indicator	Performance
Procurement from Indian Suppliers	67.55 %
Procurement from MSMEs & Small Producers	4.53%
Significant Supplier Environmental Grievances	0
Significant Supplier Ethical Grievances	0

By engaging local suppliers and MSMEs, TCL contributes to employment generation,	capacity building, and inclusive economic growth while enhancing operational efficiency and	strengthening domestic supply networks.
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Safeguarding Customer Privacy

(GRI 418-1)

Protecting customer information and maintaining digital resilience remain critical priorities for TCL. Our Cyber Security Policy establishes a comprehensive framework for safeguarding information assets through secure IT infrastructure, controlled access, continuous monitoring, employee awareness and periodic security enhancements.

During FY 2025–26:

- No complaints concerning breaches of customer privacy or loss of customer data were received.
- No material cybersecurity incidents or regulatory penalties relating to customer information were reported.

By continually strengthening information security practices, TCL remains committed to protecting stakeholder data while maintaining the confidentiality, integrity and availability of critical business information.

Weblink to Policy: [Cyber Security Policy](#)

Building Stronger Communities

During FY 2025–26, Thirumalai Chemicals Limited continued to strengthen its commitment to inclusive and sustainable community development through focused investments in healthcare, education and social infrastructure. The key highlights of our CSR initiatives are presented below.

Metric	FY 2025-26
CSR Investment	₹1.96 Crore
Total Beneficiaries	25,000+
Healthcare Coverage	315 Villages
Households Covered	36,500
Medical Camps Conducted	100+ annually
Hospital Expansion	50 → 100 Beds
School Community Development	6 Villages

Sustainable business success is intrinsically linked to the well being and progress of surrounding communities. Through the Thirumalai Charity Trust (TCT), meaningful investments continue to be made in programmes that create lasting social impact by improving access to quality healthcare, strengthening education and fostering inclusive community development. Guided by the principles of equity, empowerment and long term value creation, CSR initiatives contribute to the United Nations Sustainable Development Goals (SDGs) while addressing the evolving needs of communities.

Healthcare remains the cornerstone of our community engagement efforts. The Thirumalai Charity Trust has established & continues to operate the Thirumalai Mission Hospital, delivering accessible and affordable healthcare services to a population of approximately 150,000 people across 315

villages, encompassing nearly 36,500 households. Through a network of experienced consulting physicians and healthcare professionals, the hospital conducts more than 100 medical camps annually, providing preventive healthcare, early diagnosis, specialist consultations and health awareness programmes that significantly improve community health outcomes.

During the year, TCT also embarked on a major expansion of the Thirumalai Mission Hospital by upgrading its capacity from an existing 50 bed facility to a 100-bed hospital. This strategic expansion is designed to address the growing healthcare needs of the region by enhancing access to specialised medical services, improving patient care infrastructure and strengthening emergency and inpatient facilities for surrounding communities.

Education continues to be another important pillar of our CSR initiatives. Through our School Community Development Programme, we engaged with communities across six villages to strengthen relationships with local stakeholders while promoting awareness on important social & environmental issues. These outreach programmes also provided an opportunity to showcase the school's educational activities, encourage community participation and reinforce the importance of education as a catalyst for sustainable development & responsible citizenship.

Through sustained investments in healthcare, education, and community development, TCL continues to strengthen social infrastructure, create shared value, and foster resilient communities. Our initiatives reflect a long-term commitment to inclusive growth and improving the quality of life for present and future generations.



Community Development and Economic Impact (GRI 203-1, 203-2)

At Thirumalai Chemicals Limited, community investments are designed to generate sustainable social and economic value by strengthening healthcare infrastructure, expanding educational opportunities, and supporting inclusive development in the regions where we operate. Through the Thirumalai Charity Trust (TCT), we undertake programmes that create long-term social and economic value while addressing the evolving needs of local communities.

Infrastructure Investments and Services Supported (GRI 203-1)

During FY 2025–26, TCL continued investing in community infrastructure through healthcare and education. The expansion of Thirumalai Mission Hospital represents a significant investment in regional healthcare capacity, increasing access to specialised treatment, emergency care and inpatient services. Regular outreach through over 100 medical camps annually complements permanent healthcare infrastructure by extending preventive healthcare services to underserved communities. Educational outreach programmes across six villages further strengthened local engagement and awareness on social and environmental issues.

