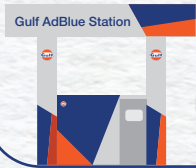
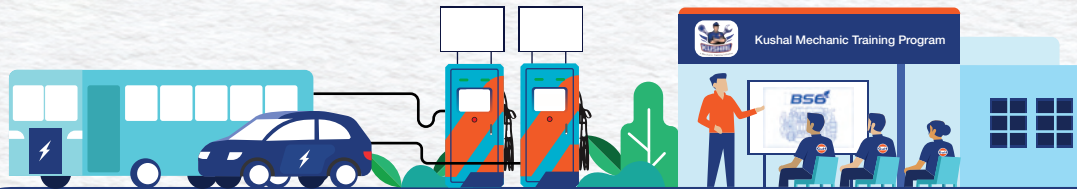




Gulf Oil Lubricants India Limited
Sustainability Report 2025-26



Driving Up Sustainability

ACTIONS IN MOTION >>>



Driving Up Sustainability



ACTIONS IN MOTION >>>



Driving up sustainability begins with a clear view of where our influence reaches, across the resources we draw on, the energy we use, the people we employ and the communities that host our operations. This understanding shapes how we plan, how we invest and how we measure progress.

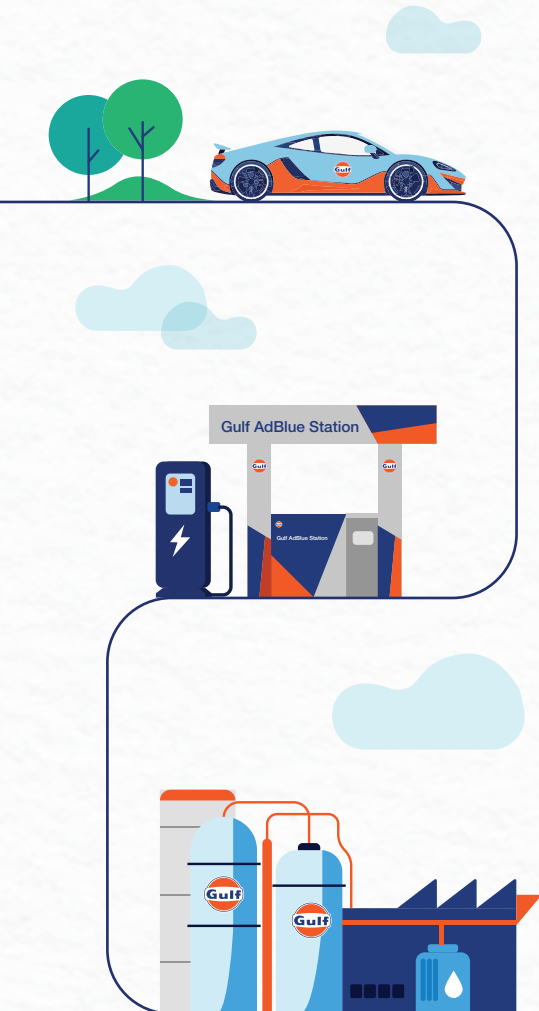
Across our operations, we are increasing the use of renewable energy by investing in rooftop solar, improving resource utilisation and improving circularity through resource recovery and sustainable packaging initiatives.

For our people, we are creating safer, greener workplaces. For our customers, we are developing products that respond to evolving mobility needs, from longer-drain lubricants that help reduce oil consumption to AdBlue® solutions that support lower vehicle emissions and EV fluids designed for emerging mobility technologies. For our local communities, we are undertaking initiatives focused on education, healthcare, water stewardship, road safety and more, addressing priorities that contribute meaningfully to holistic development.

Together, these actions reflect how we are responding to evolving stakeholder expectations. We are mindful of what customers expect from the products they use, what investors and shareholders rely on us to deliver, what our people value in their workplace, and what governments and regulators are mandating for a more sustainable future. This perspective is helping us translate sustainability from just an ambition into action.

From products built to last to progress designed for the long-term.

As the future of mobility evolves, we will build on the progress we have made, further advance responsible operations and find new ways to create value for our stakeholders. For us, **driving up sustainability** is a continuous endeavour, enabled by **actions in motion**.



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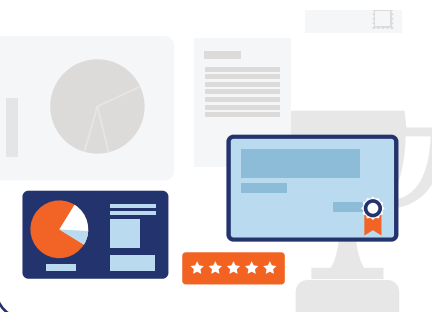
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This is Gulf Oil Lubricants India Limited's first standalone Sustainability Report, covering our environmental, social, and governance (ESG) performance.

01 April, 2025 to 31 March, 2026

Until now, our ESG performance has been disclosed through the BRSR within our [Annual Report 2025-26](#). Bringing it into one dedicated document allows us to go beyond regulatory disclosure and set out the fuller picture: our philosophy, governance, progress and direction. As our first report, it sets a baseline for disclosure and performance tracking that each edition will build on.

Reporting Framework

Our disclosures draw on three frameworks:



GRI Standards

This report is prepared with reference to the Global Reporting Initiative Standards, the global benchmark for transparent, comparable sustainability disclosure.

This report is prepared with reference to the Global Reporting Initiative Standards, the global benchmark for transparent, comparable sustainability disclosure. We have highlighted all GRI mapping at relevant places across the report **(GRI)**.



SEBI BRSR

Our full BRSR is published within our Annual Report; this Sustainability Report is aligned to it.



UN SDGs

Our activities and programmes are mapped to the UN Sustainable Development Goals where they contribute to shared global priorities, across health, education, equality, energy, growth, innovation, consumption, climate and partnerships.

UN SDG Alignment



2-2 2-3 2-4 2-5 2-29

Reporting Boundary and Scope

- ▶ **Entity:** Covers the standalone operations of Gulf Oil Lubricants India Limited.
- ▶ **Sites:** Our two manufacturing plants at Silvassa (Dadra & Nagar Haveli) and Ennore, Chennai (Tamil Nadu), together with our depots, corporate and regional offices across India.
- ▶ **Subsidiaries and associates:** Operational data is not consolidated within this report's ESG boundary.
- ▶ **AdBlue® network:** Our external AdBlue® satellite plants operate through third-party partners and do not form part of this report's ESG boundary.
- ▶ **Financial data:** Drawn from our audited standalone financial statements for FY 2025-26, reported in ₹ crores or lakhs.

Materiality and Priority Topics

The topics covered in this report are guided by a materiality assessment conducted to identify the ESG issues most significant to our business and our stakeholders.

This assessment considered inputs from internal leadership, engagement with key external stakeholders, sector-specific ESG developments, and our alignment with GRI and BRSR frameworks. Our material topics are organised across three dimensions: Environment, Social, and Governance, and are detailed in the Materiality Assessment chapter of this report. Read more on [page 25](#).

Assurance

Our leadership and management team recognise their responsibility to uphold the accuracy and reliability of the information presented in this Report. This report has not been externally assured for FY 2025-26.

Forward-Looking Statements

This report contains forward-looking statements on our intentions, targets and strategic direction, based on current assumptions and subject to risks and uncertainties that may cause actual outcomes to differ. We undertake no obligation to update them after the date of publication.

Feedback and Contact

Feedback from our stakeholders shapes how this report develops. We welcome comments on the scope, quality and transparency of our disclosures.

To share feedback, queries, or suggestions, please reach out to us:

E-mail:

secretarial@gulfoil.co.in



Website:

india.gulfoilltd.com

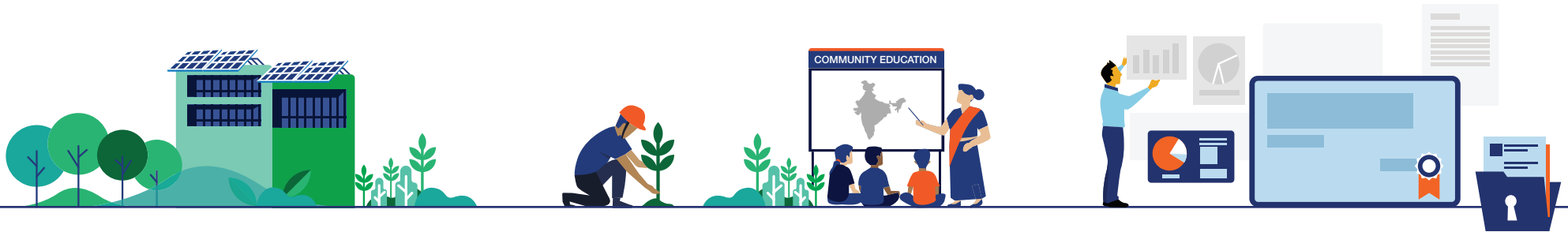
Registered Office:

Gulf Oil Lubricants India Limited

IN Centre, 49/50, M.I.D.C., 12th Road, Andheri (East), Mumbai - 400 093, Maharashtra, India.

Actions in Motion

FY 2025-26 Highlights



Environment

1,129 kWp

Rooftop solar, I-REC certified

15.3%

Lower Scope 1+2 emissions vs FY 2024-25

22.5%

Less waste Vs FY 2024-25

Social

0.53

LTIFR (from 2.88)

Zero

Fatalities and high-consequence injuries

25,421

CSR beneficiaries

Governance

Long-term

Incentives linked to ESG performance

Zero

Fines, penalties or corruption

100%

Board-level sustainability oversight

Setting Direction in an Era of Evolving energy Landscape

Dear Shareholders,

I am pleased to present the first standalone Sustainability Report of Gulf Oil Lubricants India Limited. This report comes at a time of significant change in the global energy and mobility landscape, as businesses navigate the transition towards a more **resource-efficient and lower-carbon future**.

Across the world, decarbonisation is moving from a long-term ambition to a strategic imperative. Changing regulations, evolving customer expectations, technological advances and the transition towards cleaner energy and electric mobility are reshaping the way businesses operate and create value. India, too, is navigating this transition, balancing its growth ambitions with its climate commitments.

For Gulf Oil, these changes reinforce the significance of staying responsive to the dynamic mobility landscape while building on the strengths of our core business. We are progressively broadening our capabilities, extending our focus beyond conventional lubricants to more sustainable, future-ready solutions. Endurance, for us, means having the foresight to evolve, adapt and remain relevant as the world around us changes.

Sustainability is therefore becoming an increasingly important part of our long-term business direction. As part of the Hinduja Group, our approach is informed by the founding philosophy of **'Work to Give.'** And as part of Gulf Oil International, which has articulated clear sustainability ambitions globally, including a net-zero pathway, with a presence across 100+ countries, we also benefit from a broader global perspective on sustainability and responsible business.

Our sustainability agenda is anchored in five pillars: reducing our carbon footprint, improving the lives of our communities, embracing

low-carbon mobility, strengthening corporate governance, and building a safe, equal and diverse workforce. Together, these pillars provide a clear framework for translating our sustainability ambition into action.

The Board considers sustainability an integral part of Gulf Oil's long-term agenda and recognises that effective oversight and strategic alignment are crucial for driving it. We therefore ensure that sustainability considerations are incorporated into our decision-making processes and supported by clear accountability.

This report brings greater visibility to the environmental, social and governance considerations that shape our approach to long-term value creation. As we strengthen our approach, we will continue to build on this foundation with greater consistency, accountability and transparency.

The transition towards a more sustainable future will require patience, investment and continued collaboration. Sustainability is about evolving with purpose while staying true to the strengths that have built Gulf Oil. As we move forward, we will continue driving up sustainability across the business, strengthening our operations, evolving our products and creating value for our stakeholders and communities, with the discipline, transparency and accountability needed to make lasting progress.

I thank our stakeholders for being a part of our journey.

Best regards,

Sanjay G. Hinduja
Chairman



“”

Sustainability is about evolving with purpose while staying true to the strengths that have built Gulf Oil.



“”

What we build should create value that lasts, and how we grow should serve the world around us.

2-22

Built to Last, Built to Serve

Dear Stakeholders,

Sustainability, for us, begins with a simple conviction: what we build should create value that lasts, and how we grow should serve the world around us. This is the thinking behind our approach to sustainability and the journey we are undertaking at Gulf Oil. Over the past decade, driven by the passion of our people and strong partnerships, we have consistently grown at two to three times the market rate, successfully improving our market position from number six or seven to number two in the private sector in India. This sustained growth brings with it a larger responsibility towards our environment and the world around us.

Built to Last

‘Built to Last’ reflects our focus on quality, performance and endurance, while encouraging us to think about how our products and operations can use resources more responsibly. We pioneered India’s first long-drain oil in 2006, effectively doubling drain intervals from 18,000 to 36,000 km. In 2011, we raised the bar further with an 80,000 km drain interval. Today, we carry this legacy forward with India’s first 1,000 Hours Tractor Oil, biodegradable hydraulic oils, fire-resistant fluids, and by formulating with premium Group 2 and Group 3 base oils that offer superior longevity. Similarly, as one of the leading suppliers of AdBlue®, an automotive urea solution, we are helping reduce exhaust (NO_x) emissions from BS-VI vehicles. We are also innovating our packaging by transitioning to recyclable PCR packs and reusable Intermediate Bulk Containers (IBCs) to reduce our plastic consumption significantly. These initiatives demonstrate how our core business can contribute to our broader sustainability journey.

Built to Serve

If our philosophy is ‘Built to Last’, our responsibility is ‘Built to Serve’. Our CSR philosophy goes beyond compliance. It is about standing with the people who make our business run every day. Through the Kushal Mechanic Training Programme, we are helping mechanics build the skills needed to keep pace with evolving vehicle technologies. Through our Suraksha Clinics, we are supporting the health and safety of the driver community. Through the ‘Road

to School’ and ‘Road to Livelihood’ initiatives, along with initiatives focused on clean water and community development, we are investing in the well-being of people and communities that are integral to our journey.

Future Ready

At the same time, the mobility landscape is evolving, and innovation is central to how we stay future-ready and advance our sustainability journey. We are strengthening our core lubricants business while developing capabilities in EV fluids and participating in the emerging charging ecosystem through Tirez, Indra and ElectreeFi. These initiatives complement our existing strengths while we develop a clear Net Zero pathway for India. We believe being future-ready means not only responding to change, but anticipating it and building the capabilities to participate in the opportunities it creates.

Responsible Growth

We remain focused on driving responsible growth. We believe ESG is central to being a well-managed Company, and to this end, we continue to take targeted actions to embed sustainability into our operations, strengthen governance, improve transparency and remain accountable for the progress we make. The launch of our first Sustainability Report marks an important step in this direction. It brings together the actions already in motion across our business and the progress we are making, while establishing a firm foundation for more consistent disclosure and continued improvement.

We recognise that sustainability is a journey, not a destination. We will continue to learn, evolve and take purposeful action as we work towards creating lasting value for our stakeholders, our communities and the environment, building products, relationships and capabilities that endure, while leveraging our growth, expertise and passion to serve a larger purpose.

I thank our employees, customers, partners and all our stakeholders for their continued trust and support as we move forward together.

Best regards,

Ravi Chawla

Managing Director & CEO

Driving Up Sustainability through Local Ownership



“”

At the Hinduja Group, sustainability is not a separate business priority or a reporting exercise—it is a reflection of who we are. It influences the way we operate, make decisions, and build resilient businesses across the Group.

Hinduja Group is among the world's largest and most respected diversified conglomerates. Founded by Shri Parmanand Deepchand Hinduja, a visionary entrepreneur from Shikarpur in undivided India, the Group began its journey in merchant banking and trade over a century ago.

The Hinduja Group has a legacy of over 110 years of building and nurturing enterprises that are future-ready and create value for stakeholders. Guided by our Founder's enduring philosophy, we believe that long-term business success must go hand in hand with creating lasting value for society, the environment and future generations. This belief continues to shape our approach to business, where climate action, responsible growth and social inclusion are increasingly embedded into our strategies and operations.

At the Hinduja Group, sustainability is not a separate business priority or a reporting exercise—it is a reflection of who we are. It influences the way we operate, make decisions and build resilient businesses across the Group.

It is my pleasure to present the inaugural Sustainability Report of Gulf Oil Lubricants India Limited. More than a record of environmental, social, and governance performance, this report reflects the Company's commitment to transparency, accountability, and continuous improvement. By measuring its progress and communicating it openly, GOLIL demonstrates the discipline and responsibility that are essential to building a future-ready business.

What is particularly encouraging is the manner in which sustainability is becoming increasingly embedded into the

Company's core business strategy and operations. From enhancing resource efficiency and developing more responsible products to strengthening governance and creating a positive impact in the communities it serves.

The publication of this inaugural Sustainability Report marks an important milestone in the Hinduja Group's broader sustainability journey. Through the Group Sustainability Council, we continue to strengthen alignment across our businesses by fostering collaboration, sharing best practices and reinforcing robust governance frameworks. GOLIL's progress reflects our collective commitment to embedding sustainability into business strategy and execution.

I congratulate the Board, leadership team, and all employees of Gulf Oil Lubricants India Limited on publishing this Sustainability Report. I also extend my sincere appreciation to our customers, business partners, investors, communities, and all other stakeholders for their continued trust and support.

We remain steadfast in our mission to build an exemplary transnational conglomerate that creates value for all stakeholders, serves national priorities, and contributes towards shaping a better future for generations to come.

Regards

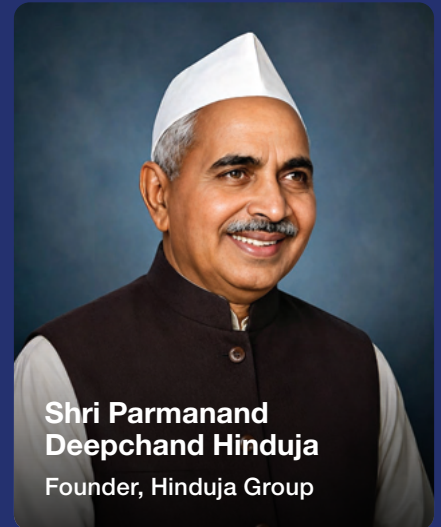
Shom Hinduja

Non-executive Director – GOLIL
Chairman – Group Sustainability Council

2-22



HINDUJA



**Shri Parmanand
Deepchand Hinduja**
Founder, Hinduja Group

The Group's founding philosophy:
'My dharma is to work, so that I can give,' is upheld across all its businesses. The guiding principles of the Hinduja Group define the way we operate at Gulf Oil India:

- ▶ Work to give
- ▶ Word is a bond
- ▶ Act local, think global
- ▶ Partnership for growth
- ▶ Advance fearlessly

Driving Up Sustainability to a Global Standard



“”

Gulf Oil India's first Sustainability Report reflects a rigour that compares favourably with our larger global operations.

As sustainability has emerged as a global benchmark, for a Company like Gulf Oil with a presence across more than 100 countries, it has turned into a common language across our business.

Seen against such a backdrop, this first standalone Sustainability Report establishes an important foundation for GOLIL's continued alignment with global sustainability expectations, and it signals an intent to meet international standards, rather than simply addressing local requirements. As Gulf Oil International advances towards its net-zero commitment, GOLIL's progress is an important part of that shared journey.

In India, at the centre of a significant shift in global mobility, electric and low-carbon transport is rapidly gaining momentum. As India navigates the evolving mobility turf, GOLIL is building relevant capability, from fluids engineered for electric powertrains to a considered role in the charging ecosystem.

As international disclosure expectations continue to rise, these foundations position the Company to align with global norms, rather than react to them.

I congratulate the team and look forward to what follows this first step.

Camille Nehme

Head of Mobility and Sustainability –
Gulf Oil International

The strength that has carried us forward for **125 years** is now shaping a more sustainable future.



Wherever
the adventure
takes you

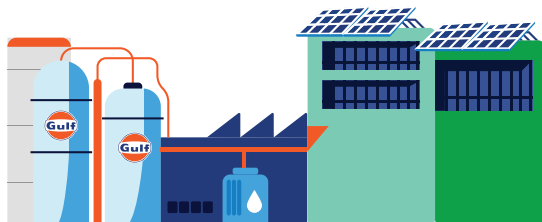
Together, we're unstoppable



Built to Perform

2-1

We are one of India's leading lubricant companies, with a pan-India reach that few in our industry match. That scale rests on two modern manufacturing plants, a product range spanning automotive and industrial lubricants, AdBlue® and specialty fluids, and decades of technical depth built around what our customers actually need.



Gulf Oil Lubricants India Limited is a prominent entity under the Hinduja Group, offering a comprehensive product portfolio spanning automotive and industrial lubricants and consistently ranking among the top private sector brands in India in distribution, volume and key market segments. Our operations are supported by robust manufacturing capability and by the Gulf Oil Global R&D Centre hosted at our Ennore facility in Chennai, which drives continuous innovation and the integration of advanced lubrication technologies.

Our core lubricants business continues to grow ahead of the industry, and it remains the foundation of everything we do. Sustainability runs straight through that core: longer-lasting oils that reduce consumption, cleaner and more efficient operations, and AdBlue® that helps cut emissions across the fleets we serve. We keep widening the ways we create value for our customers and for the communities around our plants, with a growing range of EV fluids carrying the same engineering into newer powertrains.

Our Operational Footprint

2-1

2-6

Two modern plants, a global research centre and a distribution network reaching every corner of India form the backbone of how we make and move our products.



1 Chennai Plant, South India

Our southern India plant at Ennore, near Chennai, pairs production scale with advanced research capabilities, hosting Gulf Oil International's largest R&D centre worldwide.

