



BUILDING FOR THE FUTURE

Rooted In Today, Building For Tomorrow

Sustainability Report 2025-26



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Letter from

The Chairman and The Chief Executive Officer & Managing Director



By remaining rooted in responsible actions today, we are building a stronger and more resilient Britannia for tomorrow.

Dear Stakeholders,

It gives us great pleasure to present Britannia's sixth Annual Sustainability Report for the financial year 2025–26. This year's theme, "Building for the Future – Rooted in Today, Building for Tomorrow," reflects our belief that long-term resilience is built through the decisions we make and the actions we take today. As stakeholder expectations continue to evolve and the operating environment becomes increasingly dynamic, we remain focused on strengthening our business through responsible resource management, operational excellence, transparent governance and meaningful engagement across our value chain. The non-financial information presented in this report has been independently assured, reaffirming our commitment to transparent and credible ESG disclosures.

During the year, we continued to improve the efficiency of our operations through focused initiatives across energy, water and waste management. Renewable electricity accounted for 35% of our total electricity consumption, while renewable sources contributed 34% of our overall energy mix. Supported by increased renewable energy use and higher biomass utilisation, our Scope 1 and Scope 2 greenhouse gas emissions reduced by 16% compared to the previous year, with emissions intensity improving from 0.216 to 0.180 tCO₂e per tonne. We also continued

to reduce emissions across our value chain, achieving a 2% reduction in Scope 3 emissions through continued logistics optimisation, improved resource efficiency and enhanced recycling initiatives. We exceeded our annual water reduction target, with freshwater consumption intensity improving by 8% to 0.80 kL per tonne, while treated wastewater reuse was equivalent to 55% of our total water withdrawal, reflecting our continued focus on water stewardship and circular water management. We continued to strengthen circularity through improved material recovery, increasing the recycling of laminate waste generated at our factories from 75% in FY 2024-25 to 85% in FY 2025-26. We also maintained our commitment to Plastic Neutrality through the responsible collection and disposal of plastic waste, while advancing initiatives to incorporate post-consumer recycled (PCR) content into secondary packaging.

Building a resilient and responsible supply chain continues to be an important focus area. During FY 2025–26, we strengthened our Supplier ESG Assessment programme, extending its coverage to 81% of our procurement spend, up from 78% in FY 2024–25. Based on the assessment outcomes, we identified suppliers requiring focused engagement and continue to strengthen supplier awareness through targeted engagement programmes. We also conducted

third-party on-site ESG assessments for selected suppliers to validate assessment responses and identify opportunities for improvement. Through continued supplier engagement, we seek to enhance awareness of our ESG expectations and encourage continual improvement across our value chain. With 97.8% of our procurement sourced within India, we continued to promote local sourcing—supporting domestic supply chains, environmental outcomes and community livelihoods. Our people remain central to Britannia's long-term success. We continue to invest in safe workplaces, capability building and an inclusive work environment, recording zero work-related fatalities during the year. Beyond our operations, the Britannia Nutrition Foundation and the Sir Ness Wadia Foundation positively impacted over 8,62,000 beneficiaries through initiatives focused on nutrition, education, health and community development, expanding our outreach by 34% compared to FY 2024–25. Volunteering through our Big Hearts programme further strengthened these efforts, reflecting the commitment of our employees to creating positive social impact.

Our continued focus on strengthening ESG performance and transparency was reflected in both external assessments and industry recognition. During the year, we maintained our 'B' ratings in Climate

Change and Water Security through CDP while improving our S&P Global Corporate Sustainability Assessment (CSA) score by eight points to 60. We were also honoured with the Golden Peacock Award for Sustainability for the second consecutive year and recognised as one of India's Leading ESG Entities by Dun & Bradstreet, reaffirming our commitment to responsible business practices, transparent governance and long-term value creation.

While we are encouraged by the progress made during the year, we recognise that building a resilient and responsible business is an ongoing journey. As we look ahead, we will

continue to focus on improving operational efficiency, strengthening engagement across our value chain, enhancing transparency and accountability, while creating long-term value for all our stakeholders. By remaining rooted in responsible actions today, we are building a stronger and more resilient Britannia for tomorrow.

Best regards,
Nusli N. Wadia
 Chairman
Rakshit Hargave
 Chief Executive Officer
 & Managing Director



CORPORATE OVERVIEW

Established in 1892 in Kolkata, Britannia Industries Limited is a public limited company and one of India's leading food companies, with a legacy of over 130 years of creating snacks and food products that are trusted and enjoyed by consumers across the country. Headquartered in Bengaluru, the Company has built a strong presence across India, with its products available across the country and serving consumers across varied tastes, age groups and consumption occasions. The Company is part of the Wadia Group—one of the country's oldest and most diversified business groups, with interests in fast-moving consumer goods (FMCG), real estate, textiles and chemicals.

Britannia's product portfolio spans biscuits, cakes, breads, dairy, wafers, croissants, salted snacks and other food offerings. Its iconic brands such as Good Day, Marie Gold, 50-

50 and NutriChoice have become household names, reflecting the Company's deep consumer connect and enduring brand trust. Guided by its vision to be a Responsible Global Total Foods company, Britannia focuses on offering products that are both tasty and wholesome, catering to evolving consumer preferences while maintaining a strong commitment to quality.

Sustainability and responsibility remain central to Britannia's approach to long-term value creation. The Company continues to undertake initiatives aimed at reducing its environmental footprint, including the use of renewable energy, reducing packaging waste and promoting sustainable farming practices. Britannia also remains committed to supporting the communities in which it operates through CSR initiatives in areas such as education, health and nutrition.

Operational Portfolio



●●●
¹ Excludes units fully owned by Britannia. Includes both Contract Packers and third-party units under Purchase of Finished Goods (POFG) arrangements.
² Excludes small CAPEX vendors with whom we do not have regular business.

Journey and Milestones

Over 130 years, Britannia's journey has reflected its ability to evolve with changing times while building trusted brands and maintaining a strong connection with consumers.



1892

Britannia was established in Kolkata with an investment of Rs. 295



1918

The Company was incorporated on 21st March, as a public limited company under the Indian Companies Act, VII 1913



1954

Development of high quality sliced and wrapped bread in India was pioneered



1955

Britannia launched Bourbon biscuits



1963

Britannia cakes hit the market



1979

With effect from 3rd October, the name of the company was changed from the Britannia Biscuit Co. Ltd to Britannia Industries Limited



2022

Joint Venture with BEL for cheese



2018

100 years of incorporation of Britannia



2017

Entered into a joint venture with Chipita S.A., a Greek company, for the manufacture & sale of ready to eat delicious croissants



2016

State of the art R&D facility launched in Karnataka



2000

Britannia was voted in Top 300 small companies by Forbes Global



1983

Sales crossed the 100 crore mark



Awards and Recognitions

Environment



Britannia was recognized with the **‘Top 3 Water Management Initiative of the Year – 2025’** award at the Global CSR & ESG Awards by Brand Honchos in April 2025.



Six Britannia factories were recognized at **the CII EHS Excellence Awards in May 2025**: Silver Awards – Guwahati, Rudrapur, Mundra and Tirunelveli; Bronze Awards – Ranjangaon Biscuit and Britchip Foods Ltd.



Britannia received the **Gold award in the ‘Corporate Branding & Reputation’ category at the ET Shark Awards 2025** for its ‘Nature Shapes Britannia’ campaign.



Britannia was recognized with the **‘Best CSR Project of the Year 2025’** award at the 15th edition of the CSR Summit & Awards 2025, organized by UBS Forum, in October 2025.



Six Britannia women employees were recognized among the **top 10% of the prestigious Jombay 1000 Women Leaders Program**.



Britannia’s ‘The Pride Pact’ campaign received the **Gold award in the ‘Social Content & Influencer Marketing: Social Purpose’** category at the ABBY Creative Awards 2026.

Governance



Britannia was awarded the **Golden Peacock Award for Sustainability (GPAS)** at the national level in the FMCG sector by the Institute of Directors (IOD) in November 2025.



Britannia was recognized as one of **India’s Leading ESG Entities** at the Dun & Bradstreet ESG Leadership Summit 2025.



CDP 2025 awarded Britannia a **B rating in Climate Change and Water Security**.

Social



Britannia received the **‘Most Impactful CSR Project of the Year – 2025’** award at the Global CSR & ESG Awards by Brand Honchos in April 2025.



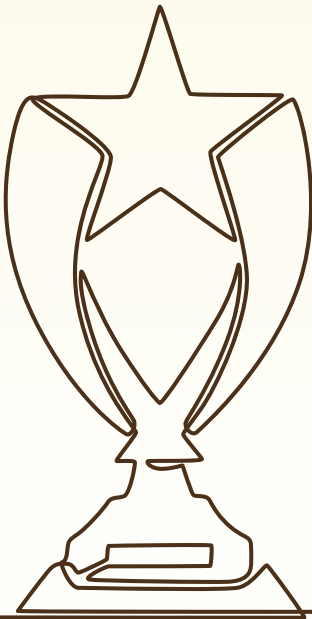
Britannia Industries Limited – Ranjangaon received recognition for its **Employee Training Campaign and Safety Awareness initiatives at the Safe Tech Awards & Conference 2025**, organized by Kings Expo Media Limited, in August 2025.