Significant Indirect Economic Impacts (GRI 203-2)

TCL's community investments contribute to long-term socio-economic development by improving access to quality healthcare and education. Enhanced healthcare services support healthier communities, reduce disease burden, and improve workforce productivity through preventive care and early medical intervention. The expansion of the Thirumalai Mission Hospital is expected to generate lasting regional benefits by increasing healthcare accessibility, strengthening medical infrastructure, and improving patient outcomes for surrounding communities. Educational outreach programmes contribute to increased community awareness, stronger stakeholder engagement, and improved educational participation, fostering long-term human capital development. Through these initiatives, TCL creates shared value by strengthening community resilience, improving quality of life, and supporting inclusive and sustainable economic development in the communities it serves.

Our Awards and Accreditations

ICC – Evonik Award



Certificate of Merit for Excellence in Environmental Management (2024)

Award received on 19 September 2025.

ICC – Epsilon Carbon Award



Certificate of Merit for Best Compliant Company under the Pollution Prevention Code of Responsible Care (2024)

Award received on 19 September 2025.

ABK-AOTS DOSOKAI Tamil Nadu Centre Competition



1st Prize (Rhodium Award) for the project on Procurement Process Optimization and Inventory Reduction, recognizing excellence in operational efficiency and continuous improvement.

Award received on 26 September 2025.

16th Procurement Excellence Summit 2025, Bengaluru



16th Procurement Excellence Summit 2025, Bengaluru
Best Procurement Transformation Award – 2025 and Women Leader in Procurement Award – 2025

Awards received on 29 October 2025.

Best Business Partner Award – FY 2024-25



Recognized for achieving the Highest Tonnage of Imported Liquid Bulk O-Xylene at Chennai Port Day.

Award presented by Shri Sunil Paliwal, Chairperson, Chennai Port Authority, on 14 November 2025.

INDEPENDENT ASSURANCE STATEMENT



To
The Board of Directors of Thirumalai Chemicals Limited.

Introduction and objectives of work

The Management of **Thirumalai Chemicals Limited** (hereafter stated as TCL or the ‘Company’) have Bureau Veritas to undertake an Independent Assurance of the company’s Sustainability report for the financial year ended **31st March 2026** (i.e., **TCL’s Sustainability Report (FY 202526)**) and provide Limited Assurance Statement on the aforesaid report.

TCL has prepared its Sustainability Report with reference to Global Reporting Initiative (GRI) Reporting Standards, 2021 with selected disclosures for the period (FY 202526), based on which this overall assessment has been carried out. This Assurance Statement applies to the related information included within the scope of work described below.

Intended User

The intended user of this assurance statement is TCL. We disclaim any liability or responsibility to a third party for decisions, whether investment or otherwise, based on this assurance Statement. Bureau Veritas planned and performed our work to obtain the evidence, Bureau Veritas considered necessary to provide a basis for our assurance opinion. The assurance engagement considers an uncertainty of ±5% based on materiality threshold for estimation / measurement errors and omissions. We did not engage with any external stakeholders as part of this assurance engagement.

Scope of Work

We have performed the Limited Assurance for Sustainability Report (SR) verification engagement in line with the requirements of Bureau Veritas’s standard procedures and guidelines for External Assurance of Sustainability Reports, based on current best practice in independent assurance for the reporting period 1st April 2025 to 31st March 2026. The selected GRI disclosures as mentioned below:

GRI Disclosure Number	Disclosure
3021	Energy Consumption within the Organization
3033	Water Withdrawal
3034	Water Discharge
3035	Water Consumption
3051	Direct (Scope 1) GHG Emissions
3052	Energy Indirect (Scope 2) GHG Emissions
3053	Other Indirect (Scope 3) GHG Emissions
3063	Waste Generated
3064	Waste Diverted from Disposal
3065	Waste Directed to Disposal

The reporting boundaries considered for this reporting period are as follows.

Facility / Office	Location
Registered Office	Mumbai, Maharashtra
Corporate Office	Chennai, Tamil Nadu
Manufacturing Units	Ranipet, Tamil Nadu and Dahej, Gujarat
Tank Farms	Walajah and Royapuram, Tamil Nadu
Sales and Marketing Offices	Mumbai, Chennai and Delhi

As part of its Independent Assurance, we assessed the appropriateness and robustness of underlying reporting systems and processes, used to collect, analyse and review the information reported. In this process, we undertook the following activities:

Assessment was conducted by means of physical site visits at Chennai’s corporate office, and Manufacturing unit located at Ranipet, Tamil Nadu. For other locations the verifications were conducted virtually through MS Teams.

Bureau Veritas interviewed personnel of Company including Admin & Facilities, HR, Finance & Procurement, Compliance & Legal and other relevant departments and review of Company’s data & information systems for collection, aggregation, analysis and review.

The assurance process involved carrying out an Assessment by experienced assessors from Bureau Veritas. Data on selected GRI disclosures were assessed for the locations that were visited. Later, it was confirmed that the same assessed data went into preparation of the final data within the Sustainability Report 202526.