50,000 KL/year

Lubricant manufacturing capacity

39,000 KL/year

AdBlue® capacity



IGBC Gold



2 Silvassa Plant, West India

Our western India plant in Silvassa, Dadra & Nagar Haveli is a 30-year-old facility, upgraded continually into one of the country's most advanced lubricant sites.

90,000 KL/year

Lubricant manufacturing capacity

36,000 KL/year

AdBlue® capacity (two-shift basis)



IGBC Platinum



Capacity Expansion Underway

A phased expansion at both plants to meet rising demand, will be build with green building guideline, ZLD and solar standards already in place.

240 Million Litres

Combined lubricant manufacturing capacity, will Increase from 140 million litres

70%

Combined capacity enhancement

Distribution Network

Our pan-India network puts products within reach across metros, Tier II and III cities and rural markets alike.

1,00,000+
Touchpoints

13,500+
Bike and car stops

330+
Auto distributors

80+
Industrial distributors

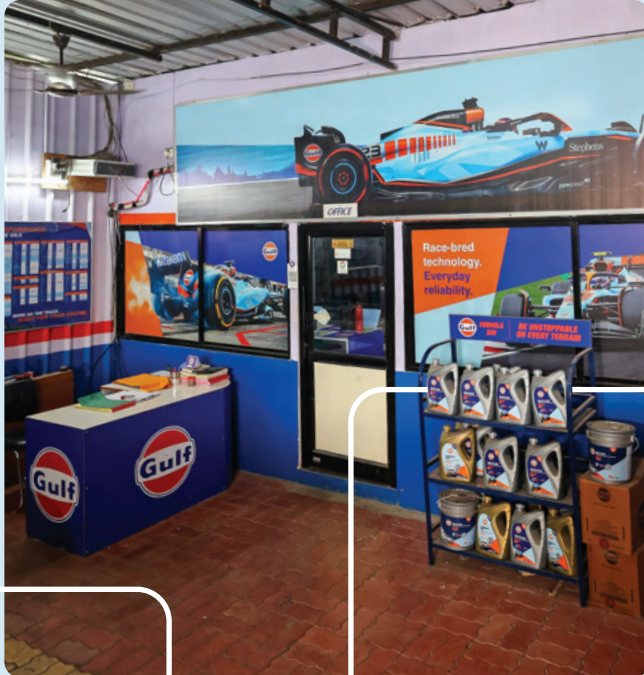
1,000+
B2B direct customers

50+
OEM partnerships

~12,500
Battery retail touchpoints

25+
Export countries

4,500+
B2B Secondary Customers



A Global Benchmark for Business Excellence

India Best Managed Companies 2025

Gulf Oil Recognised Among India Best Managed Companies

Gulf Oil Lubricants India Limited was recognised as one of India's Best Managed Companies 2025 by Deloitte India, following a rigorous evaluation across strategy, capabilities and innovation, culture and commitment, governance and financial performance, with ESG forming an important part of the overall assessment.

Gulf Oil was among the six companies recognised for management excellence and long-term value creation, reinforcing our commitment to integrating sustainability and responsible business practices into our strategy and growth journey.



Ranks among one of 6 Winners

Evaluate Across Key Pillars of Excellence



Strategy



Capabilities
& Innovation



Culture
& Commitment



Governance
& Finance



ESG



~280

Companies applies

40

Shortlisted after screening

26

Selected for the jury round



Message from the Whole-Time Director & CFO

Manish Kumar Gangwal

At Gulf Oil, sustainability and value creation go hand-in-hand. The strategy has always been to grow responsibly by moving towards more sustainable products, allocating capital with discipline, and building resilience into operations. Good governance and transparent disclosure are central to this. As an early adopter of transparency in the sector, Gulf Oil sees reporting frameworks like BRSR not as an obligation but as a way to strengthen trust and accountability. This first Sustainability Report reflects a continued commitment to sharing progress openly and creating lasting value for all stakeholders, and for the environment.

Advancing Product Stewardship 416-1

We are working from within our business and continually strengthening our R&D and product development efforts to support the transition towards a decarbonisation economy. By embedding sustainability across our products, we are developing solutions that respond to changing customer and industry needs. From our lubricant portfolio and AdBlue® solutions to our electric vehicle ecosystem, our approach to product stewardship brings together performance, quality, safety and sustainability.



Automotive Lubricants

Our automotive portfolio spans passenger cars, motorcycles and commercial vehicles. Longer-drain lubricants help extend service intervals, supporting lower lubricant consumption and reduced waste across the vehicle lifecycle. Our portfolio continues to evolve with changing engine technologies and mobility requirements.

10,000 km drain interval

Gulf Pride 4T relaunched in FY 2024-25 with API SP specification and 40% better engine protection.

Longer drains, lower consumption

Our long-drain innovation journey began in 2006 with India's first 36,000 km diesel engine oil.

AdBlue®

AdBlue® supports cleaner diesel mobility by enabling Selective Catalytic Reduction systems to convert nitrogen oxides into nitrogen and water. Our portfolio supports emission-control requirements across BS-VI diesel applications.

Cleaner mobility at scale

Supporting emission reduction across vehicle fleets beyond our own operations.

Enabling SCR performance

For effective exhaust after-treatment.

Industrial Lubricants and Specialty Oils

Our industrial portfolio serves infrastructure, manufacturing, mining and other applications through hydraulic oils, gear oils, greases and specialty lubricants. Our solutions include energy-efficient zinc-free hydraulic oils and biodegradable hydraulic oils designed for specific operating environments.

Energy-efficient lubrication

Zinc-free hydraulic oil designed by eliminating zinc from lubricant formulations, industries can significantly reduce their ecological footprint and minimise the risks associated with zinc contamination.

Biodegradable solutions

Lubricants developed for applications where equipment operates close to soil and water.

EV Fluids

Our EV fluids portfolio includes e-driveline fluids and coolants developed for electric and hybrid powertrains. Our role extends across the wider EV ecosystem through Tires, ElectreeFi and Indra, spanning fast charging, charging management software and home charging.

Fluids for electric mobility

Supporting the thermal and lubrication requirements of electric and hybrid powertrains.

Building the EV ecosystem

Tires Chargers for DC fast charging, Indra Technologies for smart AC charging and Vehicle-to-Grid solutions, and ElectreeFi for EV charging management and SaaS solutions.

Quality and R&D Excellence 416-1

Quality and R&D are integral to how we develop products that meet evolving customer needs and application requirements. Our R&D capabilities combine formulation expertise, product testing and application knowledge to develop solutions focused on performance, efficiency and durability. This approach is supported by robust quality systems and testing capabilities across our manufacturing and laboratory operations.

Our product development is guided by customer requirements and validated against applicable industry and OEM specifications. We work with 50+ OEM partners across automotive, construction, industrial and EV segments, using their requirements and testing protocols to support product development and validation.



K. Swaminathan
VP, Technical Services

Sustainability starts with the product — making lubricants that do more with less. Gulf Oil's technology is focused on longer-lasting oils, energy efficient fluids and new EV fluids and cooling technologies. Performance and responsibility are not competing goals; when the chemistry is right, one supports the other.

Customer Centric Value Propositions

We have built a strong track record of extending lubricant drain intervals through product development focused on durability and engine protection.

Diesel Engine Oils

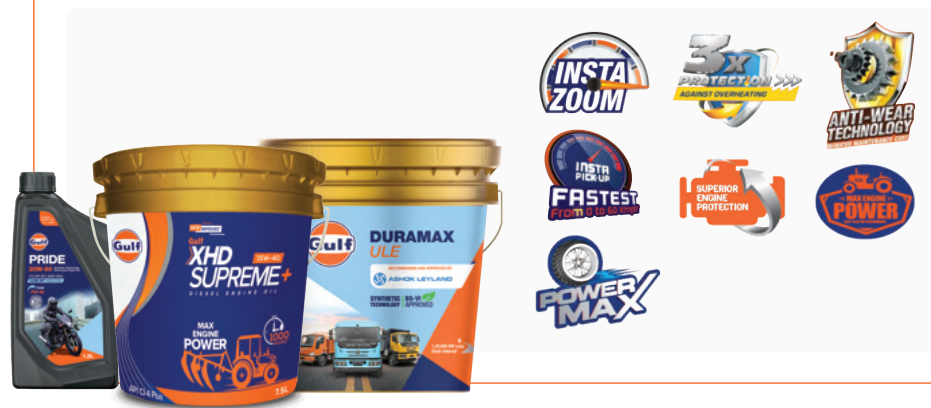
- ▶ **36,000 km drain interval** introduced in 2006-07, compared with the prevailing FY 18,000 km
- ▶ **80,000 km drain interval** achieved in FY 2010-11, further raising the performance benchmark

Tractor Oils

- ▶ **350-hour drain interval** introduced in FY 2014-15, compared with the prevailing 250 hours
- ▶ **1,000-hour drain interval** achieved in 2022-23, compared with the prevailing 600 hours

Gulf Pride 4T

- ▶ **10,000 km drain interval**
- ▶ **40% better engine protection**
- ▶ **Latest API SP specifications**



R&D That Advances Product Performance

Our R&D work extends beyond drain interval innovation to develop products suited to changing customer and application requirements. We focus on formulation development, base oil and additive selection, product performance and application testing to deliver solutions that combine quality, durability and efficiency.

Our approach is supported by the use of high quality base oils and additives that are tested and proven for Indian operating conditions.

Quality Built into Every Product

Our manufacturing processes are certified to **ISO 9001:2015 Quality Management** and **IATF 16949:2016 Automotive Quality Management** standards. Our quality control laboratories at Silvassa and Chennai are equipped to test product parameters covering safety and performance, with the Silvassa laboratory accredited to ISO/IEC 17025:2017.

Our formulations are designed to meet applicable requirements of leading industry bodies including API, ACEA and JASO, as applicable to individual products.

Building Sustainability Into How We Work

This is our first standalone Sustainability Report, and the work it records has been building for years. The milestones below trace how responsibility took shape across our business: in the plants we run, the standards we certify to, the workforce we protect, and the communities around us. We will add to this journey with each reporting cycle.

The periods mentioned below are on the basis of financial year.

2016-17

Community skilling begins

We launch Kushal Mechanic Training, our first flagship CSR programme, building livelihoods for automotive mechanics.

2021-22

Education and livelihood, widened

We launch 'Road to School' and 'Road to Livelihood', extending community work into schooling and employability.

2017-18

Ennore plant and R&D centre

We commission our second plant at Ennore, built with renewable energy, ZLD and energy-efficient features, and receive IGBC Gold certification in FY 2018-19.

2024-25

Recycled content, certified

We achieve ISO 14021 certification for post-consumer recycled (PCR) plastic packaging, and reach full feasible rooftop solar at both plants.

2022-23

Low-carbon mobility foothold

We invest in EV-adjacent capability and introduce EV fluids, broadening the business beyond conventional lubricants.

2025-26

Green building leadership

Silvassa is awarded IGBC Platinum, the highest available green building rating.

Certified energy management

Both plants are certified to ISO 50001:2018 (valid March 2026-March 2029, zero non-conformances).

First Sustainability Report

We publish our first standalone Sustainability Report.



Translating Intent to Impact

Our sustainability framework is adopted from Gulf Oil International Limited, our parent Company, whose global approach organises sustainability into a clear set of pillars. We have taken up the same structure at Gulf Oil Lubricants India Limited, mapping our sustainability actions to these pillars ensuring that our agenda stays aligned with the global direction of the Gulf brand.

Read together, they show how the work set out across this report connects into a single, deliberate agenda for driving up sustainability.



Sugandha Khandelwal

General Manager, Business Planning

These five pillars only work when they are part of everyday decisions, not a separate agenda. The aim is to **make sure sustainability is built into how each function operates**, and connected to the people across the business who make it happen. When everyone is working towards the same goals, sustainability simply becomes the way the business works.

Our Sustainability Pillars



Reduce Our Carbon Footprint



Embrace Low-Carbon Mobility



Improve Communities' Lives



Safe, Equal and Diverse Workforce



Strong Corporate Governance



Creating Impact Through Sustainability



Reduce Our Carbon Footprint

Running two energy-intensive plants, we carry a direct responsibility to lower our impact. Our approach spans renewable energy, energy efficiency, emissions intensity and circular packaging.

25.6%

Reduction in combined Scope 1 and Scope 2 emissions Since FY 20

100%

of technically feasible rooftop solar capacity utilised

ISO 14021

Verified recycled content in packaging

ISO 50001:2018

Energy Management System



Embrace Low-Carbon Mobility

Cleaner transport is a natural extension of our purpose. Our contribution runs in a deliberate order, from the products cutting emissions today to the technologies that will matter tomorrow.

Long-drain lubricants

Less oil consumed and less waste over a vehicle's life

AdBlue®

Cutting NO_x across the BS-VI diesel fleet, well beyond our own operations

EV fluids

Driveline fluids and coolants for electric and hybrid powertrains

Charging ecosystem

A supporting role through Tirex, ElectreeFi and Indra



Improve Communities' Lives

Long-term business success is tied to the resilience of the communities we operate in. Our investment concentrates on education, skill development, healthcare, safe drinking water and environmental restoration. Till date 30,000+ beneficiaries.

2,000+

Mechanics certified

15,000+

Students Covered under RTS & RTL

4,000+

Communities Impacted

16,000+

Drivers & Communities Reached



Safe, Equal and Diverse Workforce

Our journey is carried by our people, in a workplace built to be safe, inclusive and empowering.

ISO 45001:2018

Occupational health and safety, both plants

Zero

High-consequence injuries and zero fatalities

LTIFR 0.53

Improved from 2.88

5.51%

Women of total employees



Strong Corporate Governance

Sustainability performance rests on clear accountability and active Board-level oversight, with defined responsibilities and structured review.

CSR & Sustainability Committee

at Board-level

Materiality-driven disclosure

and structured policy

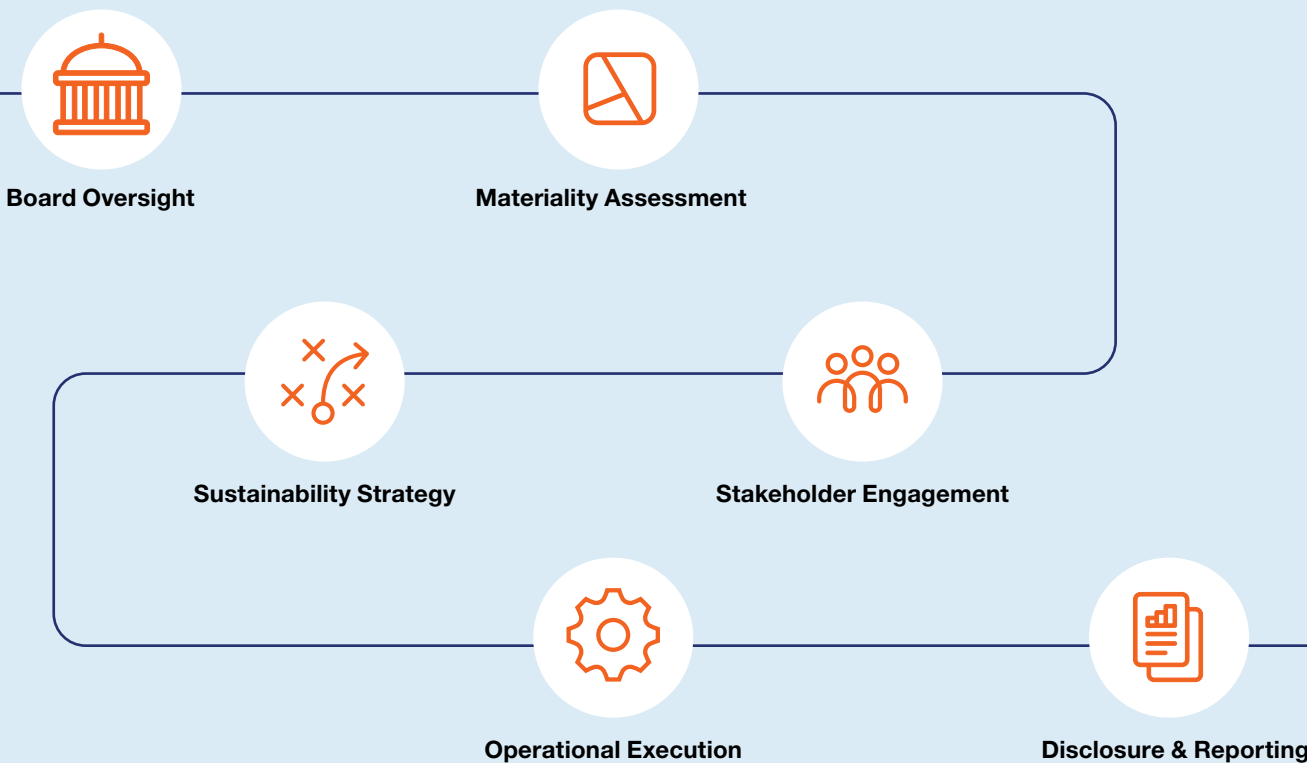
A dedicated

ESG Data Management Tool

for a unified, traceable view of ESG data

Conversations that Shape Our Growth

Our engagement framework is structured to convert stakeholder insights into strategic and operational action. The diagram below illustrates how engagement feeds into our decision-making:



Ensuring Meaningful Engagement

Three practices underpin this commitment at Gulf Oil India:

Escalation to Board-level

Feedback from all stakeholder groups is consolidated by our Sustainability Department and senior management, and material concerns are formally presented to the Board's CSR & Sustainability Committee. Stakeholder voices are not filtered out at the operational level; they reach the governance level where strategic decisions are made.

Vulnerable and Marginalised Groups

Our community engagement initiatives place particular emphasis on **vulnerable and marginalised groups**, including truck drivers, mechanics and communities around our plant locations. We strive to ensure that engagement is accessible, locally relevant and delivered in collaboration with trusted implementation partners.

Continuous Improvement

We review and update our stakeholder engagement approach regularly to ensure it remains responsive to evolving needs. The introduction of digital engagement tools, AI-powered retail platforms, and the GULFCARE portal in recent years reflects our commitment to meeting stakeholders through the channels most accessible and convenient to them.

Maintaining Effective Dialogue

Our business relies on enduring relationships with a diverse range of stakeholders, including customers, employees, suppliers, investors, regulators, communities and industry partners. Their perspectives provide valuable insights into evolving expectations and the issues relevant to our business. This approach reflects the Hinduja Group's guiding principle of **'Partnership for Growth'** and supports our long-term value creation.

Insights from stakeholder interactions are reviewed by our Sustainability Department, senior leadership and the Board's Corporate Social Responsibility & Sustainability Committee. This provides a structured mechanism to incorporate stakeholder perspectives into strategic and operational decision-making and assess the effectiveness of our responses to material issues.

Our Approach to Engagement

We engage with stakeholders through a range of channels tailored to the nature of our relationships with them. These interactions help us understand stakeholder priorities, gather feedback and inform our sustainability priorities and decision-making.



Stakeholder Engagement Framework 2-29

We engage with stakeholders to understand their expectations, identify and address their concerns, strengthen relationships and inform our sustainability priorities and business decisions.



Shareholders & Investors

Key Topics & Concerns

Financial performance, capital allocation, ESG progress, risk management and long-term value creation and outlook.

Channels of Engagement

- ▶ Quarterly earnings calls
- ▶ Investor conferences and roadshows
- ▶ Annual reports and sustainability disclosures
- ▶ Investor presentations
- ▶ Press releases
- ▶ Company website

Frequency

- Q** Earnings calls
- A** AGM, Annual Report
- N** Conferences, bilateral meetings



Customers & OEM Partners

Key Topics & Concerns

Product performance and innovation, tailored solutions, service quality, data security and the BS-VI and EV transition.

Channels of Engagement

- ▶ Client meetings and periodic review sessions
- ▶ OEM co-development programmes at our Chennai R&D Centre and Customer Experience Centre
- ▶ GULFCARE customer service portal

Frequency

- M** & **Q** Operational Reviews
- A** Conferences and meets
- N** GULFCARE portal



Distributors & Channel Partners

Key Topics & Concerns

Market support and incentives, product availability, digital tools, capability building and transparent commercial practices.

Channels of Engagement

- ▶ Distributor conferences and regional meets
- ▶ Loyalty programme 'Unnati'
- ▶ Digital platforms and CRM systems
- ▶ Field visits by Key Account Managers
- ▶ Sales conferences

Frequency

- M** Operational
- Q** Reviews
- A** Conferences



Employees

Key Topics & Concerns

Career growth, health, safety and well-being, fair reward, culture, digital upskilling and inclusion.

Channels of Engagement

- ▶ Town halls
- ▶ Monthly and quarterly team meetings
- ▶ Annual day and cultural events
- ▶ Engagement surveys
- ▶ Sales conferences
- ▶ Intranet and notice boards

Frequency

- M** & **Q** Operational and team meetings
- A** Engagement survey, annual day
- O** Gold Academy, PATHWAY



Communities

Key Topics & Concerns

Safe drinking water, education and skilling, healthcare, road safety, livelihoods and plant environmental impact.

Channels of Engagement

- ▶ Community meetings and consultations
- ▶ CSR programme interactions
- ▶ Employee volunteering
- ▶ Engagement with truck drivers/mechanics
- ▶ NGO/implementation partner consultations

Frequency

- O** CSR programme engagement
- N** Community consultations & Engagement with implementation partners



Suppliers & Business Partners

Key Topics & Concerns

Fair and transparent sourcing, ethical and anti-corruption conduct, quality, and supplier standards.

Channels of Engagement

- ▶ Site visits and supplier inspections
- ▶ Vendor evaluation and onboarding programmes
- ▶ Regular interactions and performance reviews

Frequency

- Q** & **A** Formal reviews
- N** Inspections and site visits



Regulators & Government Bodies

Key Topics & Concerns

Statutory obligations, environmental safeguards including EPR, product standards, governance practices, regulatory disclosures and policy matters.