Britchip Foods Limited – Ranjangaon received the **‘Emergency & Disaster Preparedness Excellence Award’** at the Safe Tech Awards & Conference 2025, organized by Kings Expo Media Limited, in August 2025.

S&P Global

Britannia’s **S&P Global CSA score improved by eight points, from 52 to 60**, in the S&P Global CSA 2025.



Certifications

19 Britannia factories are **ISO 45001:2018** certified

8 Britannia factories are **ISO 14001:2015** certified

100% of Britannia's manufacturing units are **FSSC/ISO 22000** certified

Memberships & Associations

Bangalore Chamber of Industry and Commerce	Sidcul Entrepreneur Welfare Society	Confederation of Indian Industry Confederation of Indian Industry (CII)
All India Bread Manufacturers' Association (AIBMA)	Federation of Biscuit Manufacturers of India (FBMI)	Federation of Indian Chambers of Commerce and Industry (FICCI)
Ranjan Industries Association	The Madras Chamber of Commerce and Industry	Associated Chambers of Commerce and Industry of India (ASSOCHAM)



Sustainability Performance Highlights: FY 2025-26

At Britannia, our commitment to sustainability drives inclusive growth, safeguarding both people and the planet while creating long-term value for all stakeholders.

Consolidated figures
Direct beneficiaries only
Direct and Indirect beneficiaries
Top management positions: maximum two levels away from the CEO or comparable
Compared to the FY 2018–19 baseline.

Note: Unless otherwise stated, all metrics relate to Britannia’s India operations.
↑ and ↓ indicate year-on-year change compared to FY 2024–25.



Governance

60
S&P Global CSA Score
↑ from 52 in 2024

B
CDP Climate Change & Water
Security Sustained in 2025

6.45%
Women in top management⁴
↑ 0.2% percentage points

Zero
Data privacy breaches



Growth

3.5%
Reduction in sugar per
serving of product⁵

12.23%
Reduction in sodium per serving of product⁵

269.47%
Increase in whole grain per serving of
product⁵

~99%
Consumer satisfaction sustained over the
past five years



Resources

35%
Renewable electricity in total
electricity consumption
↑ 13 percentage points

34%
Renewable energy in the total
energy mix
↑ 14 percentage points

51.64 million kWh
Renewable electricity procured
↑ 67%

1,58,816 tCO₂e
Scope 1 & 2 GHG emissions
↓ 16%

10.4 MW
Installed rooftop solar capacity
Across 10 manufacturing facilities

0.80 kL/Ton
Freshwater consumption intensity
↓ 8.05% (Exceeded the annual
reduction target of 3%)

85%
Laminate waste recycled
↑ 10 percentage points

81%
Procurement spend covered under
Supplier ESG Assessment
↑ 3 percentage points



People

44.74%
Gender diversity among workmen
cadre across factories

6.29 hours
Average training hours per Full Time
Employee (FTE)
↑ 65.1% over the last three years

19 of 20
Owned manufacturing sites
ISO 45001:2018 certified

Zero
Fatalities
TRAFR improved from 0.33 to 0.28

INR 54.79 Cr
CSR investment¹

5,10,025
Beneficiaries reached through Britannia
Nutrition Foundation programs²
↑ 67%

3,52,579
Beneficiaries reached through Sir Ness
Wadia Foundation initiatives³
↑ 4%



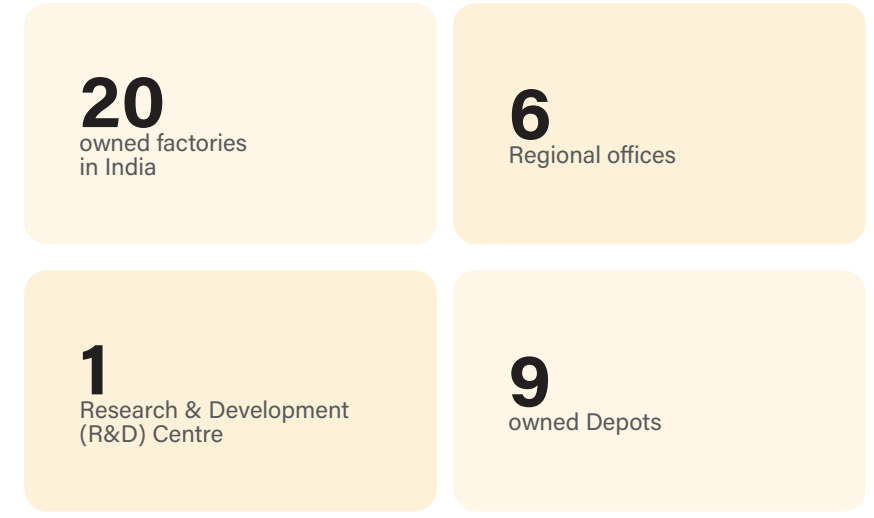
ABOUT THE REPORT

Sustainability continues to be an integral part of Britannia Industries Limited's approach to creating long term value. This sixth Annual Sustainability Report presents our Environmental, Social, and Governance (ESG) performance for the Financial Year 2025-26, offering insights into the initiatives, outcomes, and progress achieved across our priority areas. As stakeholder expectations and the

sustainability landscape continue to evolve, we remain focused on embedding responsible practices across our value chain, strengthening governance, and driving positive impact through our operations. This report reflects our commitment to transparent disclosures and our efforts to create sustainable value for our consumers, employees, business partners, communities, investors, and the environment.

Reporting Scope and Boundary

The report enumerates our ESG performance across the following operational units:



Subsidiaries:

- Britannia Nepal Private Limited (BNPL)
- Al Sallan Food Industries Co. SAOC, Oman (ASFIC)
- Strategic Food International Co. LLC, UAE (SFIC)

This reporting boundary ensures coverage of 100% of our standalone revenue, reflecting the core of our operational footprint.

Reporting Cycle

Britannia Industries Limited has been publishing its Sustainability Report annually since FY 2020-21, demonstrating its commitment to consistent and transparent ESG reporting. This sixth edition covers the Company's sustainability performance for the period from 1 April 2025 to 31 March 2026. The report presents the progress made across key environmental, social, and governance priorities, key initiatives undertaken during the year, and the Company's ongoing efforts to create long term sustainable value. The previous Sustainability Report, covering FY 2024-25, was published in August 2025.

Guidelines and Standards

This Sustainability Report has been prepared with reference to the Global Reporting Initiative (GRI) Standards 2021 and is guided by the principles of accuracy, balance, clarity, comparability, completeness, sustainability context, timeliness, and verifiability. The report also illustrates the Company's contribution towards the United Nations Sustainable Development Goals (UN SDGs) through its sustainability initiatives and business practices.

Materiality

The contents of this report are guided by Britannia's material ESG priorities, identified through its materiality assessment process. These priorities reflect the environmental, social, and governance topics that are most significant to the Company's business and stakeholders and are periodically reviewed by the Executive Leadership. Further details on the materiality assessment are available on Page 24.

Forward Looking Statement

This report contains statements describing Britannia's sustainability objectives, expectations, targets and plans, which may be forward-looking within the meaning of applicable laws and regulations. These statements are based on the Company's current expectations, assumptions and estimates. Actual results may differ materially from those expressed or implied due to various factors, including changes in economic conditions, government policies and regulations, raw material

availability and prices, climate-related risks, technological developments, stakeholder expectations, geopolitical events and other factors that may affect the Company's operations and business environment.

Restatement of Information

Britannia is committed to ensuring the accuracy, consistency, and reliability of its sustainability disclosures. As our data management processes and reporting methodologies continue to evolve, previously reported information may be revised where necessary to reflect improved data quality or methodological enhancements. Any material restatements made in this report are clearly mentioned, along with the reason for the revision, to maintain transparency and enable meaningful year on year comparison.

Independent Assurance

To enhance the credibility and reliability of our sustainability disclosures, the non-financial information presented in this report has been independently assured by TUV SÜD South Asia Pvt. Ltd. The assurance engagement has been undertaken with reference to the Global Reporting Initiative (GRI) Standards 2021. The Independent Assurance Statement outlining the scope, approach, and conclusions of the assurance engagement is provided on Page 141.

Feedback

Stakeholder perspectives play an important role in strengthening our sustainability journey and reporting practices. We welcome your feedback, suggestions, and queries on this report, which will help us further enhance the quality, relevance, and transparency of our future disclosures. Please reach out to us at investorrelations@britindia.com

Guidance for Readers

Throughout this report, references to 'International operations' encompass the consolidated data of Al Sallan Food Industries Co. SAOC, Oman (ASFIC), and Strategic Food International Co. LLC, UAE (SFIC).