Management Responsibility

The Selection of reporting criteria, reporting period, reporting boundary, monitoring and measurement of data, preparation, and presentation of information in the Sustainability report are the sole responsibility of the Company and its management. We are not involved in drafting or preparation of Sustainability Report. Our sole responsibility is to provide Independent Assurance on the selected GRI disclosures for the financial year ended 31st March 2026.

Our findings

Limited Level of Assurance for Selected GRI Disclosures (Refer below)

On the basis of our methodology and the activities described above, nothing has come to our attention to indicate that the Sustainability Report prepared with reference to GRI Reporting Standards 2021 by Thirumalai Chemicals Limited (TCL) for the selected GRI disclosures mentioned above under the section scope of work are inaccurate or that the information included therein is not fairly stated.



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INDEPENDENT ASSURANCE STATEMENT



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Global Reporting Initiative (GRI) Index

TCL Annual Sustainability Report is with reference to the GRI standards for the period 1st April 2025 to 31st March 2026

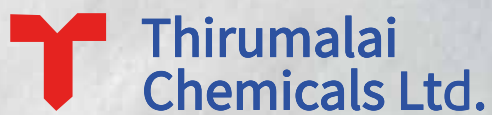
GRI Standard	Disclosure	Chapter	Page No.
GRI 1 Used	GRI 1: Foundation 2021		
	2-1 Organizational details	About the Report	4
	2-2 Entities included in the organization's sustainability reporting	About the Report	4
	2-3 Reporting period, frequency & contact point	About the Report	4
	2-4 Restatements of information	About the Report	4
	2-5 External assurance	About the Report	4
	2-6 Activities, value chain and other business relationships	TCL's Operations and Value Chain at a Glance	24
	2-7 Employees	People Powering Sustainable Growth	80
	2-8 Workers who are not employees	People Powering Sustainable Growth	80
	2-9 Governance structure and composition	Building Tomorrow Through Responsible Governance	30
	2-10 Nomination and selection of the highest governance body	Governance Framework	36
GRI 2: General Disclosures 2021	2-11 Chair of the highest governance body	Board of Directors	32
	2-12 Role of the highest governance body in overseeing the management of impacts	Board of Directors	32
	2-13 Delegation of responsibility for managing impacts	Annual Report - Corporate Governance Report	32
	2-14 Role of the highest governance body in sustainability reporting	Annual Report - Corporate Governance Report	32
	2-15 Conflicts of interest	Board of Directors	32
	2-16 Communication of critical concerns	Annual Report -Corporate Governance Report	32
	2-17 Collective knowledge of the highest governance body	Annual Report -Corporate Governance Report	32
	2-18 Evaluation of the performance of the highest governance body	Nomination and Remuneration Process	37
	2-19 Remuneration policies	Annual Report -Corporate Governance Report	37
	2-20 Process to determine remuneration	Nomination & Remuneration Process	37
	2-21 Annual total compensation ratio	Nomination and Remuneration Process	37
		Annual Report - Personnel	37

	2-22 Statement on sustainable development strategy	Message from the CEO	15
	2-23 Policy commitments	Policy Framework	40
	2-24 Embedding policy commitments	Policy Framework	40
	2-25 Processes to remediate negative impacts	Grievance Redressal and Workplace Ethics	95
	2-26 Mechanisms for seeking advice and raising concerns	Grievance Redressal and Workplace Ethics	95
		Governance Framework	
	2-27 Compliance with laws and regulations	Annual Report - Business Responsibility and Sustainability Report	36
	2-28 Membership associations	Industry memberships and Collaborations	23
	2-29 Approach to stakeholder engagement	Building Stronger Bonds Through Stakeholder Engagement	44
	2-30 Collective bargaining agreements	Not applicable	
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Our Materiality assessment	48
	3-2 List of material topics	Our Materiality assessment	48
	3-3 Management of material topics	Our Materiality assessment	48
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Economic Performance	42
	201-3 Defined benefit plan obligations and other retirement plans	Employee Well-being & Benefits	86
	201-4 Financial assistance received from government	Annual Report -Government Grants	
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Ensuring Equitable and Competitive Pay	90
	202-2 Proportion of senior management hired from the local community	Talent Development & Workforce Capability	88
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Building Stronger Communities	108
	203-2 Significant indirect economic impacts	Building Stronger Communities	108
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Supply Chain Performance	107
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Upholding Ethical Conduct Through a Robust Governance Framework	39
	205-2 Communication and training about anti-corruption policies and procedures	Upholding Ethical Conduct Through a Robust Governance Framework	39
	205-3 Confirmed incidents of corruption and actions taken	Upholding Ethical Conduct Through a Robust Governance Framework	39
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Upholding Ethical Conduct Through a Robust Governance Framework	39