Channels of Engagement

- ▶ Regulatory filings and mandatory disclosures compliance audits
- ▶ Engagement with SEBI, BSE/NSE, Ministry of Corporate Affairs, Pollution Control Boards, BIS and other statutory bodies
- ▶ Industry association participation

Frequency

- R** Regulatory consultations/meetings
- O** Industry association participation
- R** Filings and audits; Ongoing

Frequency

- M** Monthly
- Q** Quarterly
- A** Annually
- O** Ongoing
- N** Need-based
- R** As required

Value Creation Model

Capitals / Inputs	Process	Outputs	Outcomes	SDGs Impacted
Financial ₹1,560.69 cr Net worth 11% Capex investment in specific technologies to improve environmental & social impact	Our Operating Model Our Strategic Priorities Accelerate - Expand market reach and distribution - Strengthen customer acquisition - Grow OEM partnerships - Drive volume-led profitable growth Transform - Build future-ready capabilities - Expand e-mobility ecosystem - Drive digitalisation and data-driven execution - Strengthen sustainability and agility Stakeholders Impacted Shareholders & Investors: Profitable growth and long-term value creation Customers & OEM Partners: Reliable, high-performing products, co-created through technology and technical expertise Distributors & Channel Partners: Sustainable business growth built on long-standing partnerships Employees & Workers: Safe, inclusive and empowering workplaces Communities: Lasting social impact and responsible citizenship Suppliers & Business Partners: Responsible sourcing and shared standards across the value chain Regulators & Government Bodies: Transparent disclosure and consistent compliance	₹3,991.31 cr Revenue ₹510.38 cr EBITDA 26.24% ROCE	- Delivering consistent, profitable growth for shareholders, backed by a revenue - Strengthening cash generation and capital efficiency	
Manufactured 1,129 kWp solar installed (FY26) - ASRS warehouses in both plants - ZLD operations in both plants		~13,500 Bike & car service stops - Silvassa: IGBC Platinum - Chennai: IGBC Gold	- Widening reliable, on-ground access for customers through a service network for bike & car service stops - Operating both manufacturing plants, minimising the impact of production on local water systems at the end and consuming RE	
Intellectual - Global R&D Centre, Chennai - API/ACEA/JASO formulations 50+ OEM approvals - NABL-accredited QC lab (Silvassa) - Top 2 lubricant brand in India		₹14.54 crs R&D expenditure* - Customer-insight-led innovation - New OEM approvals secured in EV fluids	- Sustaining innovation-led growth through continued R&D investment - Building future readiness in electric mobility, with new OEM approvals secured for EV fluids	
Human 1,525 total workforce 638 permanent employees - Gulf Oil Learning and Development (GOLD) Academy		5.51% Women in workforce 900+ Learning modules 0.53 LTIFR/safety	- Progressing toward a more inclusive workforce - Deepening employee capability through continuous learning, with earning modules made available - Keeping safety a lived priority on the shop floor	
Social & Relationship 1,00,000+ retail touchpoints 50+ OEM partnerships 8,400+ dealers (Unnati programme) 1,000+ B2B direct customers 25+ export countries - Hinduja Group heritage & values		₹748.67 lakhs CSR expenditure 420 mechanics trained 25,421 CSR beneficiaries 35 springs rejuvenated 18 mn litres recharged	- Extending social impact into local communities through CSR - Building livelihoods and employability through skilling programme - Restoring natural water sources for surrounding communities	
Natural - Base oils (Group II/III/IV) - Specialty additives - Automotive-grade urea (AdBlue®) - Renewable energy solar - Water ZLD & RWH systems		0.014 MT CO₂e/KL Emissions intensity - Scope 1 ▼ 27.5%, Scope 2 ▼ 12.9% 20.1% Renewable energy share	- Cutting the direct and indirect emissions footprint of operations - Shifting the energy mix toward renewables - Closing the loop on water and waste, with all process water recycled across both plants	

*On behalf of Gulf Oil International

Leading with Accountability

At Gulf Oil Lubricants India Limited, we have established a multi-tiered governance framework that translates ESG priorities into action across the organisation, while ensuring that progress, performance and emerging risks are reviewed regularly at the highest levels of management and governance.

2-12 2-13 2-14



Manju Agarwal

Non-Executive Independent Director
Chairperson CSR and Sustainability Committee

Sustainability is ultimately about the choices we make today to shape the resilience and relevance of our business for tomorrow. At Gulf Oil, we see this as a long-term responsibility that extends beyond our operations to the products we develop, the communities we touch and the wider ecosystem in which we operate. As we strengthen this agenda, our focus remains on creating enduring value while building a business that is responsible, resilient and ready for the future.

Supported by
Hinduja Group*

Sustainability Governance Structure

Board Committee for CSR & Sustainability

Sets and guides the organisation's strategic directions for ESG



Gulf Oil Leadership

Provides oversight for ESG initiatives across the organisation



Sustainability Department

Leads execution of ESG strategy and initiatives across the business



Sustainability Champions/SPOCs

Cross-functional teams located across functions, plants and offices, driving aligned functional focus areas and material ESG topics

Supported by Gulf Oil International*

*These entities collaborate with Gulf Oil Leadership, ensuring the alignment of ESG objectives.

Governance Structure

Board Committee for CSR & Sustainability Sets strategic ESG direction

At the apex of our sustainability governance sits the Board Committee for Corporate Social Responsibility and Sustainability. It sets the strategic direction of our ESG agenda, approves our sustainability policies, reviews material ESG risks and opportunities, oversees CSR programme planning and expenditure, and ensures our sustainability commitments stay aligned with the long-term interests of our stakeholders and the business. The Committee operates under a defined Committee Charter. [Read the Committee Charter.](#)

Gulf Oil Leadership Oversight of all ESG initiatives

The Managing Director & CEO, supported by the Leadership Team, maintains operational oversight of all ESG initiatives across the organisation. The Leadership Team translates Board-approved strategy into annual targets, allocates resources to sustainability programmes, integrates ESG considerations into business planning, and ensures leadership across all functions takes personal ownership of sustainability outcomes. This level is reinforced by the sustainability frameworks and global best practices of the Hinduja Group and Gulf Oil International.

Sustainability Department Drives ESG strategy execution

Our sustainability function is the strategic engine that carries Board direction into practice across every part of the business. It owns the execution of our sustainability strategy enterprise-wide, embedding ESG into how each function plans and operates. It steers our materiality process, shapes our disclosure and reporting against global frameworks, including the GRI Standards and the UN SDGs, and drives our ESG digitisation agenda, including value-chain engagement and the next phase of integration for emissions tracking. Working across manufacturing, commercial, finance and support functions, it holds the enterprise view that keeps individual actions aligned to a single strategic direction.

Sustainability Champions Cross-functional execution across plants, offices and functions

At ground level, our Sustainability Champions act as Single Points of Contact and form the connective tissue of our ESG governance, embedded across both manufacturing plants, our corporate and regional offices, and our functional teams. Each Champion owns a defined domain, among them Water, Energy, Waste, Compliance, and Circularity and Packaging. Within their domains they drive execution, surface material ESG issues upward from the operational level, support data collection and reporting, and keep our sustainability commitments visible in daily work instead of confined to an annual document.





Anand Sathaye

VP, HR & Administration

People are behind everything Gulf Oil achieves, and its policies are there to protect their safety, growth and well-being. The focus is on building a workplace that is fair, inclusive and diverse. A team that is well looked after is one that stays and grows with the business.

Our Policy Framework 2-24

Our governance structure sets the direction for sustainability. Our policy framework provides the guiding principles that translate this direction into action across every level of the organisation.

ESG & BRSR Policy

ESG governance and responsible disclosure and reporting practices

Human Rights Policy

Human rights and responsible labour practices

Safety, Health and Environment (SHE Policy)

Occupational health safety and environmental management

Code of Conduct

Ethical behaviour and accountability

Anti-Money Laundering Policy

Financial integrity and responsible business practices

CSR Policy

Community investment and social responsibility

POSH Policy

Workplace dignity and prevention of sexual harassment

Anti-Bribery & Anti-Corruption Policy

Business ethics and responsible conduct

Vigil Mechanism

Whistleblower protection and reporting of concerns

Speak Up Policy

Confidential reporting of misconduct and unethical behaviour



All policies are periodically reviewed to remain aligned with regulatory requirements global best practices and stakeholder expectations.

From Policy to Practice

Our policies establish clear expectations while our governance structure drives accountability. We are strengthening this foundation through digitalisation and integrated ESG data management.

ESG Data Management: The Digital Platform

Our ESG data management platform enables consistent capture tracking and reporting of sustainability data across the organisation. It supports stronger oversight improves data quality and creates an auditable view of our ESG performance.

In FY 2025-26, we made significant progress in centralising and digitising our ESG data management through a dedicated tool that provides real-time visibility into our sustainability performance and strengthens governance of ESG data. The platform brings environmental and social data into one auditable environment, replacing manual spreadsheet based tracking with a structured and reliable source of truth. It consolidates multiple years of Scope 1 and Scope 2 emissions data alongside our BRSR disclosures.

The platform provides real time dashboards, KPI alerts and a full audit trail, giving teams a consistent view of performance and supporting better informed decisions. As this capability matures, it will strengthen engagement with data owners across plants and offices and further embed digital systems into our ESG governance. This will enable us to monitor progress, identify improvement opportunities and report with greater confidence.



Defining Our Priorities

Our materiality assessment helped us focus our sustainability priorities on the topics most relevant to our stakeholders and our business. The assessment helped us identify and prioritise material topics, develop focused sustainability themes, and link these priorities with measurable KPIs and clear functional ownership. It provided a structured basis for focusing our sustainability efforts and translating priorities into action.

3-2

Process of Materiality Assessment

We followed a structured four step process to identify, assess and validate the material topics relevant to Gulf Oil.

1 Establishing the Prioritisation Framework

We established a guiding framework to assess the relevance of each sustainability topic from two perspectives:

Criteria 1: Importance to Stakeholders

The Y axis assessed the importance of each topic to stakeholders.

Criteria 2: Impact on Business

The X axis assessed the impact of each topic on the business.

The assessment also considered the impact of each topic on the environment, business and reputation, along with other relevant considerations. This framework provided the basis for prioritising the topics across Environmental, Social and Governance dimensions.

2 Engaging our Stakeholders

We engaged a diverse set of stakeholders to bring different perspectives into the assessment. **24 senior leaders** participated through independent online discussions, with live feedback collected across all **25 topics**. An online survey was conducted with employees and external stakeholders to capture their views on the identified topics.

Stakeholder participation

- ▶ Senior leaders
- ▶ Employees
- ▶ Customers
- ▶ Supply chain stakeholders
- ▶ Non-profit organisations
- ▶ Investors
- ▶ Industry bodies

Stakeholders assessed all **25 topics** on a scale of 0 to 5, and the responses were analysed to determine the relative priority of each topic.

3 Assessing and Prioritising Material Topics

The stakeholder responses and leadership perspectives were assessed against the prioritisation framework, with **Importance to Stakeholders** mapped against **Impact on Business**. This enabled us to determine the relative priority of the 25 topics and classify them as **Fundamental, Moderate or Aspirational** for Gulf Oil.

The assessment identified 20 Fundamental topics, four Moderate topics and one Aspirational topic across the overall materiality assessment. The identified priorities cover areas including emissions management, product stewardship, circular economy, occupational health and safety, employee engagement and wellbeing, human rights, business ethics, corporate governance, statutory compliance, risk management, economic performance and transparency and accountability.

4 Validating and Finalising the Priorities

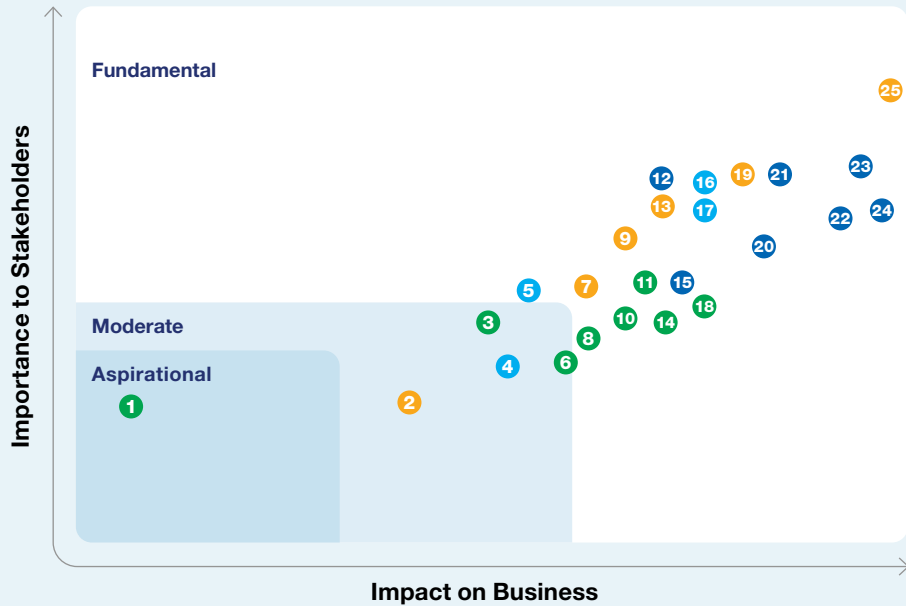
The assessment outcomes were reviewed through the leadership perspective and stakeholder inputs to validate the prioritisation and finalise the material topics for Gulf Oil. The finalised topics provide the foundation for developing focused sustainability themes and defining the areas for measurable action.



Materiality Matrix 3-2

Material Topics for the Business

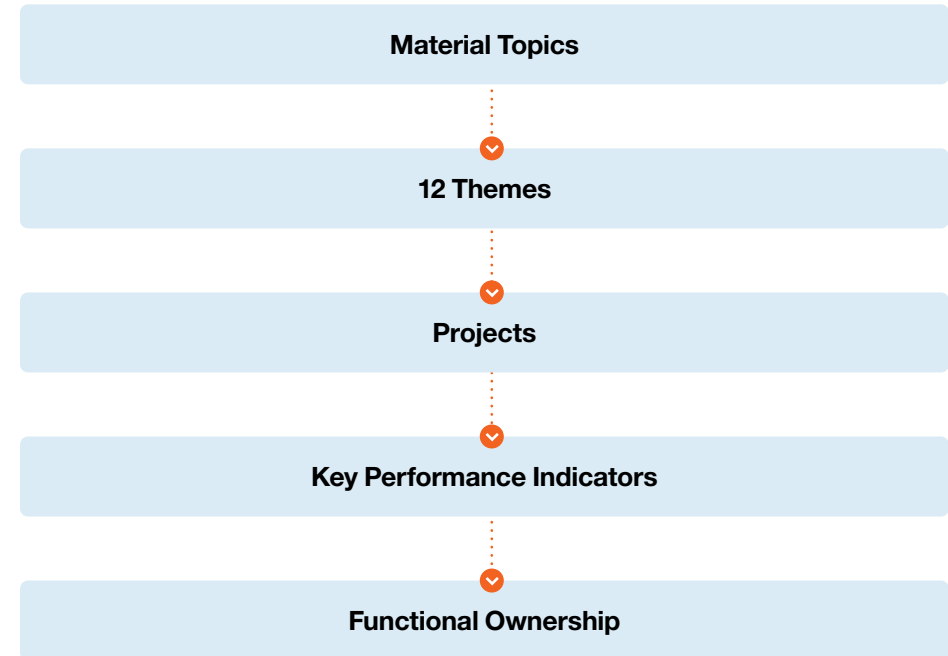
● Environment ● Social ● Governance



- | | | |
|---------------------------------|----------------------------------|-------------------------------------|
| 1. Biodiversity | 9. Energy Management | 17. Employee Development |
| 2. Local Community Development | 10. Human Rights | 18. Product Stewardship |
| 3. Water & Effluents Management | 11. Solid Waste Management | 19. Operational Health & Safety |
| 4. Diversity and Inclusion | 12. Innovation and Collaboration | 20. Economic Performance |
| 5. Responsible Supply Chain | 13. Employee Engagement | 21. Transparency and Accountability |
| 6. Climate Change | 14. Emissions Management | 22. Corporate Governance |
| 7. Stakeholder Engagement | 15. Risk Management | 23. Business Ethics |
| 8. Circular Economy | 16. Customer Health & Safety | 24. Compliance |
| | | 25. Customer Satisfaction |

From Material Topics to Measurable Action

The materiality assessment provided the starting point for translating priorities into a structured sustainability agenda.



We consolidated the material topics into 12 sustainability themes, bringing related priorities together into focused areas for action. Relevant projects and their corresponding KPIs were then linked to each theme to establish measurable indicators for tracking progress.

Each KPI was assigned to a relevant functional head, ensuring clear ownership for delivery and monitoring. These functional leaders form our network of Sustainability Champions, connecting sustainability priorities with the functions responsible for implementing them.

This creates a clear line of sight from stakeholder expectations and business priorities through to material topics, themes, projects, KPIs and ownership, helping us focus our sustainability efforts and track progress through defined measures.

Management of Material Topics 3-2 3-3

The 25 material topics identified through the materiality assessment were consolidated into 11 material issues on the basis of shared risk and opportunity drivers and a common management approach, including governing policies, oversight mechanisms and performance indicators. This consolidation does not exclude any topic from the scope of the assessment; rather, related topics are presented under a single disclosure heading to enable a more integrated and coherent narrative.

⋮ Risk
⋮ Opportunity
⋮ Both

Material issue identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk/opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity
Emissions & Energy Management	⋮	▶ Stricter emission norms for manufacturing plants and lubricants may increase compliance costs. ▶ Increasing customer preference for electric vehicles may impact demand for conventional lubricant products. ▶ Delay in adopting energy-efficient manufacturing could reduce competitiveness. ▶ Compliance with evolving emission norms is a key factor for sustainability-focused product providers. Stricter regulations on SOx and NOx reduction are driving the demand for cleaner transportation and industrial solutions.	▶ GOLIL continues to upgrade to energy-efficient operations and expand its renewable energy footprint through rooftop solar installations at both plants, having reached full available & feasible rooftop solar coverage. ▶ In FY 2025-26, both plants were further certified to ISO 50001:2018 for Energy Management (certified March 2026-March 2029, zero non-conformances), ▶ Silvassa plant was awarded IGBC Platinum while Ennore holds IGBC Gold, both green building certifications. ▶ We are proactively reducing emissions through cleaner technologies and monitoring policies to stay aligned with evolving norms. ▶ On the product side, we continue to invest in EV-specific fluids to capture emerging market opportunities, supported by our growing EV charging ecosystem through Tirex, ElectreeFi and Indra. Alongside our EV portfolio, we are also advancing lubricants with biodegradable oils, zinc-free lubricants and long-drain characteristics, while identifying new applications and market opportunities where our products can contribute to a more sustainable future. ▶ GOLIL continuously complies with emission norms and deploys solutions such as Gulf AdBlue® to help reduce transportation-related NOx emissions and contribute to pollution reduction.	Negative/Positive
Water Management	⋮	▶ Water scarcity in operating regions may affect manufacturing continuity. ▶ Effluent discharge non-compliance could result in penalties and harm brand reputation.	▶ GOLIL maintains Zero Liquid Discharge (ZLD) operations at both Silvassa and Chennai. All wastewater, including sewage, is treated on-site and recycled for non-potable use. This reduces freshwater dependency, ensures compliance and minimises environmental impact. ▶ Rainwater harvesting, water recycling and reuse, along with support for lake creation and restoration projects in communities around our operations, further strengthen our commitment to responsible water stewardship and conservation of local water resources.	Negative
Circular Economy & Product Stewardship	⋮	▶ Circular economy practices can reduce waste and lower raw material dependency. ▶ Regulatory EPR obligations for plastics and used oils drive responsibility and also add opportunities for innovation. ▶ Eco-friendly product stewardship creates scope for biodegradable, low toxicity lubricants. ▶ EPR non-compliance may pose risks to the Company by resulting in regulatory penalties, financial implications, reputational damage and potential disruption to business operations.	▶ GOLIL is working towards best waste management practices, taking steps towards recyclable packaging. ▶ We are actively registered under CPCB's EPR framework and consistently adhere to all compliance requirements and targets. ▶ Building on our ISO 14021 Type II certification for Post-Consumer Recycled (PCR) packaging achieved in FY 2024-25, in FY 2025-26 we moved PCR content onto the shelf. Introduced 30% post-consumer recycled (PCR) content across multiple packaging formats. ▶ Our R&D teams continue to invest in high-performance lubricants, including biodegradable and energy-efficient hydraulic oils, and this year relaunched Gulf Pride with a long-drain interval, reducing oil consumed and waste generated over a vehicle's life.	Negative/Positive