STAKEHOLDER ENGAGEMENT

At Britannia, we recognise that strong and meaningful stakeholder relationships are essential to our long-term success and sustainability journey. We engage with key stakeholder groups, including customers, employees, suppliers and communities, to understand their expectations, concerns and priorities.

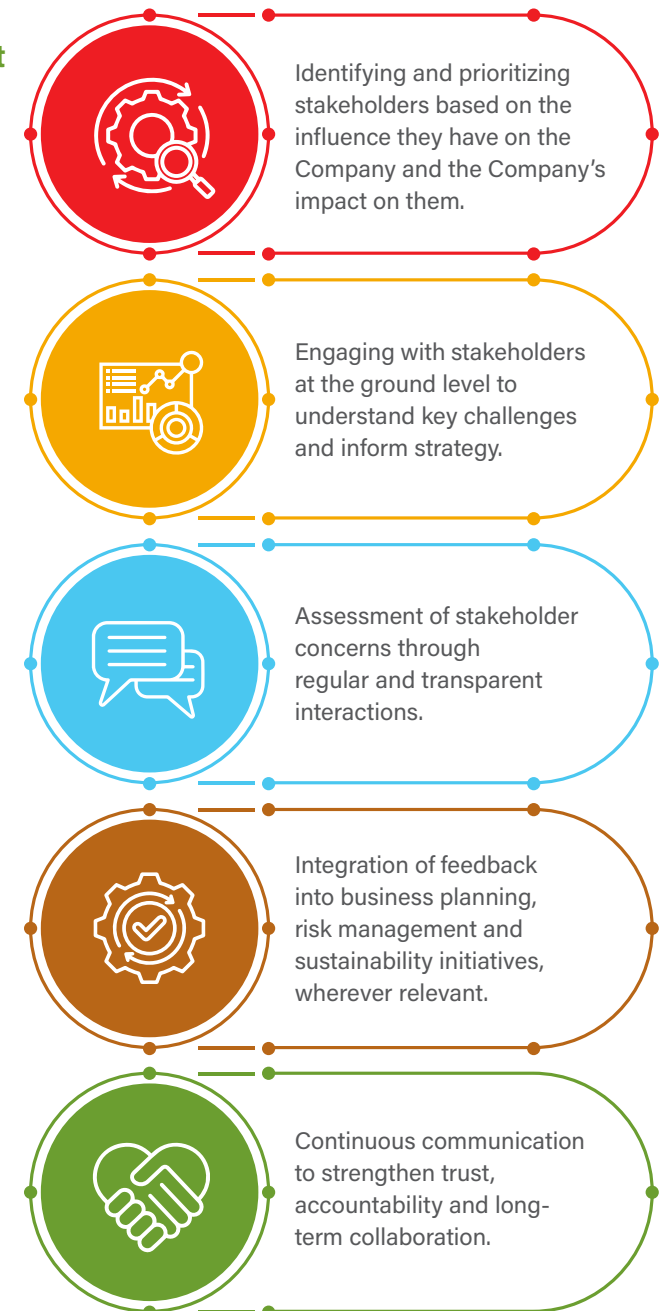
Our engagement approach is based on open dialogue, transparency and responsiveness. By listening to our stakeholders and integrating their feedback into our strategic planning and sustainability initiatives, we are

better positioned to identify risks, address emerging concerns, capture opportunities and create long-term shared value.

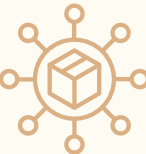
Our key stakeholder groups have been identified based on:

- The impact of our business on stakeholders.
- The impact they can have on our value creation abilities.
- The relevance of the stakeholder group to our business and sustainability priorities.

Stakeholder Engagement Process



Stakeholder Group	Reason for Engagement	Methods of Engaging	Frequency of Engagement	Areas of interest
Employees 	Engaging employees is crucial for driving operational success and fostering a culture of innovation and continuous improvement within the company.	• Trainings & Personal Interactions • Awareness sessions on physical, mental, financial, and social well-being • Engagement surveys • Internal magazines / Newsletters. • Townhalls • Development conversations • Learning cafes • Interactions on BritKonnnect – Britannia's unified intranet platform for employee communication, collaboration, and access to organizational resources.	Regularly	Safety, health and well-being, diversity and inclusion, professional growth, reputation
Consumers 	Understanding consumer needs and preferences is essential for developing new products and enhancing consumer satisfaction and retention.	• Consumer feedback • Consumer satisfaction surveys • Market research • Brand campaigns • Consumer promotions	Regularly	Improved nutrition, brand value and trust, reliability and affordability
Local communities 	To enhance the quality of life within our local communities and nurture strong relationships that not only strengthen our brand reputation but also cultivate trust.	• Corporate Social Responsibility (CSR) Initiatives • Project based discussions	Regularly	Addressing malnutrition, community development, improved quality of life, environmental protection
Investors 	With a financial stake in the business, it is crucial to engage with investors, providing updates on the company's financial health and growth prospects and ensuring alignment with their expectations.	• Investor meets • Investor presentations • Press releases • Stock exchange communications • Annual reports • E-mail support for investor queries	Quarterly and as needed	Financial performance, ESG performance, business updates, growth plans and project pipeline
Regulators 	Maintaining open communication with regulators ensures compliance with legal standards, mitigates risks, and upholds the company's operational legitimacy.	• Meetings with government agencies • Representations on trade bodies	As required	Statutory, environmental, and social compliance

Stakeholder Group	Reason for Engagement	Methods of Engaging	Frequency of Engagement	Areas of interest
Suppliers 	Engaging with suppliers is vital for securing high-quality raw materials, packaging and services, ensuring smooth production and maintaining supply chain efficiency.	• Supplier meets • Reviews and audits • Need-based engagement • Supplier assessments • Negotiation meetings	Regularly / As needed	Capacity and capability building, competitive prices, guaranteed offtake
Distributors 	Strong relationships with distributors enable efficient product delivery, expand market reach, and ensure that products are readily available to consumers.	• Distributor meets • Need-based engagement	Regularly	Incentives, product quality, brand communication and marketing support
Non-Governmental Organization (NGOs) 	Partnering with NGOs helps address social and environmental challenges, strengthens corporate responsibility efforts, and aligns the company's initiatives with broader societal goals.	• Partnering with NGOs for implementing CSR initiatives • Progress reports • Workshops & Seminars	As needed	Addressing malnutrition, community development, improved quality of life, environmental protection
Media 	Engaging with the media shapes public perception, manages corporate reputation, and communicates the company's achievements and commitments to a wider audience.	• Press releases • Spokesperson interviews • Authored articles • Industry stories • Social media posts • Media briefings • Marketing communication	Ongoing / As needed	Financial performance, ESG performance, business updates, growth plans and project pipeline, marketing initiatives, views on the FMCG industry
Industry Bodies 	Participation in industry bodies facilitates collaboration on industry-wide issues, promotes best practices, and advocates for policies that benefit the industry as a whole.	• Participation in industry and regulatory forums/ meetings	As required	Collaborations and partnerships



Materiality insights shape our ESG priorities, strategy, performance indicators and disclosures.

Our Approach to Materiality

At Britannia, materiality assessment is a key process that helps us identify and prioritize the Environmental, Social and Governance (ESG) topics that are most relevant to our business and stakeholders. It enables us to focus our sustainability efforts on areas that have the greatest significance for long-term value creation, responsible growth and stakeholder trust.

The assessment helps us understand ESG-related risks, opportunities and stakeholder expectations that may influence our operations, brand, supply chain, workforce, products and community relationships. By evaluating these topics in a structured manner, we are better placed to align our sustainability priorities with business needs and respond to emerging trends and evolving stakeholder expectations.

Insights from the assessment inform our ESG focus areas, while supporting discussions across functions such as operations, supply chain, marketing, innovation, and employee engagement. The outcomes also support the development of our ESG strategy, key performance indicators, risk-related discussions and public disclosures. To ensure that our material topics remain relevant, we periodically review and refresh our materiality assessment. Britannia undertakes

this review once every three years. The most recent materiality assessment was completed in FY 2023-24 and incorporated perspectives from key internal and external stakeholders.