GRI 207: Tax 2019	207-1 Approach to tax	Tax Governance	
	207-2 Tax governance, control, and risk management	Tax Governance	
	207-3 Stakeholder engagement and management of concerns related to tax	Tax Governance	
	207-4 Country-by-country reporting	Annual Report -Financial Statements	
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Driving Sustainable Growth Through Environmental Stewardship	52
	302-2 Energy consumption outside of the organization	Driving Sustainable Growth Through Environmental Stewardship	52
	302-3 Energy intensity	Driving Sustainable Growth Through Environmental Stewardship	52
	302-4 Reduction of energy consumption	Driving Energy Efficiency	57
	302-5 Reductions in energy requirements of products and services	Not Applicable	
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Not Applicable	
	303-2 Management of water discharge-related impacts	Water Stewardship and Effluent Management	68
	303-3 Water withdrawal	Water Stewardship and Effluent Management	68
	303-4 Water discharge	Water Stewardship and Effluent Management	68
	303-5 Water consumption	Water Stewardship and Effluent Management	68
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Our Climate Action	60
	305-2 Energy indirect (Scope 2) GHG emissions	Our Climate Action	60
	305-3 Other indirect (Scope 3) GHG emissions	Our Climate Action	60
	305-4 GHG emissions intensity	Our Climate Action	60
	305-5 Reduction of GHG emissions	Our Climate Action	60
	305-6 Emissions of ozone-depleting substances (ODS)	Not Applicable	
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Air Emissions	66
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Not Applicable	
	306-2 Management of significant waste-related impacts	Not Applicable	
	306-3 Waste generated	Our Waste Management Advancing Circular Resource Management	74
	306-4 Waste diverted from disposal	Our Waste Management Advancing Circular Resource Management	74
	306-5 Waste directed to disposal	Our Waste Management Advancing Circular Resource Management	74
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Sustainable Supply Chain Management	106
	308-2 Negative environmental impacts in the supply chain and actions taken	Not applicable	

GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Talent Development & Workforce Capability	88
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employee Well-being & Benefits	86
	401-3 Parental leave	Employee Well-being & Benefits	86
GRI 402: Labor/ Management Relations 2016	402-1 Minimum notice periods regarding operational changes	Not applicable	
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GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Occupational Health and Safety	96
	403-2 Hazard identification, risk assessment, and incident investigation	Occupational Health and Safety	96
	403-3 Occupational health services	Occupational Health and Safety	96
	403-4 Worker participation, consultation & communication on occupational health & safety	Occupational Health and Safety	96
	403-5 Worker training on occupational health and safety	Occupational Health and Safety	96
	403-6 Promotion of worker health	Occupational Health and Safety	96
	403-7 Prevention and mitigation of occupational health and safety impacts linked by business relationships	Occupational Health and Safety	96
	403-8 Workers covered by an occupational health and safety management system	Occupational Health and Safety	96
	403-9 Work-related injuries	Occupational Health and Safety	96
	403-10 Work-related ill health	Occupational Health and Safety	96
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Developing Talent, Driving Excellence	91
	404-2 Programs for upgrading employee skills and transition assistance programs	Talent development and Workforce capability	88
	404-3 Percentage of employees receiving regular performance and career development reviews	Performance and Career Development Reviews	92
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Diversity, Equity and Inclusion	93
	405-2 Ratio of basic salary and remuneration of women to men	Ensuring Equitable and Competitive Pay	90
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Grievance Redressal and Workplace Ethics	95
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Not Applicable	

GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Grievance Redressal and Workplace Ethics	95
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Grievance Redressal and Workplace Ethics	95
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	Not applicable	
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of Indigenous peoples	Grievance Redressal and Workplace Ethics	95
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Building Stronger Communities	108
	413-2 Operations with significant actual and potential negative impacts on local communities	No significant actual or potential Impact identified	
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Sustainable Supply Chain Management	106
	414-2 Negative social impacts in the supply chain and actions taken	No significant actual or potential impacts identified	
GRI 415: Public Policy 2016	415-1 Political contributions	TCL has not made any political contributions, directly or indirectly, in monetary value or in-kind	
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Product Stewardship	104
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Product Stewardship	104
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	Product Stewardship	104
	417-2 Incidents of non-compliance concerning product and service information and labeling	Product Stewardship	104
	417-3 Incidents of non-compliance concerning marketing communications	Product Stewardship	104
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Safeguarding Customer Privacy	107



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