Material issue identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk/opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity
Employee Health, Engagement & Well-being	...	▶ A healthy and engaged workforce boosts productivity and retention. ▶ Inclusive policies strengthen organisational culture and diversity. ▶ Strong safety practices reduce workplace incidents and operational disruptions.	▶ GOLIL is committed to employee safety and well-being. We ensure robust occupational health systems under our ISO 45001-certified safety management system, regular medical check-ups, wellness initiatives, and skill development. ▶ Engagement surveys and inclusive policies foster belonging and morale.	Positive
Customer Satisfaction & Safety	...	▶ High customer satisfaction drives loyalty and growth. ▶ Product safety issues could cause regulatory action or reputational harm. ▶ Compliance gaps in health and safety of customers can increase legal and operational risks.	▶ GOLIL addresses customer complaints via the GULFCARE portal, ensuring prompt resolution. ▶ GOLIL conducts regular safety audits and hazard assessments, deploys safety officers to locations for targeted training and timely audit closure. ▶ GOLIL provides transparent communication on features and usage guidelines of its products to ensure customer protection. ▶ Our products are validated against 50+ OEM approvals, and our Silvassa QC laboratory holds NABL accreditation (ISO/IEC 17025:2017), reinforcing product safety and reliability. The Customer Experience Centre at our Gulf Oil Global R&D Centre, Ennore, the first of its kind in India.	Positive/Negative
Human Rights & Local Community Development	...	▶ Upholding human rights builds trust with stakeholders and partners. ▶ Engaging with and serving local communities cultivates alignment and harmony, driving inclusive growth and shared prosperity for both the Company and the community.	▶ GOLIL respects human rights across all operations and contractors. We are investing in local community programmes focused on education, healthcare, skills, and environment, ensuring inclusive development where we operate. ▶ In FY 2025-26, this included continuation of our flagship, 'Road to School' and 'Road to Livelihood' programmes, the Kushal Mechanic Training Programme in collaboration with OEM training centres and Suraksha Clinic, our ongoing initiative supporting the health, safety and wellbeing of truck drivers.	Positive
Economic Performance & Stakeholder Engagement	...	▶ Strong economic performance enables sustainable reinvestment and business continuity. ▶ Proactive stakeholder engagement builds long-term trust. ▶ Sustainable growth strategies attract investors and business partners.	▶ GOLIL embeds sustainability into its growth strategy. We regularly engage with investors, dealers, OEMs, and employees, and provide transparent disclosures. Collaborative programmes strengthen relationships and drive shared value creation.	Positive
Business Ethics & Governance	...	▶ Strong governance fosters transparency and investor confidence. ▶ Ethical conduct minimises legal and regulatory risks. ▶ Effective oversight improves decision-making and resilience.	▶ GOLIL is committed to high ethical standards. We enforce a robust Code of Conduct, run anti-corruption trainings, and maintain a whistleblower mechanism with Board oversight. Policies are regularly reviewed to ensure alignment with global best practices. ▶ In FY 2025-26, GOLIL published its first standalone Sustainability Report, extending our transparency and disclosure practices beyond statutory BRSR reporting.	Positive

Material issue identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk/opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity
Learning, Innovation & Collaboration	☒	▶ Continuous learning improves workforce capabilities and adaptability. ▶ Innovation drives product and process improvements, ensuring competitiveness in a fast-changing market.	▶ GOLIL fosters a culture of continuous learning through training and upskilling, including via the GOLD Academy. ▶ We are investing in R&D for advanced lubricants, EV fluids, and collaborating with OEMs and research partners to stay ahead of market trends.	Positive
Risk & Compliance Management	☐	▶ Non-compliance with laws and regulations can result in penalties. ▶ Weak risk management systems may cause operational disruptions and credibility gaps.	▶ GOLIL is mitigating risks by ensuring strict compliance with regulations and implementing a proactive risk management framework. ▶ The Company reviews and updates policies regularly to address emerging risks, supported by audits.	Negative
Responsible Supply Chain & Product Lifecycle	☒	▶ Sustainable supply chains strengthen reputation and trust. ▶ Responsible lifecycle management reduces environmental impacts and supports compliance.	▶ GOLIL is collaborating with suppliers to align on requirements and responsible sourcing. ▶ PCR vendors audited assessing supplier readiness for 30%, 50% and 100% PCR material.	Positive



Environment, Social & Governance



Driving Environmental Progress

1,129 kWp

Rooftop solar capacity across both plants —

100% of maximum feasible

Zero Liquid Discharge

Both plants, with all treated water recycled on site

It Starts with Us

A lubricant exists to make a machine do more with less: less friction, less wear, less fuel, fewer oil changes over a working life. That discipline has run through Gulf Oil for decades, long before it carried the word 'sustainability'. What has changed is that we now apply the same discipline to ourselves: to the two plants where we blend, the water we draw, the packaging we fill, and the land beyond our gates.

For years, efficiency was an engineering instinct, the mark of a manufacturer built to waste nothing. This year we made it measurable. Both plants run on rooftop solar built out at maximum solar rooftop capacity, recover every drop of

process water on site, and fill packs with certified recycled content that has moved onto the shelf. These are actions already in motion, and each one points the same way.

Behind them sits a disciplined backbone. Both plants operate Environmental Management Systems certified to ISO 14001:2015 and Energy Management Systems certified to ISO 50001:2018, each with documented objectives, scheduled audits and year-on-year improvement that can be shown. What follows is what that discipline delivered in FY 2025-26.

Decarbonisation, in Motion

The shift to a lower-carbon economy could read as a threat to a business like ours. We see it differently. The same discipline that makes our operations leaner also makes them cleaner, and it is one we have followed for years. This year, we turned that intent into measurable progress first inside our own plants, then in what we make, and finally in what our products help our customers save.



3-3 102-1 102-4
102-5 102-6 102-8

Reducing Our Carbon Footprint

Our Approach

Decarbonisation is reshaping both the mobility and industrial sectors we serve, and we treat it as a business priority rather than a compliance exercise. Our response works outward in three steps.

1. Our Operations

We reduce GHG emissions across our manufacturing operations through energy efficiency and lower-carbon practices.

2. Our Products

We minimise the carbon footprint of our products through responsible sourcing, product innovation, and sustainable packaging.

3. Customer Impact

We extend this impact to customers through long-drain lubricants that reduce oil consumption over a vehicle's life and AdBlue® that helps cut NOx emissions across diesel fleets

The contribution begins at our gates and carries through everything we sell.

We measure, manage and disclose our greenhouse gas emissions in line with the GHG Protocol Corporate Standard. Scope 1 emissions are calculated using DEFRA emission factors, and Scope 2 using the CO₂ baseline factors for the Indian power sector published by the Central Electricity Authority.

How We Manage It

We take a structured, organization-wide approach to measuring and managing our greenhouse gas (GHG) emissions. Our GHG inventory covers relevant emission sources across our operations and is developed using defined methodologies, activity data and appropriate emission factors. We periodically monitor and review our emissions performance to identify opportunities for energy efficiency, renewable energy adoption and emissions reduction. This approach enables us to establish a consistent baseline, track progress over time and strengthen our decarbonization efforts across the organization.

Energy data presented in this report covers all operational locations, while water and waste data covers only our manufacturing plant locations

How Our Direction is Set

Our decarbonisation agenda is shaped by the five sustainability pillars we have adopted, which align with Gulf Oil International's global sustainability direction and the Hinduja Group's wider environmental commitments. In the near term, our focus is firm and specific: reducing Scope 1 and Scope 2 emissions year on year through renewable energy expansion, fuel substitution and process optimisation. Progress against these priorities is tracked through our ESG data management tool, and ESG performance is linked to management Long-term incentives, embedding accountability into decision-making.



Neha Chawla

CSR & Sustainability Manager

This year, **intent turned into real action** — rooftop solar at both plants, more efficient use of energy and water, and recycled content brought into packaging. This report pulls that work together into one honest account, with a clear focus on improving on it every year.

GHG Emissions Data

102-4 102-5 102-6 102-8

Scope 1 Direct GHG emissions

412.02 MT CO₂e

FY 2025-26	412.02
FY 2024-25	568.73
FY 2023-24	943.80

Scope 2 Indirect GHG emissions (location-based)

2,560.91 MT CO₂e

FY 2025-26	2,560.91
FY 2024-25	2,941.55
FY 2023-24	3,266.13

Total Scope 1 + Scope 2

2,972.93 MT CO₂e

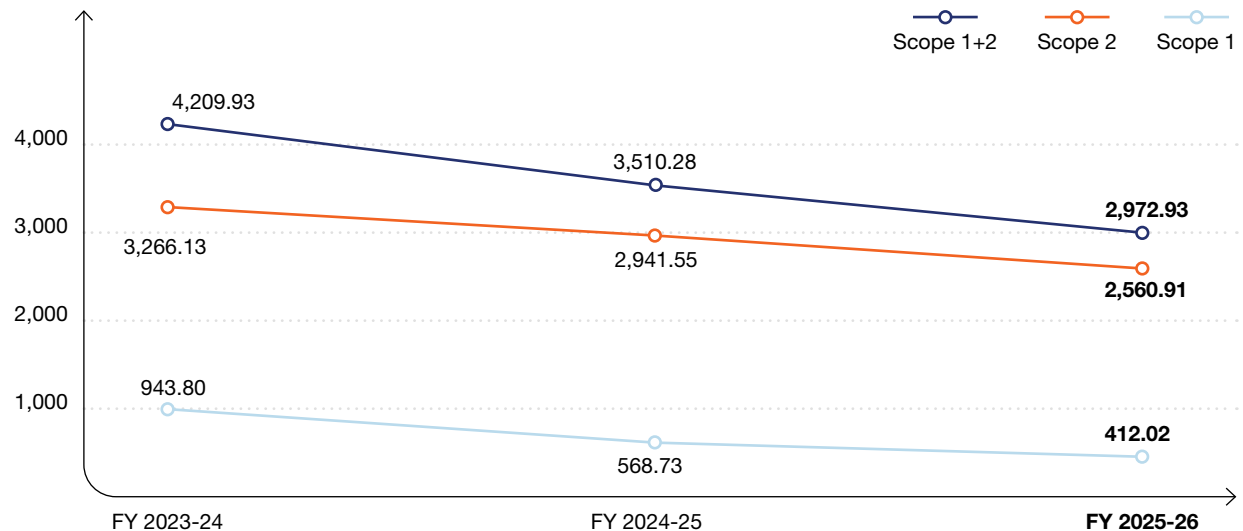
FY 2025-26	2,972.93
FY 2024-25	3,510.28
FY 2023-24	4,209.93

Emission intensity (tCO₂e/kilolitres)

0.014 MT CO₂e/kilolitres

FY 2025-26	0.07
FY 2024-25	0.019
FY 2023-24	0.016

GHG Emissions Trend Analysis



Powering Progress, Efficiently

Daylight strips on the factory roof

20.1%

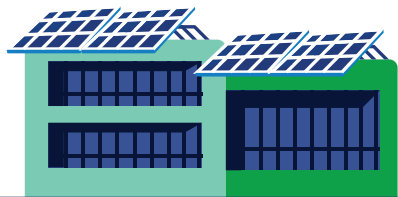
Renewable energy share of total energy consumption

25.8%

Solar power mix

16.33%

Diesel consumption reduced vs FY 2024-25



103-1

The way we use energy is changing. We are improving efficiency across our operations, increasing the use of renewable energy and strengthening how we monitor and manage consumption. These efforts are helping us use resources better, improve operational performance and reduce our environmental footprint.

Our Approach

Decarbonisation begins where we can act most directly, inside our own operations. The manufacturing process draws heat for blending, compressed air for filling, power for HVAC and lighting, and fuel for materials handling, and each of these is a source of carbon we own and can reduce. Our approach is twofold: raise the share of renewable energy in what we consume, and lower the absolute energy we use for every unit of output.

How We Manage It

Our emissions are governed through the Board's Corporate Social Responsibility & Sustainability Committee, with management teams at Silvassa and Chennai responsible for plant-level implementation and the Sustainability Department providing coordination. Both plants hold ISO 50001:2018 certification for energy management, issued by the Indian Register Quality Systems and valid from March 2026 to March 2029, with zero non-conformances.

Scope 1 and Scope 2 data is captured monthly at plant level and consolidated in our ESG data management tool, which maintains five years of historical data. Regular review of these measures enables us to track performance over time and investigate changes in consumption at the plant level.

ISO 50001:2018: Energy Management System Silvassa & Chennai plants Certified Valid March 2026–March 2029; Zero NCs



Energy Consumption Data

103-2 103-3 103-4 305-7

Total renewable energy 4,529.93 GJ		Total non-renewable energy 17,989.49 GJ		Total energy consumed 22,519.42 GJ		Renewable energy as % of total energy consumption 20.1%	
FY 2025-26 4,529.93		FY 2025-26 17,989.49		FY 2025-26 22,519.42		FY 2025-26 20.12	
FY 2024-25 2,325.57		FY 2024-25 19,579.32		FY 2024-25 21,904.88		FY 2024-25 14	
FY 2023-24 2,013.26		FY 2023-24 22,657.30		FY 2023-24 24,670.56		FY 2023-24 8.2	

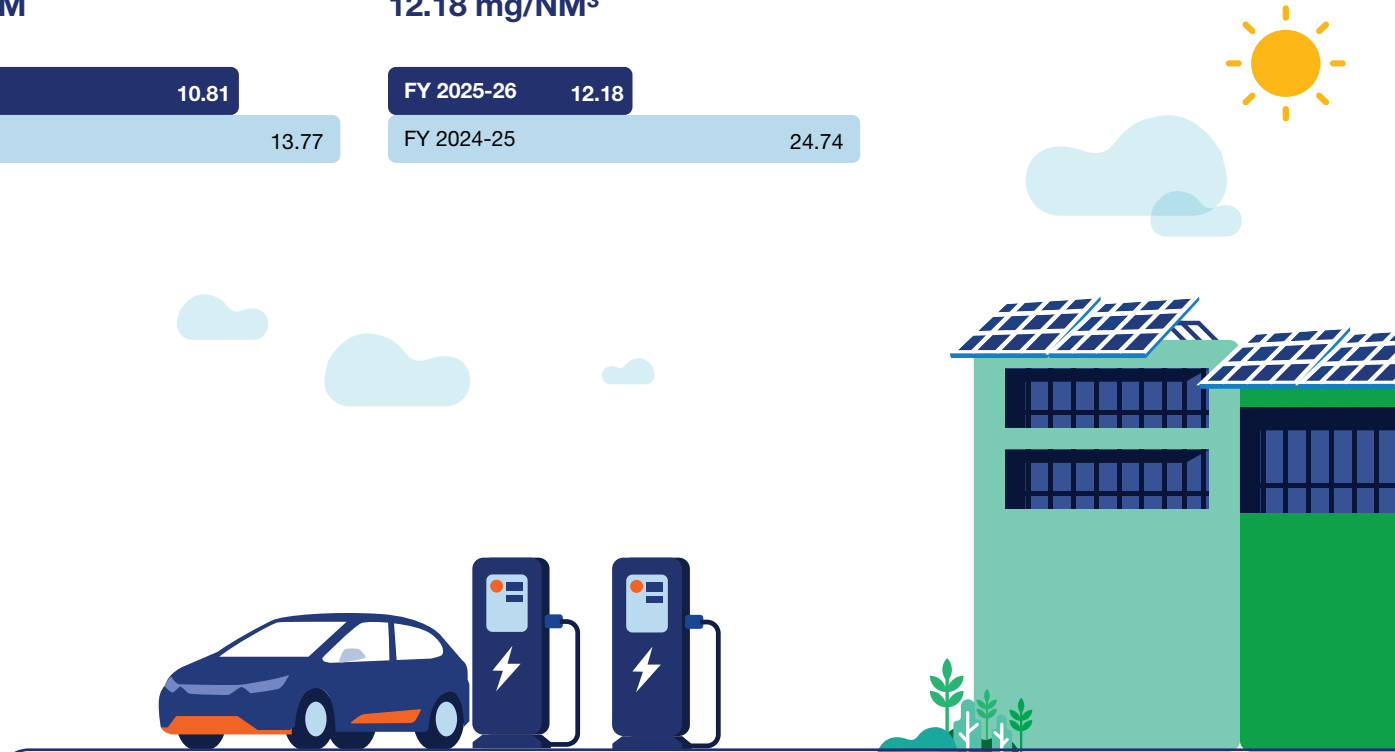
Air emissions

NO _x 14.81 PPM		SO _x 10.81 PPM		Particulate Matter (PM) 12.18 mg/NM ³	
FY 2025-26 14.81		FY 2025-26 10.81		FY 2025-26 12.18	
FY 2024-25 18.11		FY 2024-25 13.77		FY 2024-25 24.74	



S. Ganesh
Head, Chennai Plant Operations

At the Chennai plant, sustainability is part of everyday work — using less energy through better processes, adding more renewable power, and growing green spaces through plantation drives. These are not one-time projects; they are simply how the plant runs.



Initiatives Undertaken 103-5

Our reduction this year came from a set of deliberate actions, grouped under three priorities: use cleaner energy, use less of it, cut and replace the fuel we burn on site. They are set out below, and their results carry through into the emissions data that follows.



ReEnergy, Our Largest Single Driver

The largest part of our footprint was a quiet one: the grid electricity running the lights. We addressed it at the most obvious place we own, our own roofs. Over the year we built rooftop solar out to the full extent the plant structures allow, covering every feasible metre at both Silvassa and Chennai, all of it IREC-certified. It is now the single largest driver of our emissions reduction, and it takes renewable energy to over 20% of what we consume, because the cleanest unit of electricity is the one generated on the same roof as the line drawing it.



Energy efficiency, more output from every unit

Alongside cleaner supply, we lowered demand. Variable frequency drives on motors, LED lighting across all zones, and BLDC replacement of conventional fans reduced the power our equipment draws. A compressed-air programme paired usage rationalisation with a zero-leakage campaign. Optimised additive heating balances temperature against viscosity, matching heat input to what the process needs, while daylight strips and UV-filtered glass ease lighting and cooling loads. A real-time Energy Management System tracks every measure across both plants, so each gain is held and built on.



Diesel Reduction and Cleaner Operations

We are removing diesel combustion inside our own gates. Over the past three years we have progressively replaced diesel forklifts with battery-electric units across both plants, a permanent reduction that holds every year thereafter and clears exhaust from enclosed working areas. At Silvassa, a Photovoltaic-Diesel Generator controller lets solar generation and generator operation work in concert, so solar carries as much of the load as it can and the generators contribute the balance. Diesel consumption fell by 16.33% from that single control change, lowering emissions and fuel cost together. Reworking the AdBlue® transfer line eased the energy the process draws, and with it the associated emissions.



Monitoring & Performance Management

We continuously monitor energy consumption and emissions through our real-time Energy Management System (EMS) across both plants. The system captures site-level data and enables us to analyse trends, assess performance against defined sustainability targets, and identify opportunities for further improvement. Centralised dashboards provide a consistent view of performance across locations, strengthening transparency, accountability and ongoing performance management.

Replace
conventional energy
with solar generation



Reduce
consumption through
technology upgrades and
process optimisation

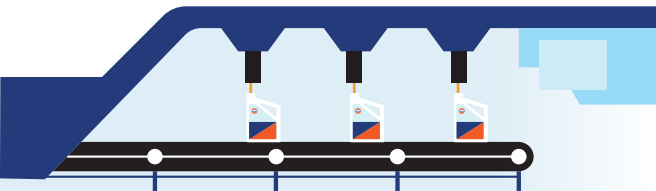
More Value from Every Material

2.10%

Flushing oil used as recycled/reused input material

30%

Post-consumer recycled (PCR) content across multiple packaging formats



301-1 301-3 3-3

In a lubricants plant, the cleanest litre of oil is the one saved from a spill, a flush or a changeover. Every unit of raw material carries an economic cost and an environmental one, so material efficiency and environmental performance are the same discipline seen from two sides. Our gains this year were individually small but collectively significant, which is how a manufacturing operation improves.

Our Approach

Resource efficiency, for us, is a commercial and an environmental priority at once. We focus on getting more finished product from every litre of raw material we take in, by holding losses low on the line, keeping filling accuracy tight, and recovering material at source.

How We Manage It

Efficiency work is led by our manufacturing excellence team and driven through statistical process control, time-motion study and low-cost automation designed in-house. Progress is reviewed by plant management every month, and improvements are held and built on. We maintain a process loss target below 0.15%, against an industry average of 0.25%, through statistical process control on filling machines and regular filling-machine validation. Changeover downtimes stay below 25 minutes through operator skill development, time-motion analysis and disciplined preventive maintenance.



D. Dhanasekaran

Head, Manufacturing Operations

In a lubricants plant, reducing process losses through better spill prevention and changeover practices is an important part of efficiency. The plants run hard but waste very little, keeping process losses low. Efficiency and environmental performance are the same thing here, measured every shift.



Initiatives Undertaken

Filling Line Automation

- ▶ Filling-line accuracy an indigenously designed auto case packer for small OEM packs, accumulator and nozzle-diameter optimisation on infeed, a modified piston CAM mechanism for single-stroke 350 ml filling, and a lowerator replacing manual conveyor feeding together lifted line productivity and tightened fill accuracy, so more of every batch reaches the pack.

Space and Flow

- ▶ Modular racks for plastic containers, pails and cartons improved FIFO compliance and lifted space utilisation by 50% within the same footprint.

Material Recovery at Source

- ▶ Self-draining inclined headers on transfer lines cleared oil hold-up, cutting both changeover time and flushing-oil generation. A carton check weigher held fill accuracy tight, so every container carries its full measure.



301-1

Using Water Responsibly

Zero Liquid Discharge

Achieved at both manufacturing plants

0.205 KL

Water consumed per kilolitre of production



303-1

303-2

In Ennore and in Dadra & Nagar Haveli, disciplined water management is a matter of operational continuity as much as environmental responsibility. So we set ourselves the hardest standard available, to send all of it back into use.

Our Approach

Water supports blending and cooling, AdBlue® formulation, facility sanitation and landscaping across our operations. Our water stewardship rests on four principles: reduce freshwater withdrawal through efficiency; eliminate liquid discharge through Zero Liquid Discharge operations; maximise reuse and recycling within our facilities; and support groundwater recharge through rainwater harvesting.

How We Manage It

Water consumption and effluent monitoring and improvement plans sit within each plant's environmental management system. Use is metered and reported monthly at plant level, giving us a consumption picture built on readings rather than estimates.