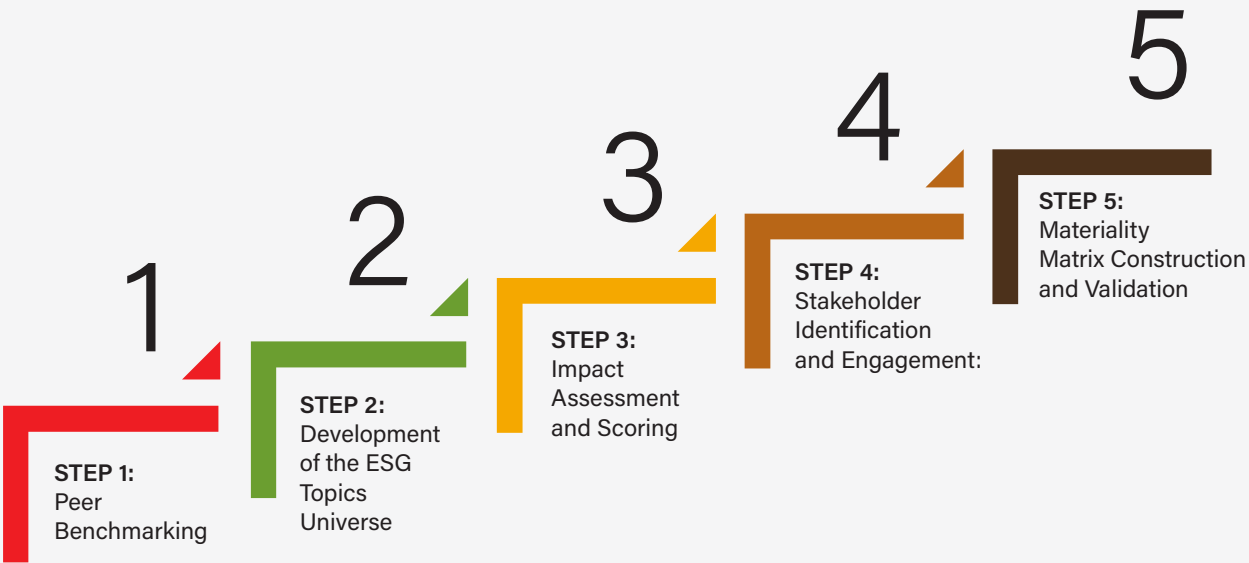
Materiality Assessment Methodology

Britannia's materiality assessment methodology is designed to be structured, inclusive and aligned with recognized sustainability reporting practices. Our approach is guided by global frameworks and evolving regulatory expectations, including standards such as the Global Reporting Initiative (GRI) and the Sustainability Accounting Standards Board (SASB).

The assessment process includes a review of internal business priorities, stakeholder expectations, peer practices, sectoral developments, and broader macroeconomic, environmental and social trends. This enables us to identify ESG topics that are relevant to our operating context and stakeholder ecosystem. We engage with a diverse group of internal and external stakeholders through structured interactions, including interviews and surveys, to capture a broad range of perspectives. Internally, we collaborate across functions and geographies to ensure that the assessment reflects business realities, operational priorities and strategic ambitions.

MATERIALITY ASSESSMENT

We conduct our materiality assessment through a structured approach as outlined below:



STEP 1: Peer Benchmarking:
Our materiality assessment began with a thorough review of industry best practices, including the sustainability focus and public sustainability disclosures of our peers. This included an assessment of ESG focus areas, disclosures and performance trends across the sector. We also referred to internationally recognized standards and frameworks, including the Global Reporting Initiative (GRI) and Sustainability Accounting Standards Board (SASB), to ensure that our assessment considered relevant ESG topics for the industry and aligned with evolving reporting expectations.

STEP 2: Development of the ESG Topics Universe:
To build a comprehensive universe of potential material topics, we reviewed our previous materiality assessment, sectoral standards, global risk trends, peer benchmarking insights and relevant sustainability frameworks. This helped us identify ESG topics that are significant to our business context and stakeholder ecosystem. The initial list of ESG topics was further refined through stakeholder engagement, enabling us to prioritise topics that reflect stakeholder expectations, emerging risks and opportunities, and Britannia's long-term value creation priorities.

STEP 3: Impact Assessment and Scoring:
Using the GRI 3: Material Topics 2021 as the reference framework, we assessed the potential positive and negative impacts of each prioritized ESG topic on the external environment and society. Based on this assessment, each topic was assigned a 'Significance to Britannia' score, representing the relative significance of the topic to Britannia after considering its potential impacts on the business, operating context, stakeholder relationships, and environmental and social outcomes.

STEP 4: Stakeholder Identification and Engagement:
We engaged with key internal and external stakeholders through face-to-face or virtual interviews and surveys to gather their perspectives on ESG topics. Stakeholders were asked to rate the importance of each topic as high, medium, or low, and were also assigned weightings based on their relative influence on Britannia's value creation and the extent to which they are affected by the Company's operations. These inputs were used to calculate the 'Significance to Stakeholders' score, providing a comprehensive understanding of stakeholder priorities.

- Internal stakeholders: Senior Management, Employees
- External stakeholders: Consumers, Financial partners, Suppliers, Distributors, Industry bodies, Local communities, NGOs, Retailers

Prioritizing the Stakeholders

Stakeholder Group	What is the ability of this group to strongly influence our performance and operations (value creation / preservation)?	How much is this group influenced by our performance and operations (value creation/ preservation)?
Senior Management	High	High
Employees	High	Medium
Consumers	High	Medium
Financial Partners	Medium	Medium
Suppliers	Medium	Medium
Distributors	Low	Medium
Industry Bodies	Low	Medium
Local Communities	Low	Medium
NGOs	Low	Medium
Retailers	Low	Medium

● High ● Medium ● Low



STEP 5: Materiality Matrix Construction and Validation: Our materiality matrix was developed by mapping the ‘Significance to Britannia’ scores against the ‘Significance to Stakeholders’ scores, providing a clear visual representation of the most critical ESG topics. Topics positioned in the upper-right quadrant of the matrix were identified as the most material, representing topics of high importance to both Britannia and its stakeholders.

These topics will help guide our sustainability strategy, focus areas and reporting priorities for the next three financial years. A detailed materiality assessment report was prepared and reviewed by Britannia’s Executive Leadership team. The validation process confirmed the robustness of the assessment methodology and helped align the outcomes with Britannia’s sustainability priorities and long-term business objectives.

Britannia Materiality Matrix 2024



Governance	Growth	People	Resources
1. Corporate Governance	1. Trusted brand	1. Community Health & Nutrition	1. Responsible Supply Chain
2. Ingredient Quality and Product Safety	2. Ethical Labelling, Marketing, Communications, and Influence	2. Employee Health and Work Culture	2. Waste Management and Circular Economy
3. Sustainability Performance Verification	3. Customer Centricity	3. Socio-Economic Prosperity	3. Climate Action and Net-Zero Strategy
4. Risk Management and Disclosure	4. Wellness Product Portfolio	4. Human Capital Development	4. Water Stewardship
5. Responsible Information Management	5. Category Expansion and Market Presence	5. Human Rights across Value Chain	5. Energy Management
	6. Innovation and Technology		6. Sustainable Packaging
			7. Biodiversity Conservation
SDGs	SDGs	SDGs	SDGs
3 GOOD HEALTH AND WELL-BEING 8 DECENT WORK AND ECONOMIC GROWTH	2 ZERO HUNGER 3 GOOD HEALTH AND WELL-BEING 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	1 NO POVERTY 2 ZERO HUNGER 3 GOOD HEALTH AND WELL-BEING 5 GENDER EQUALITY 8 DECENT WORK AND ECONOMIC GROWTH 10 REDUCED INEQUALITIES	6 CLEAN WATER AND SANITATION 12 RESPONSIBLE CONSUMPTION AND PRODUCTION 13 CLIMATE ACTION 15 LIFE ON LAND

Material Topic	Impact on business	Business strategy
Responsible Supply Chain 	Social: If our supply chain is not managed responsibly, it may contribute to human rights abuses, poor labour practices and unsafe working conditions across supplier operations. Inadequate traceability may also affect consumer trust in the event of product quality, sourcing or ethical compliance-related incidents. Environmental: The environmental footprint of our supply chain can be substantial if suppliers do not adhere to sustainable practices, leading to climate change, pollution and inefficient resource use. Governance: If we fail to ensure traceability and responsibility in our supply chain, it can lead to reputational damage, regulatory penalties, and potential loss of market share should unethical practices be uncovered.	Britannia continues to strengthen sustainability across its supply chain through supplier capacity building, ESG assessments and risk-based engagement. During FY 2025-26, ESG assessments covered 431 Tier I suppliers, representing 81% of procurement spend. We also undertook independent third-party on-site ESG assessments of 10 select suppliers and integrated BRSR Core requirements into the assessment process for applicable value chain partners. Britannia will continue working collaboratively with suppliers to enhance their overall sustainability performance.
Corporate Governance 	Social: Weak governance practices can lead to employee disengagement, regulatory non-compliance and reputational damage, ultimately affecting stakeholder trust and long-term value creation. Environmental: If environmental considerations are not integrated into governance and decision-making processes, sustainability priorities may not receive adequate focus, potentially leading to inefficient resource use, pollution and other environmental impacts. Governance: Weak governance practices could potentially expose our company to risks, including legal and reputational, financial instability, diminished shareholder value, and poor management decisions.	We are committed to maintaining robust corporate governance practices following the highest standards of business ethics, transparency, and accountability. Our governance practices are aligned with best practices and enable us to foster a culture of integrity, manage risks proactively, safeguard the trust of our stakeholders, stay resilient and grow sustainably.