Both manufacturing facilities operate on a Zero Liquid Discharge (ZLD) basis. A common Effluent Treatment Plant (ETP) and Sewage Treatment Plant (STP) is operational at Silvassa, while a Sewage Treatment Plant (STP) is operational at Chennai, ensuring that process water, sewage, and effluent are treated on-site and recycled for non-potable applications such as landscaping, toilet flushing, and industrial use. As a result, no wastewater is discharged from our facilities into the environment.

Building Our Water Baseline

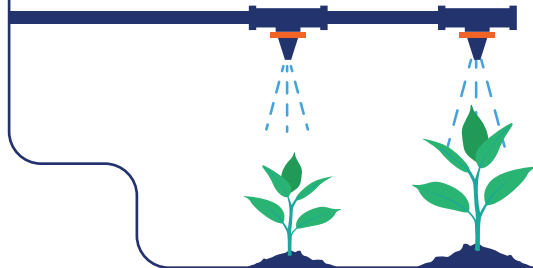
A water footprint assessment is currently underway across both plants. Its purpose is to establish a reliable baseline, measured rather than estimated, from which meaningful water priorities can be set. The assessment is being conducted through third party audit.



Ankur Jain

Head, Silvassa Plant Operations

At Silvassa, sustainable manufacturing is built into daily operations — from renewable energy and cleaner fuels to rooftop rainwater harvesting. The teams take real ownership of these efforts, so responsibility is part of the work, not a separate task.



Initiatives Undertaken

Hydro Pneumatic System

Measures for Chennai and Silvassa Plants



Recharge pits for aquifer replenishment



Drip irrigation across landscaped and green areas



Hydropneumatic systems for pressure-efficient distribution



On-site treatment recycling all process water for non-potable reuse



Water-efficient fixtures across all facility zones

Water Data

303-3 303-4 303-5

Groundwater withdrawal

16,204.00 KL

FY 2025-26	16,204.00
FY 2024-25	15,616.00
FY 2023-24	18,151.00

Third-party water withdrawal

28,280.00 KL

FY 2025-26	28,280.00
FY 2024-25	24,593.87
FY 2023-24	21,666.55

Total water withdrawal

44,484.00 KL

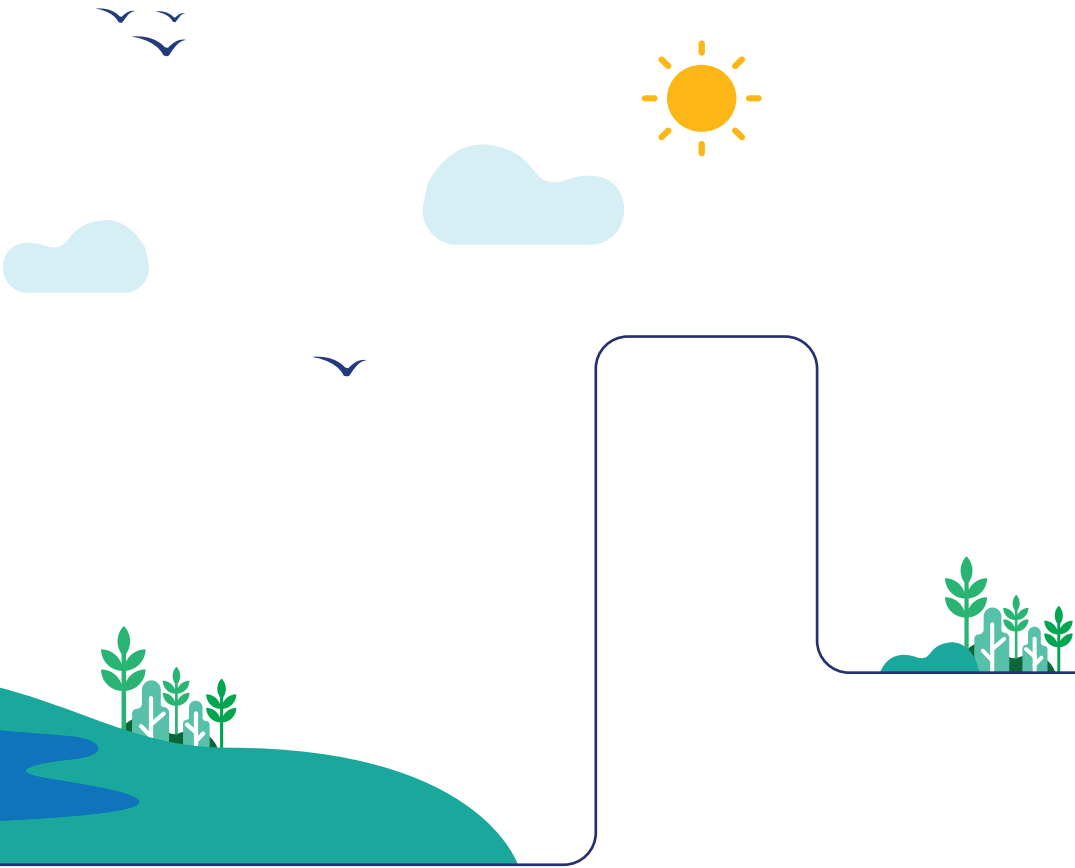
FY 2025-26	44,484.00
FY 2024-25	40,209.87
FY 2023-24	39,817.55



Dhirendra Kumar Nanda

Sr. GM – Manufacturing Excellence

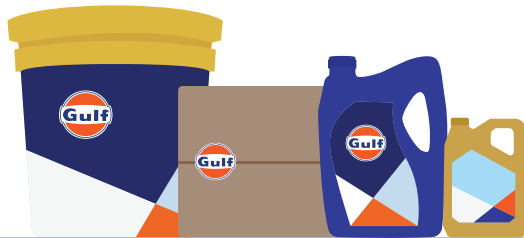
AdBlue® is an important part of supporting cleaner mobility. From two plants and satellite units, the volume supplied supports BS-VI trucks and buses in reducing emissions — and the satellite model also reduces plastic and the fuel used to transport it.



Extending Value through Circularity

1,372 MT

Plastic packaging reused through EPR



306-1 306-2 301-3

Our circularity work this year came from a set of deliberate actions, each closing a loop in how we use materials. They run from recovery at source to the packaging that reaches our customers.

Our Approach

Waste in our business arises from two sources: manufacturing operations and the packaging we use. Our approach addresses both. Within our facilities, we focus on minimising waste generation at source, diverting waste from disposal through recycling and reuse whenever possible, and taking end-of-life responsibility for the packaging through our EPR commitments. These efforts reflect our commitment to strengthening a more circular business model.

How We Manage It

Waste handling at both plants is governed by the Hazardous and Other Wastes (Management and Transboundary Movement) Rules, 2016, Solid Waste Management Rules, 2016, and Plastic Waste Management Rules, 2016. Waste is segregated at source using colour-coded bins and mesh partitions, enabling efficient handling and channelling to appropriate disposal routes. Spill management kits are strategically placed across all sites. All hazardous waste is managed through certified collection agencies and disposed of through authorised facilities. Non-hazardous waste is channelled to authorised recycling partners for reprocessing.

Circular Economy Strategy

Our circular economy strategy operates at three levels. At the product level, long-drain lubricants help reduce total oil consumed per vehicle. At the packaging level, our efforts focus on Post-Consumer Recycled (PCR) plastic adoption and EPR compliance. Within our operations, circularity is driven through flushing oil reuse, additive recovery, on-site composting and the elimination of process waste at source.



Himanshu Pandey

General Manager – Procurement

Responsibility carries right through to the pack. Recycled content has been brought into packaging through certified PCR options, and supplier assessments have been strengthened — holding partners to the higher sustainability standards Gulf Oil sets for itself.

Initiatives Undertaken

301-2

Our circularity work this year came from a set of actions, each closing a loop in how we use materials. They run from recovery at source to the packaging that reaches our customers.

Additive Recovery Project

Leftover additives are recovered from barrels before they enter the waste stream, reducing hazardous waste at source.

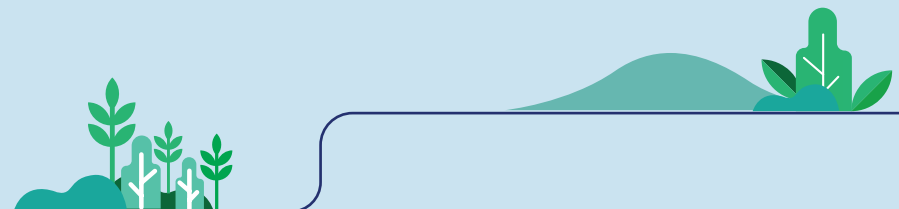
PCR Packaging & EPR Compliance

Lubricant packaging is predominantly plastic, which makes it a material responsibility under India's Extended Producer Responsibility framework, and one we take end to end. We are registered with the CPCB across three EPR categories plastic packaging, batteries, and used oil and are working towards meeting our EPR obligations and targets across all three categories. On packaging, we went a step beyond compliance and obtained independent PCR certification: our ISO 14021 Type II declaration, audited by Indian Register Quality Systems, covers 30%, 50%

and 100% recycled-content options. This year, we introduced **30% post-consumer recycled (PCR)** content across our plastic packaging and are progressing toward **40% PCR content across packs, including 50% in small packs and 100% in select packs**, planned for launch in the coming year. The value of our recycled content claims lies in their independent verification, providing transparency and credibility.

On-site Organic Compost Machine (Silvassa)

It processes 1,300 kg of biodegradable waste from canteen and landscaping, producing compost for on-site green areas.



Waste Data

306-3 306-4 306-5

Plastic waste

177.98 MT

FY 2025-26	177.98
FY 2024-25	203.54
FY 2023-24	124.90

Construction & demolition waste

117.45 MT

FY 2025-26	117.45
FY 2024-25	297.53
FY 2023-24	206.30

Other non-hazardous waste

420.48 MT

FY 2025-26	420.48
FY 2024-25	467.78
FY 2023-24	483.04

Total waste generated

935.76 MT

FY 2025-26	935.76
FY 2024-25	1,207.35
FY 2023-24	1,014.98

E-waste

0.17 MT

FY 2025-26	0.17
FY 2024-25	0.33
FY 2023-24	0.47

Battery waste

1.61 MT

FY 2025-26	1.61
FY 2024-25	6.82
FY 2023-24	0.00

Waste intensity per ₹ of turnover

0.02 MT

FY 2025-26	0.02
FY 2024-25	0.03
FY 2023-24	0.03

Bio-medical waste

0.006 MT

FY 2025-26	0.006
FY 2024-25	0.007
FY 2023-24	0.001

Other hazardous waste

218.06 MT

FY 2025-26	218.06
FY 2024-25	231.34
FY 2023-24	200.27

Waste intensity physical output

0.0044 MT

FY 2025-26	0.0044
FY 2024-25	0.0041
FY 2023-24	0.0038



Waste Recovery & Disposal



Recycled 422.96 MT

FY 2025-26	422.96
FY 2024-25	540.12
FY 2023-24	410.55

Reused 117.45 MT

FY 2025-26	117.45
FY 2024-25	297.53
FY 2023-24	206.30

Total waste disposed 395.35 MT

FY 2025-26	395.35
FY 2024-25	368.95
FY 2023-24	398.12

Total waste recovered 540.41 MT

FY 2025-26	540.41
FY 2024-25	837.65
FY 2023-24	616.85

Other disposal 387.90 MT

FY 2025-26	387.90
FY 2024-25	358.53
FY 2023-24	390.81

Landfilling 0.26 MT

FY 2025-26	0.26
FY 2024-25	0.19
FY 2023-24	0.47

Incineration 7.19 MT

FY 2025-26	7.19
FY 2024-25	10.23
FY 2023-24	6.84

Rooted in Responsibility



Our environmental work extends beyond our operational boundaries. Alongside responsible practices at our sites, we contribute to the restoration of springs, lakes and forests, strengthening ecosystems and supporting the communities that depend on them.

Our Approach

Our approach to environmental conservation focuses on protecting and enhancing local ecosystems through responsible site management, full regulatory compliance, and community-based conservation programmes delivered alongside the people who live around our plants.

How We Manage It

Ecological considerations are built into the day-to-day management of both plants, through native species planting, chemical-free landscaping, organic waste composting and water-efficient irrigation. Beyond our facilities, ecosystem restoration is delivered through our CSR programmes and monitored as part of our wider sustainability performance framework.

101-1 101-2 101-4
101-5 101-7 101-8

Conserving Environment across years

Spring Shed and Afforestation Projects

We rejuvenated 35 springs across Uttarakhand and Himachal Pradesh, restoring more than 18 million litres of water recharge. As part of this effort, we planted 6,863 trees and directly benefitted around 7,838 residents.

Tree Plantation for Sustainable Livelihoods

We planted over 10,000 trees through our afforestation programmes, improving soil health and supporting local livelihoods at silvassa.



Initiatives Undertaken within Plant Premises

Ecological care is built into how both plants are run day to day:

- ▶ Native, drought-tolerant species are selected for landscaping, supporting local ecology, reducing water demand, and removing the need for chemical fertilisers or pesticides.
- ▶ Landscaped areas are maintained with compost produced on site from the plant's own organic waste, removing the need for synthetic soil treatments.



Wellington Wetlands Project

We restored a 2-acre pond, enhanced grasslands, and improved drainage systems to create a nature-friendly, public utility ecosystem at Wellington, Tamil Nadu.

Rainwater Harvesting Project, Pune

At the SRPF Campus in Pune, we implemented a rainwater harvesting project using recharge ponds and percolation structures, enabling 300,000 litres of annual groundwater recharge. The initiative also included planting 500 native trees to support green cover and sustainability and continued to support the project for FY 2025-26 also.

101-1 101-2 101-4
101-5 101-7 101-8



Empowering People Uplifting Communities

93%

Employees covered by health
& safety training

Zero

Fatalities in FY 2025-26

Creating Value Beyond Business

A lubricant exists to make a machine do more with less: less friction, less wear, less fuel, fewer oil changes over a working life. That discipline has run through Gulf Oil for decades, long before it carried the word 'sustainability'. What has changed is that we now apply the same discipline to ourselves, to the two plants where we blend, the water we draw, the packaging we fill, and the land beyond our gates.

If our products are built to last, our responsibility is built to serve, and that responsibility begins with people. We invest in our people so they grow with us, and in the communities around our plants so they are stronger for

our being there. This has long been part of how Gulf operates, guided by the Hinduja founding belief, 'My dharma is to work, so that I can give.'

This year, we held ourselves to what that belief can be measured against: 420 mechanics trained and certified, more than 10,000 children reached in classrooms around our plants, and a safety culture where people are trusted to speak up. Each is a measured commitment and a commitment kept, a workforce and the communities around it, built to last.

The Teams that Power Our Progress



100%

Employees receive performance and career reviews

100%

Workforce covered under statutory and insurance benefits



201-3

203-1

203-2

A Company is only as durable as the people who run it: the teams on the blending floors and filling lines in the offices that support them. We hold ourselves to treating every one of them with fairness, respect and equal opportunity. The real measure of that is whether a person can raise a concern and see it acted on.

Our Approach

Our people are central to our success. For reporting purposes we are committed to fostering a workplace built on fairness, respect, inclusion, and equal opportunity, while ensuring compliance with all applicable employment and labour regulations.

Our approach to employment is governed by our Code of Conduct, Human Rights Policy, and all applicable Indian labour laws, including the Industrial Relations Code, the Code on Wages, and the Contract Labour (Regulation and Abolition) Act.

How We Manage It

Employment decisions at GOLIL are guided by the principles of merit, fairness, and respect for individual rights. Our HR function oversees workforce planning, compensation, benefits, and grievance redressal. These processes are supported by our structured Whistleblower Policy, Speak Up, POSH framework, Human Rights, ESG & BRSR Policy.

Employees can raise concerns through line managers, the HR team, Legal, the Ethics & Compliance department.

All permanent employees are covered under applicable statutory benefits, including Provident Fund and Gratuity. All statutory contributions and deductions are deposited with the relevant authorities in accordance with applicable laws and regulations.

All permanent employees are covered under the Company's Group Term Life Insurance Policy and Group Personal Accident Insurance Policy, providing financial protection to employees and their nominated beneficiaries. The Company also provides medical coverage through its Staff Welfare (Mediclaime) Policy, supporting employees' health and well-being.

Employees have the option to enhance their coverage by purchasing additional sum insured limits over and above the base coverage provided by the Company.

GOLIL requires all contractors, outsourced service providers, and other business partners engaged by GOLIL to comply with applicable statutory and social security obligations for their employees. Compliance is monitored and verified through regular audits and documentation reviews conducted during the invoice processing and vendor management process.

Workforce Composition

2-7 2-8

1,525

Total workforce

FY 2024-25: 1,537
FY 2023-24: 1,549

638

Total permanent employees

FY 2024-25: 637
FY 2023-24: 591

594

Permanent employees M

FY 2024-25: 589
FY 2023-24: 556

44

Permanent employees F

FY 2024-25: 48
FY 2023-24: 35

887

Total other than permanent employees

FY 2024-25: 900
FY 2023-24: 958

847

Other than permanent employees M

FY 2024-25: 860
FY 2023-24: 927

40

Other than permanent employees F

FY 2024-25: 40
FY 2023-24: 31

Employee Turnover

401-1

17%

Overall turnover rate (permanent)

FY 2024-25: 14%
FY 2023-24: 18%

17%

Turnover rate M (permanent)

FY 2024-25: 14%
FY 2023-24: 17%

23%

Turnover rate F (permanent)

FY 2024-25: 12%
FY 2023-24: 41%



M Male F Female

201-3 203-1 203-2

Benefits & Remuneration

We provide 100% health and accident insurance coverage to all permanent employees, supporting their well-being and offering financial protection. This insurance coverage remains valid for up to one year after an employee leaves the organization, extending protection beyond active employment.

We also provide 100% coverage for eligible maternity and paternity benefits in line with applicable requirements. During FY 2025-26, 20 employees availed paternity leave and 1 employee availed maternity leave.

100%

Employee Welfare Coverage

Insurance coverage | Accident insurance | Day care facilities

100%

Employee Benefits Coverage

Maternity | Paternity | Provident Fund | Gratuity

Grievances & Human Rights Complaints

We recorded no complaints relating to discrimination, child labour, forced or involuntary labour, or other human rights issues, reinforcing our commitment to maintaining a workplace where people feel safe, respected, and able to speak up. We received one complaint under our POSH framework during FY 2025-26, which was investigated through our structured, time-bound resolution process and upheld, with our [POSH policy](#).



201-3 203-1 203-2

2-19 2-25 202-1

401-2 401-3

Building Capabilities for the Future



12,895 hours

Total learning man-hours

20.2 hours per employee

Average training hours per employee

Skills, like the products we make, are worth most when they last. We invest in our people for the role they hold today and for the one they will grow into, that keeps learning is how a business stays ahead of a changing market.

Our Approach

Sustaining high levels of growth requires a workforce that continuously builds new skills and capabilities for the future. At GOLIL, Capability priorities are identified through business strategy reviews, competency assessments, Individual Development Plans (IDPs), leadership talent reviews and evolving market requirements. This enables learning investments to remain closely aligned with future business needs while supporting employee growth and career development.

How We Manage It

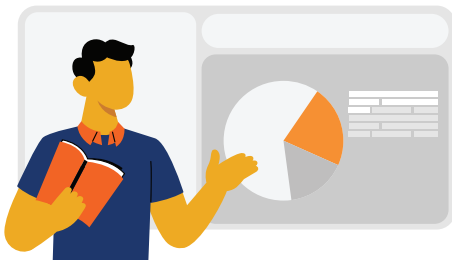
Our people development ecosystem is guided by an enterprise learning architecture comprising GOLD Academy, Gulf Oil Competency Frameworks, Individual Development Plans (IDPs), Leadership Development Programmes and Digital Learning pathways. Learning interventions are organised through dedicated Centres of Excellence covering Compliance & Governance, Operations Excellence, Product & Technology, Digital Transformation, Business Growth, and Personal Growth.

Programmes are delivered through a blended model combining classroom learning, live online classrooms, e-learning, on-the-job development and manager-led coaching.

Learning effectiveness is tracked through assessments, manager feedback, behavioural application and business outcomes.

Capability Development at a Glance

- ▶ 7 Centres of Excellence
- ▶ Competency-Based Learning
- ▶ Individual Development Plans (IDPs)
- ▶ Leadership & Succession Programmes



404-2 404-1

Group-level Direction

Gulf Oil India's people development philosophy is deeply aligned with Hinduja Group values, particularly 'Advance Fearlessly,' which encourages our people to embrace change, build new skills, and step into expanded roles with confidence. Global Programmes like the Future Leaders Programme (FLP) for mid-level managers and Step Up & Leap opportunities for high-potential talent operationalise this philosophy across the organisation.