Material Topic	Impact on business	Business strategy
Ingredient Quality and Product Safety 	Social: If the ingredients used in our products are of poor quality or the final products are unsafe, it could pose risks to consumer health and potentially lead to legal action. Environmental: Sourcing ingredients without appropriate sustainability considerations may contribute to unsustainable agricultural practices and environmental degradation. Governance: Failure to prioritize ingredient quality and product safety can lead to regulatory issues, legal penalties, and reputational damage.	We use a coordinated approach to ensure the safety and quality of our products across their lifecycle. An all-encompassing Food Safety and Quality Management system shapes our operational practices, incorporating stringent checks and standards from the sourcing of raw materials to production and distribution, ensuring our products reach our end consumers with the highest standards of excellence. 100% of Britannia's own manufacturing units are FSSC/ISO 22000 certified .
Waste Management and Circular Economy 	Social: Poor waste management can pose risks to the health and safety of our workers handling this waste, as well as negatively impact communities living near waste disposal sites. Environmental: Improper waste management leads to pollution and soil contamination, contributing to climate change and biodiversity loss. Not adhering to a circular economy model could contribute to the overutilization of natural resources. Governance: Poor waste management can lead to regulatory sanctions and reputational damage. It might also create scepticism among stakeholders regarding our commitment to sustainable practices.	Britannia remains committed to maintaining Plastic Neutrality and continues its efforts towards the collection and responsible disposal of plastic waste during the reporting period. We are also working on roadmaps to achieve 100% recycling of laminate waste from our factories, with the current recycling rate at 85%.

Material Topic	Impact on business	Business strategy
Customer Centricity 	Social: If we fail to prioritize customer needs or provide quality customer service, it could lead to customer dissatisfaction, negatively impacting our reputation and market share. Environmental: Neglecting customer feedback related to environmental responsibility could result in missed opportunities for sustainable innovation. Governance: Poor customer service or ineffective grievance management may reduce customer trust, affect brand loyalty and adversely impact business performance.	We conduct regular Consumer Satisfaction Surveys to assess customer experience and service quality. Over the past five years, the results have consistently reflected high levels of consumer satisfaction, with approximately 99% of respondents expressing satisfaction with the service provided. We remain dedicated to upholding these standards and ensuring our customers' needs and expectations are continually met.
Energy Management 	Social: If we do not manage our energy consumption effectively, we may face backlash from environmentally conscious stakeholders, damaging our reputation and weakening the Company's social license to operate Environmental: Improper energy management can lead to inefficiency, increased emissions, and resource overuse—contributing to climate change and environmental degradation, while also raising operational costs and reputational risks. Governance: Poor energy management may expose the Company to regulatory, operational and reputational risks while affecting investor confidence.	We are focused on strengthening our energy management practices and progressively increasing the share of renewable electricity in our energy mix. During FY 2025–26, renewable electricity constituted 35% of our total power consumption, up from 22% in FY 2024–25. Concurrently, we remain committed to reducing energy consumption through ongoing Energy Conservation (EnCon) initiatives. In FY 2025-26, these initiatives across our Indian manufacturing sites resulted in energy savings of 52,658 GJ and avoided emissions of 4,053 tCO₂e.

Material Topic	Impact on business	Business strategy
Community Health & Nutrition 	Social: Through our products and community programmes, we have an opportunity to contribute to improved nutrition and community well-being. Failure to meet stakeholder expectations in this area may affect consumer trust and our social impact. Environmental: If the production of our products involves non-sustainable agricultural practices, it can contribute to environmental degradation, impacting local communities. Governance: Lack of commitment to community health and good nutrition can lead to regulatory scrutiny, damage our reputation, and lead to a loss of consumer trust.	We have outlined strategies to expand the reach of our community development initiatives. Through the Britannia Nutrition Foundation, we aim to increase the number of beneficiaries by approximately 20% in FY 2026–27, up from 5,10,025 in FY 2025-26. Additionally, our SNWF program reached 3,52,579 beneficiaries in FY 2025-26—reflecting a year-on-year increase of approximately 4%.
Sustainable Packaging 	Social: The transition to more sustainable packaging should continue to balance environmental performance with product quality, safety and consumer affordability. Environmental: Failure to adopt sustainable packaging can lead to increased waste, resource depletion, and carbon emissions—contributing to environmental degradation and undermining our climate and sustainability goals. Governance: Failure to adopt sustainable packaging solutions may expose the Company to regulatory non-compliance, reputational risks and evolving stakeholder expectations.	In FY 2025-26, approximately 70.08% of plastic packaging and 59.65% of laminates used by Britannia were recyclable. As part of its ongoing sustainable packaging and Plastic Waste Management initiatives, the Company continues to advance the incorporation of post-consumer recycled (PCR) content into secondary packaging formats, such as trays and overwraps. We also continue to explore opportunities to minimise plastic use, enhance packaging recyclability and improve circularity while maintaining product quality and food safety.



Our sustainability approach is founded on the belief that long-term business success goes hand in hand with creating value for our consumers, employees, communities, supply chain partners and the environment.

OUR SUSTAINABILITY STRATEGY

Since FY 2020-21, Britannia has continued to strengthen its Environmental, Social and Governance (ESG) journey through four strategic pillars—Governance, Growth, People and Resources. These pillars provide the foundation for our sustainability strategy and guide our efforts to strengthen responsible business practices, support inclusive growth, improve resource efficiency and create long-term value for our stakeholders.

Our sustainability approach is founded on the belief that long-term business success goes hand in hand with creating value for our consumers, employees, communities, supply chain partners and the environment. By aligning our ESG priorities with business objectives, we aim to ensure that our actions are purposeful, measurable and responsive to evolving stakeholder expectations.

Our materiality assessment forms the foundation of this strategy, helping us identify and prioritise the ESG topics most relevant to Britannia and its stakeholders. Through this process, we identified 23 ESG focus areas, of which 8 were prioritised as material topics based on their significance to Britannia and its stakeholders. These focus areas have been mapped to our four sustainability pillars, with Key Performance Indicators (KPIs) established to monitor progress, drive action and strengthen accountability across the organisation.

Guided by this framework, we continue to strengthen our sustainability practices, respond to evolving stakeholder expectations and create long-term value for our business and society.

Britannia's Sustainability Strategy Framework

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Note: Topics highlighted in bold represent the 8 material topics identified through Britannia's materiality assessment.

GOVERNANCE	OUR PILLARS OF RESPONSIBILITY	 Corporate Governance	 Risk Management and Disclosure
		 Ingredient Quality and Product Safety	 Responsible Information Management
		 Sustainability Performance Verification	
GROWTH	GLOBAL TOTAL FOODS COMPANY	 Trusted Brand	 Wellness Product Portfolio
		 Ethical Labelling, Marketing, Communications, and Influence	 Category Expansion and Market Presence
		 Customer Centricity	 Innovation and Technology
PEOPLE	HUMAN RESOURCES	 Employee Health and Work Culture	 Human Capital Development
	SOCIAL RESPONSIBILITY	 Community Health & Nutrition	 Human Rights Across Value Chain
		 Socio-Economic Prosperity	
RESOURCES	RESOURCE EFFICIENCY	 Waste Management and Circular Economy	 Energy Management
		 Climate Action and Net-Zero Strategy	 Biodiversity Conservation
		 Water Stewardship	
	PACKAGING	 Sustainable Packaging	
	SUPPLY CHAIN	 Responsible Supply Chain	





Our governance approach enables the Company to balance business growth with stakeholder expectations, risk management and long-term value creation.

Britannia's deeply rooted, values-driven culture is supported by a robust corporate governance framework that promotes ethical conduct, strategic oversight, transparency and accountability. Guided by well-defined policies, structured processes and a strong commitment to regulatory compliance, we foster responsible decision-making across all levels of the organisation.

Our governance approach enables the Company to balance business growth with stakeholder expectations, risk management and long-term value creation. It

also supports the consideration of sustainability priorities in business strategy, operational planning and performance management.

Board of Directors (BoD)

Our Board of Directors provide strategic direction with a focus on long-term value creation, responsible business practices and effective governance. Comprising of individuals with diverse backgrounds and deep industry knowledge, the Board brings extensive experience in navigating complex business environments and scaling FMCG enterprises.

GOVERNANCE

9%
Women on Board

55%
Independent Directors

7.69
Average tenure of Board (years)

4.96
Average tenure of Independent Directors on the Board (years)

90%
Average Board meeting Attendance (%)

The Board of Directors plays a pivotal role in upholding our governance framework, ensuring it is effectively embedded across the organisation. Led by our Chairman, the Board functions through specialised Committees that provide oversight on key areas of business performance. It also drives a forward-looking approach to risk management, helping the Company respond to emerging risks and align strategic objectives with evolving regulatory, market, and stakeholder expectations, while maintaining strong corporate governance standards.