Poster for Hinduja EDGE learning module



Training Coverage

404-1 404-3

Training Metrics

557 (93%)

Employees trained on health & safety **M**

FY 2024-25: 589 (100%)

FY 2023-24: 491 (88%)

382 (64%)

Employees trained on skill upgradation **M**

FY 2024-25: 385 (65%)

FY 2023-24: 309 (56%)

594 (100%)

Employees with performance & career review **M**

FY 2024-25: 589 (100%)

FY 2023-24: 556 (100%)

38 (86%)

Employees trained on health & safety **F**

FY 2024-25: 48 (100%)

FY 2023-24: 24 (88%)

18 (41%)

Employees trained on skill upgradation **F**

FY 2024-25: 14 (29%)

FY 2023-24: 9 (26%)

44 (100%)

Employees with performance & career review **F**

FY 2024-25: 48 (100%)

FY 2023-24: 35 (100%)

595 (93%)

Total trained on health & safety

FY 2024-25: 637 (100%)

FY 2023-24: 515 (87%)

400 (63%)

Total trained on skill upgradation

FY 2024-25: 399 (63%)

FY 2023-24: 318 (54%)

638 (100%)

Total with performance review

FY 2024-25: 637 (100%)

FY 2023-24: 591 (100%)

M Male **F** Female



Mr. Saurav Dutta

Dy. General Manager – Training & OD

Building organisational capability is essential to sustaining long-term growth and business resilience. We are committed to creating a culture of continuous learning by equipping our employees with the skills and knowledge needed to thrive in a rapidly evolving business environment. As we move forward, we remain focused on fostering a future-ready workforce through continuous learning, innovation and professional development.



Employee Well-being

Our Wellness Programme supports employee well-being across four dimensions: physical, emotional, financial, and social, through structured initiatives, expert-led webinars, and ongoing access to resources:

- ▶ **Physical Well-being:** On-site Occupational Health Centres at both plants (described in the OHS chapter), periodic medical check-ups, recreational facilities, and safe, well-maintained working environments.
- ▶ **Emotional Well-being:** Regular wellness webinars, mental health awareness campaigns, and an open-door culture that encourages employees to speak up about challenges without fear.

- ▶ **Financial well-being:** Flexible compensation structures, efficient tax management options, Group Term Life Insurance, and periodic webinars on insurance and investment awareness.
- ▶ **Safety well-being:** Integrated into our occupational health and safety framework, described in detail in the OHS chapter.

In the unfortunate event of an employee's death, GOLIL ensures that insurance coverage continues until the end of the policy year, providing crucial support to the family. Educational scholarships for children of employees who passed away during the COVID-19 pandemic continue to be provided until the completion of their studies.

Maintaining a Supportive Work Culture

Our work culture upholds the core values of the Hinduja Group - integrity, partnership, and fearlessness. We are building an organisation where:

Performance is recognised through structured performance review process, ESOP, and Long-Term Incentive Plans (LTIPs) Voices are heard through structured engagement surveys, town halls, monthly team meetings, Foundation Day, annual day events, and our Speak Up Policy.

Capability development is integrated with performance management, succession planning and career development processes to create a future-ready talent pipeline. Talent is developed through

GOLD Academy, Leadership Development interventions, Competency-based Learning Journeys and On-the-Job (OJT) Development programmes that build both Functional and Leadership capabilities.

Ethics are embedded through mandatory training on POSH, Code of Conduct, and ESG principles delivered to every employee.

Employee engagement is strengthened through a structured listening ecosystem comprising Gallup engagement surveys, interim Pulse Surveys, and focused employee interactions. These platforms help us understand employee perspectives, identify improvement opportunities, and drive locally owned action plans across teams. Recognition remains an important pillar of our culture through the CHAMPIONS programme, which celebrates both performance and behaviours aligned to our values. In addition, Chairman's Excellence Awards, ICON Awards, Maxcelerate and peer recognition initiatives reinforce a culture of appreciation and excellence. Together, these initiatives help foster a workplace where employees feel heard, valued, and motivated to contribute their best.

Every Perspective Drives Us Further



6.9%

Women in permanent workforce

A workplace is judged by what it can point to, more than by what it says about its culture. For us this year, that is a workplace where every concern raised is acted on, and equal pay for equal work across our workforce. Diversity, for us, is about creating a workplace where people with different backgrounds, perspectives and experiences are valued, respected and given equal opportunities to contribute and grow.

Our Approach

Diversity, equity and inclusion are operational commitments with measurable targets at Gulf Oil India. We believe that a workforce that reflects diverse perspectives, backgrounds, and experiences is more equitable, more innovative, more resilient and better equipped to serve our equally diverse customer base.

How We Manage It

Our commitment to Diversity is embedded in our Code of Conduct, which explicitly prohibits discrimination based on national or ethnic origin, colour, religion, gender, age, marital status, disability, sexual orientation, ancestry, citizenship, or socio-economic status. Our [Code of Conduct](#) Policy reflects the provisions of the Rights of Persons with Disabilities Act, 2016, and our Board Diversity Policy extends these principles to the governance level.

Our workplaces offices are fully accessible: ramps are installed at both plant locations and corporate offices to ensure ease of access for employees and visitors with mobility challenges. We actively seek feedback to continuously improve accessibility across all our premises.



405-2

405-3



Targets & Commitments

Our most significant diversity priority is to increase the representation of women in our permanent workforce. We are strengthening our approach through deliberate recruitment, retention, career development, and internal mobility initiatives focused on female talent. We are also working to ensure equitable compensation and create an inclusive workplace that supports the growth and advancement of women across the organisation.



Zero Tolerance: Discrimination & Harassment

406-1

We recorded no complaints relating to discrimination, child labour, forced or involuntary labour, or other human rights issues, reinforcing our commitment to maintaining a workplace where people feel safe, respected, and able to speak up. We received one complaint under our POSH framework during FY 2025-26, which was investigated through our structured, time-bound resolution process and upheld, in accordance with our POSH policy.

Workforce Diversity Data

84 (5.51%)

Total female workforce

FY 2024-25: 88 (5.73%)

FY 2023-24: 66 (4.26%)

44 (6.90%)

Permanent employees **F**

FY 2024-25: 48 (7.54%)

FY 2023-24: 35 (5.92%)

40 (4.51%)

Other than permanent employees **F**

FY 2024-25: 40 (4.44%)

FY 2023-24: 31 (3.24%)

F Female

405-1

405-2



Zero Harm: Every Person, Every Day



0.53 LTIFR

Improved from 2.88

Zero

High-consequence
work-related injuries



403-1 403-2 403-5
403-8 403-9 403-10 405-1

The safest plant is the one where people speak up early. Everyone who walks through our gates, employee, contractor, driver or visitor, should leave the way they came. We believe every injury is preventable, and this year our people showed they believe it too, raising near-miss reports tenfold so hazards are fixed before anyone is hurt. Behind that shift sits the year's most important result: zero fatalities and zero high-consequence injuries.

Our Approach

The safety of every person who walks through our gates, employee, contractor, truck driver, or visitor, is a non-negotiable commitment. At Gulf Oil India, we believe that every injury is preventable, and we build our safety culture on that belief. Zero high-consequence injuries. Zero fatalities. And a relentless focus on identifying and eliminating hazards before they become incidents.

How We Manage It

Our Occupational Health and Safety Management System is certified to ISO 45001:2018 at both Silvassa and Chennai plants, covering all employees and contractor personnel at our manufacturing locations. The ISO 45001 surveillance audit for FY 2025-26 was successfully completed,

confirming the robustness of our management system and our ongoing adherence to international best practices. Our safety management framework operates through four integrated mechanisms:

Hazard Identification and Risk Assessment (HIRA):

A structured, participatory process through which employees actively identify hazards for both routine and non-routine activities. HIRA reviews are conducted monthly, with quarterly risk assessments supplementing the ongoing process. A work permit system governs all high-risk activities.

Safety Training & Awareness: Safety toolbox talks, safety walks, and structured training sessions are conducted regularly. A dedicated Safety Committee oversees the programme, with annual Safety Week (March 4-10)

serving as a focal point for recognition through our Safety Awards Programme, interactive campaigns, and reinforcement of safety values.

GOLIL provides employees access to both occupational and non-occupational medical and healthcare support. Both manufacturing plants offer routine medical care, periodic health check-ups, and emergency response capability for employees and other-than-permanent employees alike. All permanent employees are covered under 100% health insurance and accident insurance, irrespective of gender. Maternity benefits are extended to all eligible female employees in compliance with the Maternity Benefit Act, and all male employees receive paternity benefits.



Group-level Commitment

Our OHS approach aligns with Gulf Oil International's global safety standards and is guided by GOLIL's comprehensive Safety, Health & Environment (SHE) Policy. Safety performance, including LTIFR and fatality data, is tracked and reported to the Board's CSR & Sustainability Committee. The goal of a zero-incident workplace is stated, owned and actively pursued.

OHS Performance Data

403-3

403-4

403-6

403-7

Safety Metrics

Employees

0.53

Lost Time Injury Frequency Rate (LTIFR)
(per million person-hours)

FY 2024-25: 2.88

FY 2023-24: 2.24

1

Total recordable work-related injuries

FY 2024-25: 5

FY 2023-24: 4

Zero

High consequence injuries
(excl. fatalities)

FY 2024-25: 0

FY 2023-24: 0

Zero

High consequence injuries
(excl. fatalities)

FY 2024-25: 0

FY 2023-24: 0



Initiatives Undertaken

- ▶ **Truck Driver Safety:** Regular safety briefings for truck drivers by the security team at plant entry; alcohol testing at gates; provision of safe drinking water and clean restroom facilities for drivers and cleaners.
- ▶ **PPE Compliance Campaigns:** Structured reinforcement of personal protective equipment use through toolbox talks and safety walks.
- ▶ **Corrective & Preventive Action (CAPA) Process:** Structured incident investigation, corrective action implementation, and SOP development to prevent recurrence.
- ▶ **Contract Supervisor Training:** Regular training of contract supervisors on safety requirements and PPE usage.
- ▶ **Safety Training:** completed across both plants in FY 2025-26.
- ▶ **100% of plants and offices:** assessed for health & safety practices and working conditions.

Our Standards Travel with Our Products

Zero

Incidents of child and forced labour across value chain

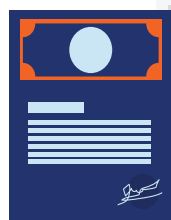
Our responsibility reaches beyond our own gates. We hold our partners to the same standards of labour practices, human rights, and ethical conduct that guide our own operations who supply and move our products to promote responsible practices across our value chain, recognising that a strong and sustainable value chain depends on every link.

Our Approach

Our supply chain is not a boundary where our responsibility ends. It is an extension of our values. The ethical conduct, environmental performance, and labour practices of our suppliers and value chain partners reflect on us as a Company. We are committed to building a responsible, resilient, and sustainable supply chain that extends our ESG standards beyond our own operations.

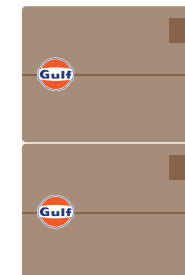
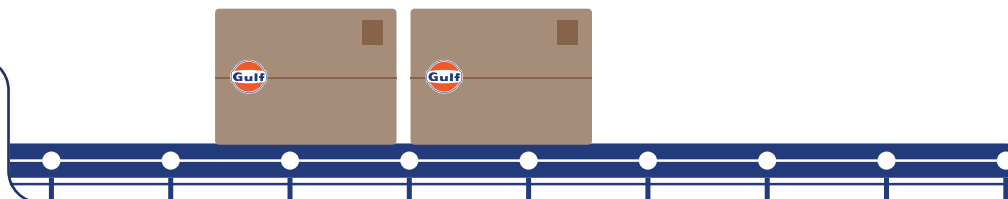
How We Manage It

Our supply chain sustainability is governed by our Supplier Code of Conduct, which sets clear standards for ethical behaviour, human rights, labour practices, environmental management, and compliance with applicable laws. All suppliers are required to sign a compliance declaration affirming adherence to these standards.



2-6

308-2





For quality and sustainability performance, we use the Supplier Quality System Assessment (SQSA), a structured self-assessment process that evaluates health and safety practices and working conditions. Our PCR packaging vendors were additionally audited by IRQS against ISO 14021 standards as part of our PCR certification programme.

Child Labour and Forced Labour

GOLIL does not employ child labour or forced labour in any form within its own operations. These prohibitions are embedded in our Code of Conduct and Supplier Code of Conduct and verified through our supplier assessment processes.

Zero

Child & Forced Labour Incidents Across the Value Chain

- ▶ Incidents of child labour — own operations
- ▶ Incidents of forced labour — own operations
- ▶ Risks of forced labour identified in supply chain

No risks of forced or compulsory labour have been identified in GOLIL's supply chain during the reporting period.

Demonstrating Sustainability as a Responsible Supplier

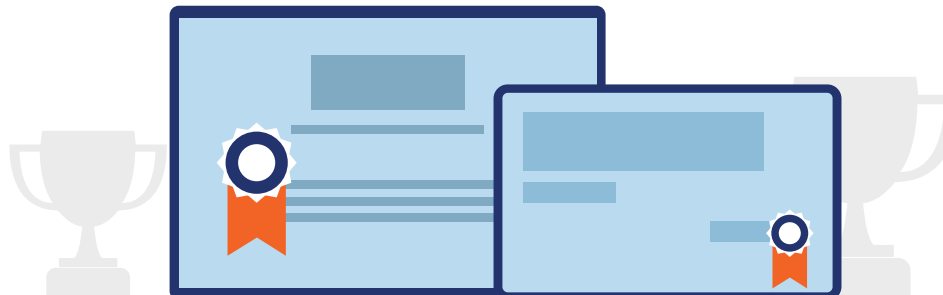
SAQ Rating

The Sustainability Assessment Questionnaire (SAQ) is an important ESG assessment across the automotive value chain, helping OEMs evaluate suppliers on areas such as environmental management, climate action, human rights, health and safety, ethics and responsible sourcing. For Gulf Oil, a strong SAQ performance reinforces our alignment with evolving automotive industry sustainability expectations and strengthens our position as a responsible supply-chain partner. Gulf Oil achieved a B rating with a score of 82, reflecting our ongoing progress in embedding sustainability across our operations and value chain, while also providing a clear pathway for further improvement.

Rating B (Score 82)

Rating/ Assessment	SAQ — Supplier Assurance Questionnaire
Body	Global Automotive Sustainability Programme

2-6 308-2 408-1
409-1 414-1



Every Relationship Built on Performance and Trust



50+

OEM approvals ensuring product reliability and trust

Zero

Data privacy breaches reported



Trust is the longest-lasting thing we make. Whether we serve an OEM partner, an industrial buyer or a mechanic at a workshop, our name travels on the reliability of the product and the honesty of what we say about it, a daily discipline rather than a claim.

Our Approach

Our customers, whether OEM partners, industrial buyers, or end consumers, place their trust in Gulf Oil India every time they use one of our products. That trust is earned through consistent product quality, transparent communication, responsive service, and consistent commitment to product safety. Our approach to customer responsibility covers the full customer lifecycle: product safety in formulation and manufacturing, honest and compliant labelling and marketing, and accessible and effective post-sale support.

How We Manage It

Product Safety and Quality: Every lubricant formulation in our portfolio is developed to meet rigorous international specifications, API, ACEA, and JASO, and is validated through exhaustive testing at our NABL-accredited QC laboratories. Our manufacturing processes are certified to ISO 9001:2015 and IATF 16949:2016, ensuring consistent quality from blend tank to customer delivery.

For OEM customers specifically, continuous quality checks are conducted at all points: manufacturing, quality control, and supply chain, ensuring that every product meets OEM-specified standards by the time it reaches the channel partner. We are constantly engaged with the technical departments of all OEM partners, conducting regular and need-based trials and product development/improvement programmes to sustain value addition for each relationship.

Product Labelling & Compliance: All Gulf Oil products carry full, accurate, and compliant labelling as required by applicable laws and voluntary standards. During FY 2025-26, no incident of non-compliance with product labelling regulations was recorded, identified, addressed, and resolved without material financial or reputational consequence.

Customer Service: Our GULFCARE customer service portal provides a structured, accessible channel for customers to raise product queries, claims, and service requests, with prompt resolution as a stated commitment. Customer and distributor complaints are tracked and managed through this system.

Customer Metrics



112

Customer complaints filed

FY 2024-25: 122

FY 2023-24: 134

Zero

Customer complaints pending resolution

FY 2024-25: 4

FY 2023-24: 3

184

Distributor complaints filed

FY 2024-25: 99

FY 2023-24: 96

Zero

Distributor complaints pending resolution

FY 2024-25: 4

FY 2023-24: 0



Zero

Product recall — voluntary

FY 2024-25: 0

FY 2023-24: 0

Zero

Product recall — forced

FY 2024-25: 37 barrels (210L)

FY 2023-24: 0

Zero

Non-compliance/fines related to product health & safety

FY 2024-25: 0

FY 2023-24: 0

The forced product recall was zero in FY 2025-26 was managed through our established quality management process and withdrawn in full compliance with regulatory requirements.



Zero

Non-compliance/fines related to marketing communications

FY 2024-25: 0

FY 2023-24: 0

Zero

Non-compliance/fines related to product labelling

FY 2024-25: 0

FY 2023-24: 0

Zero

Customer data privacy breaches

FY 2024-25: 0

FY 2023-24: 0



416-2 417-1 417-2 417-3

Actions that Spark Change



The most lasting things a Company builds rarely sit on its balance sheet. Guided by the Hinduja founding belief that work exists so that we can give, we treat our community work as long-term investment: in the children who study near our plants, the mechanics who keep our customers' vehicles running, and the families whose water security we help strengthen. This is where driving up sustainability reaches beyond our gates, and we measure it the way we measure everything else in this report, by what lasts.

Who We Serve

We choose causes close to home: the villages and towns around our plants at Silvassa and Chennai, the transport workforce and the areas. We identify where to act through structured community needs assessments and direct stakeholder engagement, aligned with national development priorities and, deliberately, with the places where our presence is real. From there, we reach beyond our operational boundary wherever a need is real and we can help meet it.

Where We Focus

Six areas of lasting change



Safe Drinking Water
Community Water ATMs



Education
Road to School



Environmental Restoration
Ariyalur Wetland, Rainwater Harvesting at Pune



Healthcare and Road Safety
Suraksha Clinics



Skill Development
Road to Livelihood, Kushal Mechanic Training

Our Group Support



HINDUJA FOUNDATION

FY 2025-26 at a Glance



₹748.67 lakhs

Invested, full commitment utilised,
no unspent balance

25,421 people

Directly benefitted, 100% from vulnerable
and marginalised groups

Empowering Communities, Enabling progress and Upliftment

Safe Drinking Water

Jal Jeevan: Safe Drinking Water for Communities



Namakkal & Ennore

We run community-managed RO water plants that make safe water affordable and self-sustaining. This ensures access to clean and safe drinking water, Gulf Oil installed Water ATM systems at key locations Two Community RO plants Commissioned: Namakkal (250 litres/hour, coin-based dual-station) and Ennore, Shastri Nagar (500 litres/hour, serving a densely populated area)



What We Achieved

2

Water ATMs

Two Community RO plants

Commissioned: Namakkal (250 litres/hour, coin-based dual-station) and Ennore, Shastri Nagar (500 litres/hour, serving a densely populated area)

- ▶ Priced at just ₹5-₹10 per 20 litres to stay within everyone's reach.
- ▶ Built to run responsibly, with rainwater harvesting and reject-water reuse designed.
- ▶ Engineered to last, with automated cut-off and backwash, rooftop buffer storage for consistent supply, and 3-year O&M support.
- ▶ Community-managed, building local leadership for long-term water stewardship.

Education

Road to School : Building Foundations for the Future



Road to School · 24 Government Schools, Chennai

Now in its fourth year, Road to School is a fixture in the government schools around Chennai, giving children aged 5 to 14 a fuller reason to stay and thrive in the classroom.

What We Achieved

2,949

Children reached



- ▶ **Literacy & Numeracy:** Strengthened foundational learning through remedial education.
- ▶ **Health & Hygiene:** Promoted awareness of health, hygiene, and sanitation.
- ▶ **Sports based Activities:** Supported physical well-being through sports.
- ▶ **Community Engagement:** Encouraged teamwork and community participation.
- ▶ Apart from Academic focus the program also focus on Wellness sessions & Life Skills development, Safety Awareness, Student-Led Governance.

Positive Parenting: Gulf Oil Lubricants India Ltd. partnered with Parenting Matters India to promote positive and mindful parenting. Parents gained practical, evidence-based tools to support children's emotional, social, and cognitive development. The program strengthened parent-adolescent relationships through empathy, understanding, and effective communication.

Education

Road to livelihood : Bridging the skill gap for future



Tamil Nadu & Silvassa

Road to Livelihood picks up where school leaves off, bridging the gap between the classroom and a first job, and this year it reached Silvassa for the first time. Gulf Oil continued the Road to Livelihood (RTL) programme in 38 schools, impacting many students. The project emphasised life and career readiness by enhancing students' confidence in English communication, financial literacy, and skills.



What We Achieved

6,552

Students reached

- ▶ **Adolescent Wellness:** Sessions addressing the physical, mental and social health of teenage students.
- ▶ **Spoken English:** Communication and confidence built through regular practice, situation-based learning and assessment.
- ▶ **Digital Literacy and Coding:** Practical, technical skills for a modern workforce.
- ▶ **Career Counselling:** Psychometric assessment and personalised guidance to help students choose a direction.



Environmental Restoration

Ariyalur Lake : Creating a wetland restoring on ecosystem



Near Chennai

Gulf Oil, under its CSR initiative, supported an ecological restoration and water conservation project. On a degraded site near Chennai, we created a new lake and wetland that stores water, recharges the aquifer and brings biodiversity back to the landscape.



What We Achieved

12,500

People benefitted

- ▶ A new 17-acre water body shaped from a 35-acre site, through excavation and desilting.
- ▶ Roughly 40% more water storage, with strengthened embankments, percolation trenches and recharge wells deepening groundwater recharge.
- ▶ Biodiversity restored, with nesting islands created, micro-climate improved and mosquito breeding reduced.
- ▶ A cleaner, calmer shared space for the surrounding community.
- ▶ Delivered through an HF-GOLIL-EFI-GCC collaboration and recognised with the EFI Blue-Green Certificate.