Board Independence and Regulatory Compliance

As per Section 149(4) of the Companies Act, 2013, every listed public company is required to have at least one-third of its total number of Directors as Independent Directors. Regulation 17 of the SEBI LODR (Listing Obligations and Disclosure Requirements) Regulations, 2015, further mandates that if the chairperson of the board is a non-executive director, at least one-third of the board must be independent directors. In cases where the chairperson is an executive director, at least half of the board should be independent directors. Additionally, the top 1000 listed entities must have at least one independent woman director.

As of 31st March 2026, Britannia complied with applicable regulatory requirements, with 6 Independent Directors on a board of 11 members, exceeding the minimum requirement of one-third independent directors, as our Chairman is a Non-Executive Director.

Our Non-Executive/Independent Directors hold directorships in other listed entities, in full compliance with the applicable regulatory frameworks. While the Companies Act, 2013 does not prescribe a specific limit for Independent Directors, it restricts individuals from holding directorships in more than 20 companies at a time, with a cap of 10 in public companies.

The SEBI LODR Regulations, 2015 further stipulate that no individual may serve as a director in more than seven listed entities. In the case of Whole-time or Managing Directors in any listed entity, the limit is three listed entities for Independent Directorships. Additionally, directors may not serve as members in more than 10 committees or as Chairperson in more than five committees across all listed companies, with only Audit Committees and Stakeholders Relationship Committees considered for this purpose.

We adhere strictly to these provisions, ensuring that all board and committee roles are in full alignment with statutory and regulatory thresholds.

Board Meetings

In accordance with Section 173(1) of the Companies Act, 2013 and Regulation 17 of the SEBI LODR Regulations, 2015, companies are required to hold a minimum of four Board Meetings annually, with a gap of not more than 120 days between two consecutive meetings. During FY 2025-26, Britannia convened six Board Meetings, with the maximum interval between any two meetings maintained within the prescribed regulatory limit of 120 days.

ESG Governance and Leadership Accountability

Sustainability is integrated into our leadership priorities, with the executive team guiding efforts through clearly defined Key Result Areas (KRAs) aligned to our ESG objectives. These include expanding the use of renewable energy, improving fuel efficiency, enhancing our range of wellness-oriented products, conserving water, and minimizing waste.

Executive leadership compensation is linked to the achievement of these ESG KRAs, ensuring that sustainability performance is a key driver of accountability and remuneration outcomes. As part of this framework, the Chief Manufacturing & Procurement Officer (CMPO) is assigned climate-related KRAs, including reducing power consumption per tonne of product and fuel consumption per tonne of product. Achievement of these targets forms part of the CMPO's annual monetary incentive. These climate-related KRAs are further cascaded to Factory Managers and Maintenance Managers, where achievement against the respective targets also contributes to performance evaluations and monetary incentive outcomes, embedding accountability for energy efficiency across manufacturing operations.

Beyond climate-related metrics, the CMPO is also accountable for other ESG priorities, including water stewardship, waste management and circular economy, employee health and work culture, responsible supply chain, human rights across the value chain, and sustainability performance verification. ESG-linked KRAs are similarly cascaded to relevant teams and functions across the organization and are reflected in employee goal sheets and performance evaluations, where applicable. Progress against ESG KPIs is reviewed by the Board on a quarterly basis, while regular performance reviews at executive, functional and site levels ensure continuous monitoring and accountability throughout the organization.

BIL Executive Leadership	ESG Key Result Areas (KRAs)
Chief Development & Quality Officer	Ingredient Quality and Product Safety, Wellness Product Portfolio, Sustainable Packaging
Chief Manufacturing & Procurement Officer	Waste Management and Circular Economy, Water Stewardship, Energy Management, Employee Health and Work Culture, Responsible Supply Chain, Human Rights across Value Chain, Sustainability Performance Verification
Vice President, Consumer Insight, Media & Competitive Intelligence	Community Health & Nutrition
Vice President, Human Resources	Human Capital Development, Employee Health and Work Culture
Chief Information Officer	Responsible Information Management

Note: Executive leadership positions and ESG KRAs are presented as of 31 March 2026.

More details on BoD and Board Committees available on Annual report 2025-26, Pages 79 to 90.

Code of Conduct

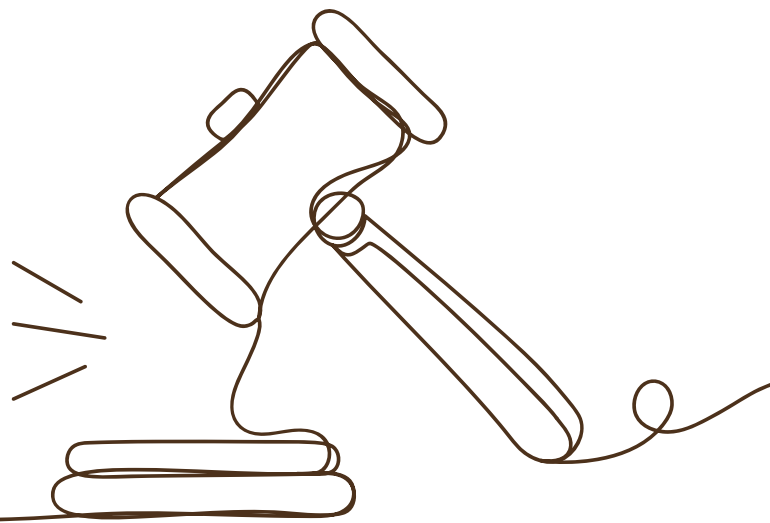
The Britannia Code of Business Conduct sets out the fundamental principles and ethical standards that guide the conduct of our Directors, employees and relevant stakeholders. It defines clear expectations for ethical behaviour, responsible decision-making, compliance with applicable laws and regulations, and accountability across the organisation.

The Code reinforces Britannia's commitment to integrity, transparency and fairness in all business dealings. It serves as a guiding framework for maintaining professional conduct, managing conflicts of interest, protecting stakeholder trust and upholding the Company's values in day-to-day operations. In addition, Britannia has a separate Code of Conduct for Non-Executive and Independent Directors, aligned with applicable SEBI requirements. This Code outlines the standards expected from Board members and reinforces their role in promoting sound corporate governance, independent judgement, fiduciary responsibility and effective oversight.

The Code of Business Conduct is supported by a suite of policies that guide responsible and sustainable business practices across key areas, including nutrition, environment, health and safety, community development, human rights and responsible sourcing. These policies help embed ethical and sustainable practices across our operations and value chain.

Key Policies Supporting the Code of Conduct

- Britannia Nutrition Policy
- ESG Policy
- Environment, Health & Safety (EHS) Policy
- Corporate Social Responsibility (CSR) Policy
- Human Rights Policy
- Sustainable Sourcing Policy



Sustainability Governance Framework

Britannia's sustainability strategy—anchored on four strategic pillars: Growth, Governance, Resources, and People—is overseen by the Company's highest leadership, including the Chairman and the Chief Executive Officer & Managing Director. Operational oversight rests with the Chief Manufacturing & Procurement Officer (CMPO), who is accountable for delivering ESG and climate-related operational KPIs and embedding sustainability across

manufacturing and procurement functions. Governance is further strengthened through a Sustainability Steering Committee, cross-functional working groups, and on-ground implementation teams, which enable effective coordination, monitoring and implementation of sustainability initiatives across the organization. This governance framework ensures alignment between strategic direction and operational execution, with clear roles, responsibilities and accountability at every level.



Risk Management & Oversight

At Britannia, risk management is an integral part of strategic decision-making and business resilience. Operating in a dynamic environment shaped by changing consumer preferences, macroeconomic conditions, evolving regulations, climate-related uncertainties, technological advancements, and cybersecurity risks, the Company follows an enterprise-wide approach to identify, assess, manage, and monitor risks that may impact the achievement of its strategic objectives.

The Company's Risk Assessment and Management Policy provides a structured framework for identifying, analysing, evaluating, prioritizing, and mitigating risks across the organization, including those related to environmental, social, and governance (ESG) matters. Risk identification is embedded within business operations, with Executive Committee (ExCom) members responsible for identifying and monitoring emerging risks within their respective functions, supported by their teams through data collection, impact assessment, and periodic reviews.

Identified risks are documented in a centralized risk register and evaluated based on their potential impact and likelihood of occurrence. A risk heat map is developed to prioritize key risks, enabling focused management attention and resource allocation towards the Company's most significant risks. Appropriate mitigation strategies are defined for each identified risk and are reviewed periodically to ensure their continued effectiveness.

Oversight of the Company's risk landscape rests with the Board-level Risk Management Committee, comprising Independent Directors and members of senior management. The Committee reviews the enterprise risk register, risk heat map, key emerging risks, mitigation plans, and the effectiveness of risk management measures

on a half-yearly basis. The Committee also periodically reviews the Risk Assessment and Management Policy and provides strategic guidance on strengthening the Company's risk management practices.