Environmental Restoration

Rainwater Harvesting & Tree Plantation

Pune

This project addresses water scarcity by designing systems for different land uses and human needs. Pune sits outside our operational footprint. We chose to act there anyway, restoring a campus ability to hold and return rainwater to the earth.



What We Achieved

215 mn litres

Rainwater recharged every year, independently certified

1200

Trees planted

- ▶ At the SRPF Group 1 Campus, Ramtekdi, we punctured stormwater drains and built recharge pits and absorption trenches across the site.
- ▶ 1,200 native trees planted, with maintenance, alongside pond systems and floating reed beds that lift water quality.
- ▶ 326.3 MT of CO₂ sequestered over fifteen years, independently certified
- ▶ Delivered with CERE and the Hinduja Foundation, and verified through Carbon Sequestration and Water Stewardship certificates.

Healthcare and Road Safety

Suraksha Clinic: Supporting Driver's community



Kalamboli & Sankagiri

The truck drivers and mechanics who move India's freight rarely have healthcare where they work. Suraksha Clinics, run with the HumSafer Driver Safety Foundation, bring it to them at the logistics hubs.



What We Achieved

3,000

Drivers and mechanics served

- ▶ **Preventive Healthcare:** monthly check-ups with free medicines, catching occupational health risks early.
- ▶ **Road Safety Training:** audiovisual and interactive modules that provide awareness for accident risk.
- ▶ **Financial Literacy:** connecting drivers to government welfare schemes and building savings habits.
- ▶ Extended this year from Kalamboli to a new clinic at Sankagiri, widening safe, dignified welfare touchpoints on the road.

413-2

Skill Development

Mechanics' Community

Kushal Mechanic Training · Pan India

The mechanic is the backbone of vehicle upkeep, yet often works without formal training or recognition 'Kushal' run with the Broadark Foundation, changes that, at no cost to the mechanic.

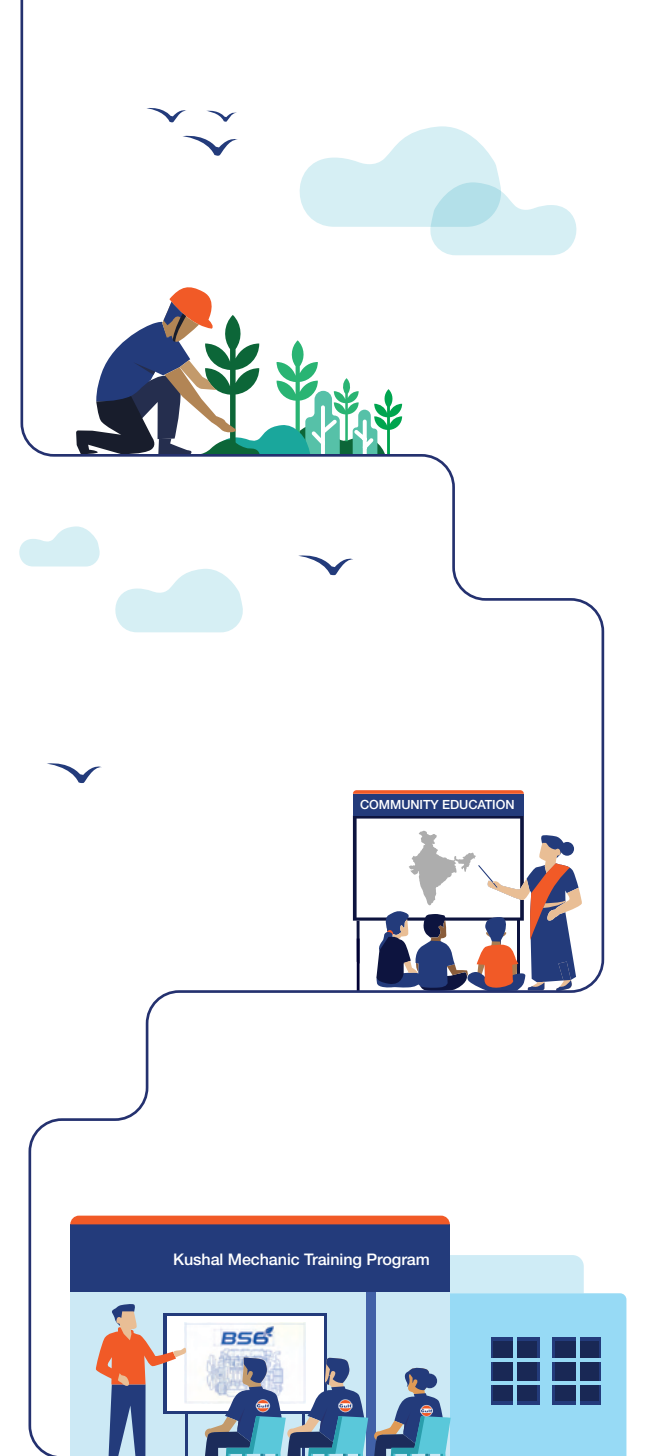


What We Achieved

420

Mechanics trained and certified

- ▶ Certified across truck, tractor and two-wheeler segments on BS-VI systems and modern diagnostics, at OEM centres spanning South, East, North and West India.
- ▶ Everything provided free, including training, travel, accommodation, food and ₹2 lakh insurance cover OEM and NSDC certifications.
- ▶ Through MSDE, NSDC and Ministry of Road Transport & Highways recognition.
- ▶ This program empowers mechanics to boost their long-term earning potential and career stability.
- ▶ Aligned with the Skill India Mission, SDG 8 (Decent Work) and SDG 17 (Partnerships).



Steering with Integrity

100%

Board & KMP coverage across ESG, governance and regulatory awareness

Zero

Corruption & bribery incidents in FY 2025-26

Safeguarding Stakeholder Trust

Governance is what makes every other commitment in this report credible. Our environmental targets, our social programmes, our ethical stand, each rests on a governance architecture that is robust, accountable and embedded in how we operate, well beyond what we disclose. It is the discipline that keeps our momentum honest.

That discipline is inherited. Across more than a century, the Hinduja Group has been built on a single principle, 'Word is a bond.' For a company meant to last, it is the most practical of foundations: what we say we will do, we do, and those who place their trust in us are given every reason to keep it.

This section sets out four dimensions of how we govern: the framework that defines how decisions are made and oversight is exercised; the ethical standards that shape how we conduct ourselves; the risk discipline that protects our long-term resilience; and the transparency that lets our stakeholders see clearly into what we do.

Built for Trust, Designed for the Long-Term



Our Approach

Gulf Oil Lubricants India Limited (the 'Company') has a well-defined Corporate Governance framework founded upon a rich legacy of fair, ethical and transparent governance. The Company's businesses seek enhancement of shareholder value within this framework. The Company believes in ensuring corporate fairness, transparency, professionalism, accountability and propriety in total functioning of the Company, which are pre-requisites for attaining sustainable growth in this competitive corporate world. Obeying the law, both in letter and in spirit, is the foundation on which the Company's ethical standards are built. Governance is not limited to compliance or oversight, it reflects our commitment to act with integrity, uphold trust and make decisions that create long-term responsible value. Our framework reflects compliances of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, the Companies Act, 2013, and the principles of the National Guidelines on Responsible Business Conduct (NGRBC).

How We Manage It

Corporate governance at GOLIL operates through a layered accountability architecture from the Board and its Committees at the apex, through the Managing Director and Business Heads at the operational level, to our Sustainability Department, functional heads, and plant-level champions at the execution level. This is described in detail in our Sustainability Governance chapter; here we focus on the corporate governance framework that underpins it.

The Board meets at regular intervals to review business strategy, financial performance, risk management, compliance and ESG progress. The Board and Committee meetings are pre-scheduled with advance circulation of detailed agendas, enabling informed deliberation. The maximum gap between two consecutive Board meetings does not exceed 120 days, as required by law.

Group-level Direction

GOLIL's governance standards are aligned with the broader Hinduja Group's commitment to ethical, transparent and stakeholder-responsible business conduct. Gulf Oil International's global governance frameworks and best practices inform and reinforce our own approach — ensuring that GOLIL's governance is benchmarked not just against Indian regulatory requirements but also against global standards.

Guiding Sustainable Growth

A Company built to last needs a Board built for the long-term. Ours exists to hold the direction rather than manage the quarter, drawing on experience across finance, technology, energy and sustainability to steward decisions whose consequences outlast any single year. Oversight, here, is what makes ambition safe to pursue.

Our Board of Directors offers strategic direction, maintains strong governance oversight, and ensures responsible leadership across the Company's value-creation agenda. Drawing on diverse expertise in finance, technology, energy, sustainability, and business transformation, the Board helps navigate evolving market dynamics while fostering long-term, sustainable growth.

2-9

2-11

50%

Board independence

100%

Key committees chaired by independent directors



Mr. Sanjay G. Hinduja

Chairman, Non-Executive
Non-Independent Director

A N C S

A global banking and energy expert, Mr. Hinduja brings decades of leadership experience across financial services and oil & gas, supporting our international expansion and portfolio evolution.

Mr. Shom A. Hinduja

Non-Executive
Non-Independent Director

R

With sustainability and future mobility at the core of his leadership, Mr. Shom Hinduja leads transformative projects across e-Mobility, Battery Tech and Cybersecurity for the Group.

Mr. Arvind Uppal

Non-Executive
Independent Director

S R N

A senior leader with 30+ years across global MNCs, Mr. Uppal brings depth in business transformation, international marketing and strategic leadership.

Mrs. Manju Agarwal

Non-Executive
Independent Director

A C

A respected banking veteran, Mrs. Agarwal's expertise in customer service, digital banking and financial inclusion adds strength to Gulf's stakeholder engagement and governance.

- A** Audit Committee
- C** Corporate Social Responsibility & Sustainability Committee
- R** Risk Management Committee

- S** Stakeholders' Relationship Committee
- N** Nomination and Remuneration Committee
- M** Member
- C** Chairperson



Mr. Munesh Narinder Khanna
Non-Executive Independent Director

A N

A seasoned investment banker and tax strategist, Mr. Khanna provides guidance on restructuring, compliance and growth-focused capital strategies.



Mr. Nirvik Singh
Non-Executive Independent Director

A R

For over 35 years, Mr. Nirvik has been a proven leader and trusted advisor in the marketing and advertising industry, developing some of the world's most iconic brands, transforming marketing models for success in a digital-first world and helping organisations become customer-centric that helps drive growth.



Mr. Ravi Shamlal Chawla
Managing Director and CEO

S R C

With over 35 years of profound professional experience with various organisations (Indian and MNCs) like lubricants, FMCG, Consumables and automotive including over 25 years of experience in the Lubricants space, Mr. Chawla leads Gulf Oil's Strategic path and expansion into high growth areas including e-mobility and other M&A opportunities



Mr. Manish Kumar Gangwal
Whole-Time Director and CFO

R

Mr. Manish brings in over 30 years of rich professional experience spanning various areas including Finance, Corporate planning, Strategy, Mergers & Acquisitions, Fund raising, Investor relations, Corporate Governance, Accounting & Audits, Company Secretarial practice, Taxation and others.

- A** Audit Committee
- C** Corporate Social Responsibility & Sustainability Committee
- R** Risk Management Committee

- S** Stakeholders' Relationship Committee
- N** Nomination and Remuneration Committee
- M** Member
- C** Chairperson

8

Total Board Members

4

Independent Directors

2

Non-Executive Directors

1

Managing Director & CEO

1

Whole-Time Director & CFO

1

Female Representation
(No. of Directors)

5

Committees Chaired by
Independent Directors

Board Committees — Focused Overview

Five Board Committees drive focused accountability across key governance domains:

The Audit Committee oversees financial reporting integrity, internal audit effectiveness, internal financial controls, and related party transactions, providing independent assurance on the quality and reliability of our financial disclosures.

The Nomination & Remuneration Committee governs Board composition, Director selection, performance evaluation criteria, and remuneration frameworks for Directors and senior management. Our Board Diversity Policy embraces differences in thought, perspective, knowledge, skills, experience, gender, and background, thereby ensuring appointments based on merit and the collective strength of a diverse Board.

The Stakeholders' Relationship Committee ensures the responsive resolution of shareholder grievances and transparent communication with our investor community.

The Risk Management Committee oversees our Enterprise Risk Management framework, the identification, assessment, and mitigation of strategic, operational, financial, and ESG risks. It works directly with senior management to ensure risk practices are robust and adaptive.

The Corporate Social Responsibility & Sustainability Committee is committed to Corporate Social Responsibility and Sustainability initiatives that are strategically

2-20

designed to create a meaningful and enduring impact on the society. These initiatives aim to support fairness, inclusivity, environmental care, and long-term sustainability in the areas where the Company operates.

All Committee recommendations during FY 2025-26 were accepted by the Board.

Selecting & Evaluating Our Directors

2-10 2-18

The Company has a structured assessment process for evaluating the performance of the Board, its Committees and individual Directors including the Chairman of the Board which is carried out in a confidential manner. An external agency was appointed to conduct the board evaluation. As part of the evaluation process, one-on-one interactions were held, and structured questionnaires were circulated to the members of the Board to gather their feedback on the performance of the Board, its Committees, and individual Directors. Performance evaluation of Independent Directors was based on the criteria laid down by the NRC.

The performance evaluation has been done by the entire Board, except the Director concerned being evaluated. The outcome of evaluation was presented to the Board and key outcomes, actionable areas were discussed. The overall outcome of performance evaluation was positive and the Board would engage further on the areas to be actioned upon.

Managing Conflicts of Interest

2-15

Board Members disclose their interests in other entities to the Company in Form MBP-1, placed before the Board for noting at the first meeting of the Board in every financial year or whenever there is any change in the disclosures already made, then at the first Board meeting held after such disclosure. In addition, senior management personnel provide annual declarations for not having any conflict of interest with the Company.

Metric	FY 2023-24	FY 2024-25	FY 2025-26
Complaints on conflict of interest — Directors	Nil	Nil	Nil
Complaints on conflict of interest — KMPs and SMPs	Nil	Nil	Nil

Building Board ESG Knowledge

The Board Members and the Members of CSR & Sustainability Committee are apprised by the Senior Management at their meetings by way of comprehensive briefings covering industry outlook, regulatory developments, competitive positioning, operational highlights and sustainability progress. These sessions equip Directors to engage substantively with material ESG topics, including, the energy transition, e-mobility, and workforce sustainability.

Periodic compliance reports are reviewed by the Management to assess the status of compliance, identify potential risk areas and initiate necessary corrective actions.

During FY 2025-26, there were no violations of regulatory laws. Our Vigil Mechanism provides a confidential channel for escalating critical concerns directly to the Audit Committee — detailed in our Business Ethics chapter.

2-16

Conducting Business with Conviction

Zero

Corruption, bribery, or ethics violations reported

100%

Employees covered under Code of Conduct training



415-1

Integrity in Every Transaction, Without Exception

How we do business matters as much as what we achieve, and over a century, that conviction is what has kept the Gulf name worth trusting. Integrity, for us, is the foundation lasting success is built on. It applies to every employee, Director and partner who represents us, under one standard, without exception.

A principle is only worth the record behind it. The Hinduja Group's oldest commitment, '**Word is a bond**', is one we prove in numbers. Across FY 2025-26, and in each of the two years before it, we recorded zero legal actions for anti-competitive conduct or anti-trust breaches, zero confirmed incidents of corruption, no incidents of human rights violations, forced labour or child labour were identified through our reported operations and supplier assessment processes. Every Director and Senior Manager affirms the Code of Conduct each year, and the same standard is written into our contracts with third parties. Integrity, kept year after year, is how a word becomes a bond.

Our Approach

How we do business matters as much as what we achieve. Gulf Oil India's commitment to ethical conduct is

unconditional – embedded in our Code of Conduct, policies, training, and zero-tolerance stance on corruption, bribery, and anti-competitive behaviour. Integrity is not a constraint on our commercial ambitions; it is the foundation on which lasting commercial success is built. Every employee, Director, and business partner who represents Gulf Oil India does so under the same ethical standard with no exceptions and compromises.

How We Manage It

Our ethics framework operates through a set of interlocking policies, including the Code of Conduct, the Anti-Bribery and Anti-Corruption (ABAC) Policy, the Vigil Mechanism and Whistleblower Policy, and the Speak Up Policy (Gulf Oil International's global channel for confidential reporting). Together, these policies define what is expected, how concerns are raised, and how violations are addressed. Compliance is monitored through annual affirmations by Directors and Senior Management, regular training, and the Audit Committee's oversight of the whistleblower mechanism.

Group-level Direction

GOLIL's ethics framework is aligned with Gulf Oil International's global compliance standards and the Hinduja Group's values, particularly 'Word is a bond', which are operationalised through our internal policies and the Gulf Oil International Speak Up Policy available to all employees across the Group.

Initiatives Undertaken

- ▶ Annual affirmation of Code of Conduct compliance by all Directors and Senior Management.
- ▶ Anti-corruption and anti-bribery awareness delivered through our compliance programme and GOLD Academy.
- ▶ POSH training conducted during employee induction and reinforced through mandatory annual sessions.
- ▶ Phishing simulations and cybersecurity awareness training delivered quarterly.

Code of Conduct

2-16

Our formal Code of Conduct applies to all Board Members, Key Managerial Personnel, Senior Management, and employees. It sets clear standards for ethical behaviour, covering integrity in dealings, avoidance of conflicts of interest, protection of confidential information, compliance with applicable laws, and responsible conduct towards customers, suppliers, competitors, and communities. When finalising contracts with third parties and vendors, GOLIL explicitly considers adherence to the Code, ensuring that commercial relationships are governed by the same standards we hold internally. The Code is publicly available [here](#).



Mr. Mayoor Godbole

General Counsel

Integrity and accountability are key to governance and embedded in policies, processes and frameworks. This is reflected across contracts, adherence to best global practices and contracts, and this year, there were no reported instances of corruption, conflicts of interest or regulatory penalties. Integrity like this is not built in a year; it is maintained over time.

Anti-Bribery & Anti-Corruption

205-1

205-2

205-3

Our dedicated Anti-Bribery and Anti-Corruption (ABAC) Policy sets out clear definitions of prohibited conduct, escalation procedures, and the responsibilities of all employees and business partners in identifying and reporting concerns. Anti-corruption and anti-bribery awareness is maintained through our compliance programme and reinforced through our GOLD Academy platform.

Metric 415-1

Zero

- ▶ Confirmed incidents of corruption
- ▶ Employees dismissed/disciplined for corruption
- ▶ Contracts terminated due to corruption violations
- ▶ Directors facing action for bribery/corruption
- ▶ KMPs facing action for bribery/corruption
- ▶ Political contributions (financial or in-kind)

Whistleblower Mechanism

2-26

Our Whistle Blower & Vigil Mechanism Policy provides every employee, Director, and relevant external stakeholder a safe, confidential channel to raise concerns about unethical behaviour, actual or suspected fraud, violations of the Code of Conduct, or breaches of applicable law, without fear of retaliation. The Audit Committee serves as the final point of escalation, ensuring independence and impartiality. During FY 2025-26, no material concerns were escalated under the whistleblower mechanism.



Fair Competition

206-1

Gulf Oil India conducts its business in full compliance with applicable competition law. We do not engage in price-fixing, market allocation, bid-rigging, or any other conduct that would constitute a violation of anti-trust or monopoly legislation.

Metric

Zero

- ▶ Legal actions pending — anti-competitive behaviour
- ▶ Legal actions concluded — anti-competitive behaviour
- ▶ Legal actions pending — anti-trust/monopoly legislation
- ▶ Legal actions concluded — anti-trust/monopoly legislation
- ▶ Political contributions (financial or in-kind)

Human Rights

412-1

412-2

Respect for human rights is central to GOLIL's operations and value chain. Our Human Rights Policy affirms our commitment to internationally recognised human rights principles and prohibits forced and compulsory labour, child labour and discrimination, while protecting the rights of employees and contractors to safe working conditions and freedom of association. Our Supplier Code of Conduct extends these expectations to our supply chain partners. During the reporting period, no instances of forced labour, child labour or human rights violations were identified across our operations or value chain. Human rights awareness is integrated into employee training programmes, with coverage data to be reported as our monitoring and reporting systems mature.

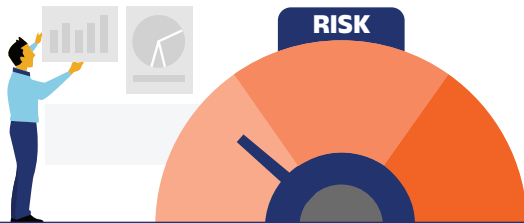


Anticipate, Assess, Act



Zero

Regulatory non-compliance incidents or penalties reviews conducted annually



2-27

Our Approach

Managing risks early is important for ensuring smooth operations, protecting stakeholder interests and supporting long-term growth. At Gulf Oil, our comprehensive Risk Management Framework is integrated across the organisation and guides the identification, assessment and mitigation of operational, financial, strategic and regulatory risks.

The framework also considers ESG and sustainability priorities, supporting responsible operations, regulatory compliance and sustainable business growth. Risks are regularly reviewed and mitigation strategies are updated to address evolving business, market and regulatory conditions.

The Risk Management Committee oversees the framework in coordination with senior management. The Committee reviews key risks and mitigation measures every 180 days, while senior leadership conducts quarterly reviews to support timely action and informed decision-making.

How We Manage It

Risk Identification & Mitigation

Risks are identified across operational, financial, strategic and regulatory areas. Following evaluation, appropriate mitigation strategies are developed and implemented.

Ongoing Monitoring

Risks are continuously tracked and regularly reviewed to support timely action and ensure that mitigation measures remain appropriate.

Proactive Measures

Measures are maintained to address financial volatility, operational requirements, regulatory compliance and strategic shifts, supporting business continuity and resilience.