The Audit Committee complements this oversight by reviewing the adequacy and effectiveness of internal financial controls, the overall risk management process, and the Company's vigil mechanism.

Britannia adopts a prudent approach towards risk management, balancing business growth with effective risk oversight. While strategic and operational risks are managed within acceptable levels in pursuit of business objectives, the Company maintains a low tolerance for risks relating to regulatory non-compliance, ethical misconduct, employee health and safety, food quality and safety, and information security.

Risk awareness is further strengthened by embedding risk management into day-to-day business processes. Risk considerations are integrated into product development, operational planning, compliance processes, and sustainability initiatives. Regular training programmes, including information security awareness modules, support a culture of risk ownership across the organization. Risk management is also reinforced through performance management, with key risk-related indicators forming part of Executive Committee KRAs and incentive structures. These KRAs are cascaded across relevant functions, reinforcing accountability for managing key enterprise risks.

The Company's key enterprise risks are assessed based on their potential impact and likelihood of occurrence. The resulting risk assessment supports prioritization through the risk matrix and informs the Company's mitigation strategies.



Our Pillars of Responsibility

Business Ethics and Culture

At Britannia, ethical conduct and responsible business practices form the foundation of our organisational culture. All employees are expected to uphold the Code of Business Conduct (COBC), act in accordance with our core values, and comply with applicable policies, laws and regulations. The COBC sets clear expectations for integrity, accountability, transparency and professional conduct across the organisation.

Britannia maintains a zero-tolerance approach towards bribery and corruption across its operations and business dealings. Employees and directors are expected to uphold the highest standards of integrity and are prohibited from offering, soliciting or accepting bribes or other improper payments. These expectations apply to interactions with public officials, customers, suppliers and other business partners and are reinforced through the Company's Code of Business Conduct and related governance mechanisms.

To strengthen a culture of openness and accountability, Britannia's Whistle-blower Policy enables employees and other stakeholders to report suspected unethical behaviour, fraud, misconduct, or breaches of the Code of Business Conduct or SEBI Insider Trading Regulations.

Breaches of COBC

Category	FY 2025-26
Discrimination at workplace	NIL
POSH cases	6*
Bribery/corruption	NIL
Customer privacy	NIL
Conflicts of interest	NIL
Money laundering or Insider trading	NIL

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*Of the six cases reported, five pertained to Britannia Industries Limited (BIL) and one pertained to Britannia Bel Foods Private Limited (BBFPL).

Complaints may be submitted confidentially or anonymously to the Ethics Committee or the Chairman of the Audit Committee, without fear of retaliation. This mechanism supports the timely reporting, independent investigation and appropriate resolution of concerns, while reinforcing stakeholder confidence in our governance practices. The Company investigates all reported allegations of bribery, corruption and other ethical misconduct through established governance procedures, with appropriate disciplinary action taken wherever violations are substantiated.

All six reported cases related to sexual harassment were investigated in line with the prescribed POSH procedures and were closed within the reporting period. As part of ongoing prevention and awareness efforts, the Anti-Sexual Harassment (ASH) e-learning module is mandatory for all on-roll employees across locations. Additionally, 23 in-person POSH awareness sessions were conducted by an external expert during the year to reinforce awareness and strengthen compliance, with 732 employees participating.

Britannia also maintained its commitment to ethical business practices, with no fines, penalties or convictions related to corruption or bribery during FY 2025-26.

Strategy and Disclosures

Britannia remains committed to transparent, timely and credible communication of its financial and non-financial performance. Our disclosures are designed to provide stakeholders with a clear view of our sustainability priorities, performance, progress and areas of continued focus. We report our sustainability initiatives and outcomes through multiple channels, including the Annual Sustainability Report, Business Responsibility and Sustainability Report (BRSR), investor presentations and recognised global platforms such as the Access to Nutrition Index.

We continue to enhance our ESG performance and strengthen the quality of our disclosures across leading global sustainability assessments. In CDP 2025, Britannia sustained a 'B' rating in both the Climate Change and Water Security themes, reflecting our continued focus on climate action, responsible water stewardship and environmental transparency.

In the S&P Global Corporate Sustainability Assessment (CSA) 2025, Britannia's score improved from 52 in 2024 to 60 in 2025, representing an 8-point improvement (15.4% increase). This reflects our continued focus on strengthening sustainability performance, governance practices, data quality and ESG disclosures.

Building on our first Task Force on Climate-related Financial Disclosures (TCFD) assessment conducted in FY 2023-24, we remain committed to strengthening our approach to climate risk management. As part of our commitment to continuously strengthen our climate resilience and align with evolving global expectations, we plan to revisit and update our climate risk assessment in FY 2026-2027.

Ingredient Quality & Product Safety

The enduring preference for Britannia's brands and products is built on our unwavering commitment to delivering high-quality, tasty and wholesome offerings to consumers. We recognise that ingredient quality and product safety are fundamental to consumer trust, brand reputation and responsible business conduct.

We adopt a coordinated, end-to-end approach to ensure product safety and quality across the product lifecycle. Our comprehensive Food Safety and Quality Management System guide operational practices and embeds stringent standards, checks and controls from raw material sourcing to manufacturing and distribution. This helps ensure that every product reaching consumers reflects Britannia's commitment to quality, safety and excellence.

To uphold this commitment, we have established robust systems and processes addressing all key aspects of product safety and quality:

1. Prevention of Defective Products:

Britannia has multiple layers of in-line and end-of-line controls to prevent defective products from reaching consumers. These controls help monitor product and packaging quality at different stages of the manufacturing process and support timely corrective action, where required.

Key controls include:

- Online Quality Monitoring System
- Daily Quality Index, covering both qualitative and quantitative product and packaging evaluations
- Finished Goods (FG) Analysis, including analytical and microbiological testing where applicable
- Quality Wall, serving as a final sensory evaluation checkpoint'

As a result of these robust controls, there were zero product recalls and no product quality incidents reported during FY 2025-26.

2. Internal Audits:

We follow a risk-based Corporate Quality Audit system to evaluate our manufacturing units, vendor facilities, and warehouses. These audits help assess alignment with Britannia's food safety and quality protocols, identify areas for improvement and reinforce consistent implementation of quality standards across the value chain.

3. External Certifications & Compliance:

All Britannia-owned manufacturing units are certified to FSSC/ISO 22000 standards and comply with FSSAI Schedule IV requirements. These certifications and compliance practices demonstrate our adherence to recognised food safety and quality management requirements.

4. Quality Performance & Continuous Improvement:

Britannia has established internally defined quantitative targets to monitor and improve product quality performance. We continue to strengthen quality assurance through structured reviews, performance tracking and continuous improvement initiatives. Where appropriate, we integrate emerging and advanced technologies to enhance quality assurance processes, improve monitoring and support consistent product quality across operations. For example, automated defect detection systems on biscuit production lines identify and segregate products that do not meet predefined quality specifications, such as size or baking parameters.

5. Supplier Quality Assurance:

Product quality begins with responsible and reliable sourcing. Britannia has established a robust Supplier Approval and Performance Monitoring Programme to ensure that ingredients are sourced from suppliers who

consistently meet our stringent quality, food safety, regulatory and Quality Management System requirements. The programme is complemented by periodic supplier training on critical quality parameters and food safety requirements, enabling suppliers to continually strengthen their understanding of Britannia's quality expectations and support consistent quality across the supply chain.

6. Internal Training Programs:

Employee capability building is an integral part of Britannia's Quality Management System. Manufacturing sites conduct regular induction and refresher training, while the Corporate Quality team leads structured sessions on Good Manufacturing Practices (GMP), food safety, quality systems and laboratory protocols. Through these continuous training interventions, employees remain updated on evolving quality standards, regulatory requirements and industry best practices, fostering a culture of quality, compliance, ownership and continuous improvement across operations.

7. Consumer Complaint Mechanism:

We maintain open & accessible channels for consumer feedback. Every Britannia product pack includes two toll-free helpline numbers, a postal address, and an email ID to facilitate grievance redressal and ensure rapid response and resolution. These channels support timely response, effective grievance handling and continuous learning from consumer feedback, further strengthening our product quality and consumer trust.

Leadership Development

At Britannia, we place strong emphasis on developing leadership capability from within the organisation. We invest in nurturing internal talent from early career stages and provide employees with structured opportunities to build skills, expand responsibilities and grow professionally within the Company.

Our leadership development approach is designed to support employees at different stages of their career journey. Through targeted capability-building and leadership programmes, we aim to prepare high-potential talent for future roles and strengthen the leadership pipeline required to deliver our organisational priorities.