ESG & Sustainability

ESG and sustainability considerations are incorporated into risk assessment and decision-making, supporting responsible business practices and long-term value creation.

Our Key Risk Areas

Risk	Description	Mitigation Strategy
Economic Risk	Lubricant demand is closely linked to macroeconomic indicators, industrial production, automotive sales and infrastructure activities.	▶ Diversified presence across automotive and industrial segments ▶ Wide distribution network and strong rural and agricultural reach ▶ Continuous monitoring of macroeconomic trends
Transition to Electric Mobility	Increasing adoption of electric vehicles may gradually influence lubricant demand, particularly across passenger vehicle segments.	▶ Expanding presence across the EV ecosystem ▶ Developing specialised EV fluids ▶ Building portfolio diversification aligned with evolving mobility requirements
Raw Material Price Volatility	Base oil and additive prices are influenced by global crude oil, chemical markets and currency movements, affecting input costs and margins.	▶ Strategic sourcing ▶ Cost optimisation and prudent inventory management ▶ Calibrated pricing actions ▶ Focus on operational efficiency
Human Capital Risk	Attracting, developing and retaining skilled talent remains important for sustained growth and operational effectiveness.	▶ Structured training and capability building ▶ Leadership development ▶ Employee engagement initiatives ▶ Focus on workplace safety and career progression
Foreign Exchange Risk	Fluctuations in foreign exchange rates, particularly the Indian Rupee against the US Dollar, may influence imported raw material costs and working capital.	▶ Monitoring of currency movements ▶ Appropriate hedging strategies ▶ Diversified sourcing ▶ Calibrated pricing actions

Risk	Description	Mitigation Strategy
Competition Risk	The lubricants industry remains competitive, with established players, regional brands and new entrants influencing market share and profitability.	▶ Strengthening brand equity ▶ Expanding distribution reach ▶ Enhancing customer engagement ▶ Product innovation and differentiated offerings
Technology and Digital Risk	Rapid advancements in manufacturing, digital systems and supply chain technologies require continuous technology upgrades.	▶ Investment in digital enablement and automation ▶ Ongoing technology upgrades ▶ Process improvements and integration across functions
Regulatory Risk	The industry operates under evolving regulations relating to emissions, waste management and product standards, requiring continued compliance.	▶ Continued focus on regulatory compliance ▶ Responsible resource management ▶ Ongoing monitoring of regulatory requirements

Regulatory Compliance Record

2-27

No product labelling incident in FY 2025-26 was identified. No material legal proceedings or significant regulatory orders are pending against the Company.

Zero

Complaints on Compliance Parameter

- ▶ Non-compliance instances resulting in fines
- ▶ Non-compliance instances resulting in non-monetary sanctions
- ▶ Monetary value of fines paid
- ▶ Product health & safety non-compliance (fine/penalty)
- ▶ Product health & safety non-compliance (warning)
- ▶ Marketing communications non-compliance (fine/penalty)
- ▶ Marketing communications non-compliance (warning)
- ▶ Product labelling non-compliance (fine/penalty)
- ▶ Product labelling non-compliance (warning)
- ▶ Material litigation pending against GOLIL
- ▶ Customer data breaches or privacy incidents

Driving Transparency

Clear Accounts to Everyone Who Trusts Us

Trust is kept in the open. Transparency, for us, is a commitment made to every stakeholder who places their confidence in Gulf, reaching well beyond regulators: investors who need accurate data, communities who need an honest account of our impact, and employees who invest their careers in us. This report is itself an act of that transparency: a choice to disclose more than the rules require.



Our Approach

Transparency is a commitment we make not just to regulators but to every stakeholder who places their trust in Gulf Oil India. Investors need accurate performance data to make informed decisions. Communities need honest accounts of our impact to hold us to our commitments. Employees need to understand the health of the business in which they invest their careers. Our disclosure practices are designed to meet all of these needs with clarity, consistency, and completeness.

How We Manage It

Our disclosures are governed by a multi-framework approach backed by five key reporting frameworks and standards: the Companies Act 2013, SEBI Listing Regulations, GRI Universal Standards 2021, SEBI BRSR framework, and the GHG Protocol for emissions accounting. Our ESG data management tool maintains three years of BRSR data, providing real-time visibility, traceability and progressive strengthening of our disclosures year on year.

Group-level Direction

Gulf Oil International's global transparency standards and the Hinduja Group's commitment to open, accountable governance inform the ambition of our disclosure practices. Our inaugural standalone Sustainability Report, this document, is a direct expression of that ambition, going beyond what regulations require to provide a full, honest and narrative account of our sustainability journey.



Ketan Lodaya

Chief Digital & Information Officer

Good decisions depend on good data. ESG and BRSR numbers now sit on a single platform, so the whole organisation works from one reliable set of figures, tracked consistently. Honest disclosure begins with dependable data.



Our Approach to Taxation

207-1 207-2 207-3 207-4

GOLIL pays its taxes fully and on time in accordance with all applicable Indian tax laws – covering direct taxes, indirect taxes, and transfer pricing requirements. We do not engage in aggressive tax planning structures or arrangements that are contrary to the spirit of applicable law. Tax payments represent a direct and meaningful contribution to public finance in India – to the infrastructure, public services, and social programmes that benefit the communities in which we operate. We regard responsible tax behaviour as an integral dimension of our commitment to good governance. Details of our tax payments and effective tax rate are disclosed in our audited standalone and consolidated financial statements for FY 2025-26.

Economic Value Generated & Distributed

201-1

One of the most direct expressions of our contribution to sustainable development is the economic value we generate and how we distribute it across all stakeholders: employees, governments, communities, lenders, and investors. The table below presents our Economic Value Generated and Distributed (EVG&D) for FY 2025-26 and FY 2024-25 on a standalone basis.

Economic Value (₹ lakhs)	FY 2024-25	FY 2025-26
A. Economic Value Generated		
Revenue from operations	3,55,436	3,99,131
Other income	9,616	9,628
Total Economic Value Generated	3,65,052	4,08,759
B. Economic Value Distributed		
Operating costs (cost of goods sold + manufacturing & other expenses)	2,90,931	3,28,102
Employee wages & benefits	17,498	19,991
Payments to providers of capital (dividends paid)	17,650	24,150
Payments to government (taxes paid)	12,349	12,045
Community investment (CSR expenditure)	748	748.67
Total Economic Value Distributed	3,39,176	3,85,037
C. Economic Value Retained	25,876	23,722

Zero

Complaints on Data Privacy & Customer Information

- ▶ Complaints on customer privacy breaches – regulatory bodies
- ▶ Complaints on customer privacy breaches – outside parties
- ▶ Total customer privacy complaints
- ▶ Identified leaks, thefts, or losses of customer data
- ▶ Cybersecurity incidents or breaches

415-1

Zero

Political Contributions

- ▶ Financial contributions to political parties
- ▶ In-kind contributions to political parties

418-1



Environmental Certifications

● Certification ● Scope ● Status

ISO 14001:2015 Environmental Management System

Silvassa & Chennai plants

Certified

ISO 50001:2018 Energy Management System

Silvassa & Chennai plants

Certified

ISO 14021 Type II — PCR Packaging Environmental Declaration

Packaging

Certified

IREC (International Renewable Energy Certificates)

Silvassa & Chennai plants

100%

IGBC Green Building Platinum

Silvassa plant

Certified

IGBC Green Building Gold

Chennai plant

Certified

Recognised for What We Do

Quality & Safety Certifications

ISO 45001:2018 Occupational Health & Safety Management

Silvassa & Chennai plants

Certified

IATF 16949:2016 Automotive Quality Management

Silvassa & Chennai plants

Certified

ISO 9001:2015 Quality Management System

Silvassa & Chennai plants

Certified

ISO/IEC 17025:2017 NABL Accredited QC Laboratory

Silvassa plant

Accredited

VDA Licence AdBlue® (QMC Germany)

AdBlue® operations

Licensed

BIS Certification IS17042:Part I:2020

AdBlue®

Certified

Statement of use Gulf Oil Lubricants India Limited (GOLIL) has reported with reference to the GRI Standards for the period April 1, 2025 to March 31, 2026					
GRI Standard/ Other Source	Disclosure		Section	BRSR	Page Number
General disclosures					
GRI 2: General Disclosures 2021	2-1	Organisational details	Corporate Overview, Gulf Oil at a Glance	Section A Q1-16	8-10
	2-2	Entities included in the organisation’s sustainability reporting	About The Report, Reporting Boundary and Scope	Section A Q17	2
	2-3	Reporting period, frequency and contact point	About The Report	Section A Q13, Q16	2
	2-5	External assurance	About The Report, Assurance	Section A Q18-20	2
	2-6	Activities, value chain and other business relationships	Corporate Overview, Business Portfolio, Social, Responsible Supply Chain & Vendor Engagement	Section A Q21-24	8-10, 59-60
	2-7	Employees	Social, Our Employees & Workers - Workforce Composition	Section A Q25a	50
	2-8	Workers who are not employees	Social, Our Employees & Workers - Workforce Composition	Section A Q25a	50
	2-9	Governance structure and composition	Governance, Our Governance Framework, Board of Directors	Section B Q8-9	69-71
	2-10	Nomination and selection of the highest governance body	Governance, Board of Directors - Selecting & Evaluating Our Directors		72
	2-11	Chair of the highest governance body	Governance, Board of Directors		70
	2-12	Role of the highest governance body in overseeing the management of impacts	Our Sustainability Approach, Sustainability Governance	Section B Q8-9	22-23
	2-13	Delegation of responsibility for managing impacts	Our Sustainability Approach, Sustainability Governance	Section B Q8-9	22-23
	2-14	Role of the highest governance body in sustainability reporting	Our Sustainability Approach, Sustainability Governance	Section B Q7	22-23
	2-15	Conflicts of interest	Governance, Managing Conflicts of Interest	Section C P1 E Q6, LQ2	72
	2-16	Communication of critical concerns	Governance, Building Board ESG Knowledge, Whistleblower Mechanism	Section B Q1 (Whistle Blower & Vigil Mechanism Policy)	74
	2-17	Collective knowledge of the highest governance body	Governance, Building Board ESG Knowledge	Section B Q1a (Board training)	72
	2-18	Evaluation of the performance of the highest governance body	Governance, Selecting & Evaluating Our Directors		72
	2-19	Remuneration policies	Social, Our Employees & Workers - Benefits & Remuneration	Section C P5 E Q3	51
	2-20	Process to determine remuneration	Governance, Board Committees - Nomination & Remuneration Committee		72
	2-21	Annual total compensation ratio		Section C P5 E Q3 a	
	2-22	Statement on sustainable development strategy	About The Report, Message from the MD & CEO, Message from the Chairman	Section B Q7	4-6
	2-23	Policy commitments	Governance, Ethics & Code of Conduct - Code of Conduct	Section B Q1a-c, Q4-5	

GRI Standard/ Other Source	Disclosure		Section	BRSR	Page Number
GRI 2: General Disclosures 2021	2-24	Embedding policy commitments	Our Sustainability Approach, Our ESG Policy Framework	Section B Q2-3	24
	2-25	Processes to remediate negative impacts	Social, Our Employees & Workers - Grievances & Human Rights Complaints	Section C P5/P8 P5 E Q5, P8 LQ1	51
	2-26	Mechanisms for seeking advice and raising concerns	Governance, Ethics & Code of Conduct - Whistleblower Mechanism	Section C P5 E Q5-6	74
	2-27	Compliance with laws and regulations	Governance, Risk Management & Regulatory Compliance - Regulatory Compliance Record	Section C P1/P6 P1 E Q2-3, P6 E Q13	77
	2-28	Membership associations		Section C P7 Q1	
	2-29	Approach to stakeholder engagement	Our Sustainability Approach, Stakeholder Engagement	Section C P4 E Q1-2	2, 18-20
	2-30	Collective bargaining agreements		Section C P3 E Q7	
Material topics					
GRI 3: Material Topics 2021	3-1	Process to determine material topics	Our Sustainability Approach, Materiality Assessment - Our Assessment Process		25-27
	3-2	List of material topics	Our Sustainability Approach, Materiality Assessment - Materiality Matrix		25-27
Biodiversity					
GRI 3: Material Topics 2021	3-3	Management of material topics			
GRI 101: Biodiversity 2024	101-1	Policies to halt and reverse biodiversity loss	Environment, Conserving the Ecosystems Around Us	Section C P6 E Q11	46-47
	101-2	Management of biodiversity impacts	Environment, Conserving the Ecosystems Around Us	Section C P6 E Q11, LQ3	46-47
	101-4	Identification of biodiversity impacts	Environment, Conserving the Ecosystems Around Us -	Section C P6 E Q12	46-47
	101-5	Locations with biodiversity impacts	Environment, Conserving the Ecosystems Around Us - Ecologically Sensitive Areas	Section C P6 E Q11	46-47
	101-7	Changes to the state of biodiversity	Environment, Conserving the Ecosystems Around Us		46-47
	101-8	Ecosystem services	Environment, Conserving the Ecosystems Around Us - Initiatives beyond Our Facilities		46-47

GRI Standard/ Other Source	Disclosure	Section	BRSR	Page Number
Climate Change				
GRI 3: Material Topics 2021	3-3	Management of material topics		
GRI 102: Climate Change 2025	102-1	Transition plan for climate change mitigation	Environment, Reducing Our Carbon Footprint - Decarbonisation, in Motion	33
	102-4	GHG emissions reduction targets and progress	Environment, Reducing Our Carbon Footprint - GHG Emissions Data	Section C P6 E Q8 33
	102-5	Scope 1 GHG emissions	Environment, Reducing Our Carbon Footprint - GHG Emissions Data (Scope 1)	Section C P6 E Q7 33
	102-6	Scope 2 GHG emissions	Environment, Reducing Our Carbon Footprint - GHG Emissions Data (Scope 2)	Section C P6 E Q7 33
	102-8	GHG emissions intensity	Environment, Reducing Our Carbon Footprint - GHG Emissions Data (Emission intensity)	Section C P6 E Q7 33
Energy				
GRI 3: Material Topics 2021	3-3	Management of material topics		
GRI 103: Energy 2025	103-1	Energy policies and commitments	Environment, Energy - Our Approach	Section C P6 E Q1-2 34
	103-2	Energy consumption and self-generation within the organisation	Environment, Energy - Energy Consumption Data	Section C P6 E Q1 35
	103-3	Upstream and downstream energy consumption	Environment, Energy - Energy Consumption Data	Section C P6 E Q1 35
	103-4	Energy intensity	Environment, Energy - Energy Consumption Data	Section C P6 E Q1 35
	103-5	Reduction in energy consumption	Environment, Energy - Strategy: Replace, Reduce, Recover, Initiatives Undertaken	Section C P6 E Q2, LQ4 36
Economic performance				
GRI 3: Material Topics 2021	3-3	Management of material topics		
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	Governance, Disclosure, Taxation & Economic Value - Economic Value Generated & Distributed	79
	201-3	Defined benefit plan obligations and other retirement plans	Social, Our Employees & Workers	Section C P3 E Q2 49-51
Market presence				
GRI 3: Material Topics 2021	3-3	Management of material topics		
GRI 202: Market Presence 2016	202-1	Ratios of standard entry level wage by gender compared to local minimum wage	Social, Our Employees & Workers - Benefits & Remuneration (Minimum wage compliance)	Section C P5 E Q2 51

GRI Standard/ Other Source	Disclosure	Section	BRSR	Page Number
Indirect economic impacts				
GRI 3: Material Topics 2021	3-3	Management of material topics		
GRI 203: Indirect Economic Impacts 2016	203-1	Infrastructure investments and services supported	Social, Community Development	Section C P8 E Q1-2, LQ2 49-51
	203-2	Significant indirect economic impacts	Social, Community Development	Section C P8 LQ6 49-51
Procurement practices				
GRI 3: Material Topics 2021	3-3	Management of material topics		
GRI 204: Procurement Practices 2016	204-1	Proportion of spending on local suppliers		Section C P8 E Q4
Anti-corruption				
GRI 3: Material Topics 2021	3-3	Management of material topics		
GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	Governance, Ethics & Code of Conduct - Anti-Bribery & Anti-Corruption	Section C P1 E Q4 74
	205-2	Communication and training about anti-corruption policies and procedures	Governance, Ethics & Code of Conduct - Anti-Bribery & Anti-Corruption	Section C P1 E Q1, Q4 74
	205-3	Confirmed incidents of corruption and actions taken	Governance, Ethics & Code of Conduct - Anti-Bribery & Anti-Corruption	Section C P1 E Q4-5 74
Anti-competitive behaviour				
GRI 3: Material Topics 2021	3-3	Management of material topics		
GRI 206: Anti-competitive Behaviour 2016	206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	Governance, Ethics & Code of Conduct - Fair Competition	Section C P7 E Q2 75
Tax				
GRI 3: Material Topics 2021	3-3	Management of material topics		
GRI 207: Tax 2019	207-1	Approach to tax	Governance, Disclosure, Taxation & Economic Value - Our Approach to Taxation	79
	207-2	Tax governance, control, and risk management	Governance, Disclosure, Taxation & Economic Value - Our Approach to Taxation	79
	207-3	Stakeholder engagement and management of concerns related to tax	Governance, Disclosure, Taxation & Economic Value - Our Approach to Taxation	79
	207-4	Country-by-country reporting	Governance, Disclosure, Taxation & Economic Value - Our Approach to Taxation	79

GRI Standard/ Other Source	Disclosure		Section	BRSR	Page Number
Materials					
GRI 3: Material Topics 2021	3-3	Management of material topics	Environment, Resource Efficiency and Operational Optimisation		
GRI 301: Materials 2016	301-1	Materials used by weight or volume	Environment, Innovating for a Sustainable Future - Sustainable Packaging (PCR)	Section C P2 LQ3	37-38
	301-2	Recycled input materials used	Environment, Waste, Circular Economy & Sustainable Packaging - End-of-Life Packaging Recovery (EPR)	Section C P2 E Q3-4, LQ4-5	43
	301-3	Reclaimed products and their packaging materials			42
Water and effluents					
GRI 3: Material Topics 2021	3-3	Management of material topics			
GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	Environment, Water Stewardship - Our Approach	Section C P6 E Q3	39
	303-2	Management of water discharge-related impacts	Environment, Water Stewardship - How We Manage It	Section C P6 E Q4-5	39
	303-3	Water withdrawal	Environment, Water Stewardship - Water Data	Section C P6 E Q3	41
	303-4	Water discharge	Environment, Water Stewardship - Water Data	Section C P6 E Q4	41
	303-5	Water consumption	Environment, Water Stewardship - Water Data	Section C P6 E Q3	41
Emissions					
	305-7	Nitrogen oxides (NOx), sulphur oxides (SOx), and other significant air emissions	Environment, Reducing Our Carbon Footprint - Air Emissions, Energy - Air Emissions	Section C P6 E Q6	35
Waste					
GRI 3: Material Topics 2021	3-3	Management of material topics			
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	Environment, Waste, Circular Economy & Sustainable Packaging - Closing Every Loop, Our Approach	Section C P6 E Q9-10	42
	306-2	Management of significant waste-related impacts	Environment, Waste, Circular Economy & Sustainable Packaging - How We Manage It	Section C P6 E Q10	42
	306-3	Waste generated	Environment, Waste, Circular Economy & Sustainable Packaging - Waste Data	Section C P6 E Q9	44
	306-4	Waste diverted from disposal	Environment, Waste, Circular Economy & Sustainable Packaging - Waste Recovery & Disposal	Section C P6 E Q9	44
	306-5	Waste directed to disposal	Environment, Waste, Circular Economy & Sustainable Packaging - Waste Recovery & Disposal	Section C P6 E Q9	44

GRI Standard/ Other Source	Disclosure	Section	BRSR	Page Number
Supplier environmental assessment				
GRI 3: Material Topics 2021	3-3	Management of material topics		
	308-2	Negative environmental impacts in the supply chain and actions taken	Social, Responsible Supply Chain & Vendor Engagement	Section C P6 LQ7 59-60
Employment				
GRI 3: Material Topics 2021	3-3	Management of material topics		
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	Social, Our Employees & Workers - New Hires & Turnover	50
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Social, Our Employees & Workers - Benefits & Remuneration	Section C P3 E Q2 51
	401-3	Parental leave	Social, Our Employees & Workers - Benefits & Remuneration	Section C P3 E Q5 51
Occupational health and safety				
GRI 3: Material Topics 2021	3-3	Management of material topics		
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	Social, Occupational Health & Safety - How We Manage It	Section C P3 E Q10 57
	403-2	Hazard identification, risk assessment, and incident investigation	Social, Occupational Health & Safety - HIRA	Section C P3 E Q10 57
	403-3	Occupational health services	Social, Occupational Health & Safety - Occupational Health Centres (OHC)	Section C P3 E Q10, Q12 58
	403-4	Worker participation, consultation, and communication on occupational health and safety	Social, Occupational Health & Safety	Section C P3 E Q6, Q10 58
	403-5	Worker training on occupational health and safety	Social, Occupational Health & Safety	Section C P3 E Q8, Q10 57
	403-6	Promotion of worker health	Social, Learning, Growth & Workplace Culture - Employee Well-being	Section C P3 E Q12 58
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Social, Occupational Health & Safety	Section C P3 LQ5-6 58
	403-8	Workers covered by an occupational health and safety management system	Social, Occupational Health & Safety - Our Approach	Section C P3 E Q10 57
	403-9	Work-related injuries	Social, Occupational Health & Safety	Section C P3 E Q11 57
	403-10	Work-related ill health	Social, Occupational Health & Safety	Section C P3 E Q11 57

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