We offer four distinct development programmes tailored to various career levels:

- **LEAP (Leadership Excellence Accelerates Program):** For officers transitioning into managerial roles
- **STEP (Sustainable Leadership Development Program):** For employees stepping into Manager of Managers roles
- **ASPIRE:** For mid-managers transitioning into leadership roles

- **Leadership Development Program:** For identified leaders being prepared for top management positions

In FY 2025–26, we identified 46 high-potential employees across different levels to participate in these programmes. These initiatives are designed to help participants build the capabilities required to take on broader responsibilities and critical roles in support of Britannia's organisational objectives.

Our senior management includes individuals who have spent significant portions of their careers with the Company. Their continued growth and leadership reflect Britannia's commitment to nurturing internal talent, strengthening leadership excellence and embedding our values through decisions and actions.

Ethical Labelling, Marketing and Influence

At Britannia, responsible marketing and transparent product labelling are integral to our commitment to helping consumers make informed choices. We strive to provide accurate, relevant and accessible information across our product packaging and marketing communications, while ensuring compliance with applicable regulatory requirements.

All our product packaging adheres to relevant local and international requirements, including the Food Safety and Standards Regulations of India, Codex Guidelines and applicable country-specific regulations. Our marketing communications are also aligned with the guidelines issued by the Advertising Standards Council of India (ASCI).

We have implemented a company-specific health and nutrition labelling scheme across 100% of our product lines. This includes both front-of-pack and back-of-pack labelling, covering a uniform list of ingredients, Guideline Daily Amounts (GDA)/Reference Intake values, and detailed macro- and micronutrient information. Nutrient levels are benchmarked against the National Institute of Nutrition (NIN) Recommended Dietary Allowances (RDA), with the percentage contribution per serving clearly disclosed on pack.



Beyond statutory labelling requirements, Britannia also provides voluntary on-pack disclosures to enhance transparency. Where applicable, our packaging includes information on Monounsaturated Fats (MUFA), Polyunsaturated Fats (PUFA), cholesterol and allergens, enabling consumers to better understand the nutritional attributes of our products.

We have established defined guardrails for health claims made on product packs and in marketing communications. These claims are reviewed annually to ensure continued compliance with applicable legal frameworks and scientific substantiation requirements. Any changes identified through this review process are duly implemented.

To further promote environmental awareness, 100% of our packaging displays the recycle symbol, resin identification code and the 'Keep Your City Clean' logo.

During the reporting period, there were zero incidents of non-compliance concerning product and service information, labelling and marketing communications.

Data Security and Privacy

In a digitally connected world, Britannia Industries handles significant volumes of information relating to its customers, employees, vendors and other stakeholders. Recognizing the growing risks associated with cyber threats and data breaches, Britannia continually invests in strengthening its information security systems, technologies and governance practices to safeguard the confidentiality, integrity and availability of information across its operations. The Company's Information Security Policy establishes clear responsibilities for employees and relevant third parties in protecting information assets, while promoting continuous monitoring of emerging cyber threats and timely response to security incidents.

Britannia ensures compliance with applicable legal and regulatory requirements relating to data protection, which are embedded into its business processes. Data collected through the Company's corporate website is obtained solely on a voluntary basis to respond to service enquiries or carry out promotional activities. Access to such information is restricted to authorized personnel, and stringent internal protocols govern its use and confidentiality. While cookies are used to analyse website traffic, personally identifiable information is neither used for any other purpose nor cross-referenced without explicit consent.

The Company has established a formal Information Security Incident Management framework comprising

defined procedures for incident reporting, response, escalation and resolution. Employees, contractors and third-party personnel are required to promptly report information security incidents and suspected vulnerabilities through designated reporting channels, enabling timely corrective action and continuous improvement. To further strengthen data protection, Data Leak Prevention (DLP) controls have been implemented across selected business functions to reduce the risk of unauthorized disclosure of sensitive information.

Britannia has also established a Business Continuity Management framework that integrates information security into business continuity planning. The framework is designed to protect critical business processes from disruptions, assess information security risks and support the timely recovery of critical information assets and systems.

The Company's Information Technology (IT) infrastructure and Information Security Management System (ISMS) undergo internal and independent external audits once every three years to evaluate the effectiveness of information security controls. The latest independent external audit was conducted by BDO India LLP during FY 2025-26. In addition, Britannia's cybersecurity service provider, DXC, conducts quarterly vulnerability assessments and simulated cyber-attack exercises, manages firewall protection, continuously monitors real-time cyber threats through its central cybersecurity team, and leads incident response activities in the event of information security incidents.

To strengthen organisational readiness, Britannia conducts regular information security awareness programmes for employees across all levels. A mandatory e-learning module on information security is assigned annually to all on-roll employees to reinforce key cybersecurity practices and organisational requirements. In addition, the IT Security team conducts monthly phishing simulation exercises to help employees identify, respond to and report suspicious emails, thereby strengthening cyber awareness and resilience. Oversight of data privacy and cybersecurity is provided by the Board-level Risk Management Committee (RMC), which periodically reviews information security policies and performance. The Chief Information Officer (CIO) is responsible for implementing the Company's information security programme and ensuring continued alignment with evolving cyber risks and industry best practices. Britannia continuously monitors information security incidents through its governance processes, and no reportable data breaches were recorded during FY 2025–26.





Our focus remains on building a resilient business that can respond effectively to evolving consumer preferences, competitive market conditions, inflationary pressures and emerging sustainability expectations.

GROWTH

Economic performance

At Britannia, economic performance is central to our ability to create sustained value for our stakeholders and support responsible business growth. Our focus remains on building a resilient business that can respond effectively to evolving consumer preferences, competitive market conditions, inflationary pressures and emerging sustainability expectations. By strengthening our core business, expanding into growth opportunities and maintaining financial discipline, we aim to deliver consistent performance while investing in capabilities that support our long-term strategic priorities.

governance, and data-driven decision-making, enabling us to unlock new growth opportunities while reinforcing our financial foundations. We continue to make strategic investments in expanding our portfolio by entering new categories, launching wholesome products, and adopting advanced technology solutions to enhance operational efficiency and financial performance. These efforts support our continued focus on resilient growth and long-term value creation.

For detailed insights into our financial results and strategic performance, please refer to our Annual Report 2025-26.

Our approach integrates forward-looking strategies, robust risk

Economic value Generated, Distributed, and Retained for FY 2025-26

Component	Monetary Unit	Value (FY 2025-26)
Economic Value Generated		
a) Revenues	INR Crore	19,375.62
Economic Value Distributed		
a) Operating Costs	INR Crore	15,065.40
b) Employee wages and benefits	INR Crore	823.80
c) Payment to providers of capital	INR Crore	1,919.27
d) Payments to governments	INR Crore	821.74
e) Community Investments	INR Crore	54.79
Economic Value Retained	INR Crore	690.62

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Note: Consolidated figures for FY 2025-26

Collaborations and Memberships

At Britannia, we recognize the importance of active participation in industry associations and memberships as a means to drive collective progress, responsible business practices and collective growth. These affiliations serve as valuable platforms for knowledge sharing, innovation, and navigating industry-wide challenges.

We are committed to engaging in policy advocacy with integrity, responsibility, credibility and transparency. Our participation helps us stay informed on emerging trends, evolving regulatory expectations and industry-wide challenges, while contributing to discussions that support sustainable and inclusive growth.

To ensure effective governance, we maintain a centralized record of all trade association memberships, detailing their

purpose, our representatives, associated fees, and the benefits derived. These memberships and affiliations are periodically reviewed to ensure their continued relevance with our strategic priorities and continue to deliver value to the business and its stakeholders.

In FY 2025-26, we did not make any direct or indirect contributions to political parties, lobbying efforts, or interest representations. We do, however, support select initiatives through sponsorships that align with our business values, strategic priorities and areas of interest. Such sponsorships are undertaken through established internal governance and approval processes to ensure transparency and alignment with the Company's values and applicable requirements.



Below is the list of industry associations we were members of during FY 2025-26:

Name of the Trade Association/Industry Chamber	Membership fees (INR)
Federation of Indian Export	33,040
Sidcul Entrepreneur Welfare Society	25,000
All India Bread Manufacturers Association	30,000
Confederation of Indian Industry	4,92,591
The Associated Chambers of Commerce and Industry of India (ASSOCHAM)	1,77,000
Ranjangaon Industries Association	60,000
Federation of Indian Chambers of Commerce & Industry (FICCI)	1,77,000
Karnataka Employers Association	10,000
The Bengal Chamber of Commerce & Industry	88,500
The Madras Chamber of Commerce & Industry	14,160
TOTAL	10,47,291

Customer-centric and Trusted Brand

For over a century, Britannia has built its legacy on a steadfast commitment to product quality, food safety and consumer trust. Our focus on delivering safe, high-quality and enjoyable products has enabled us to become a part of millions of households across the country. This enduring commitment continues to guide our approach to innovation, quality assurance and consumer satisfaction, as we strive to consistently meet and exceed evolving consumer expectations.

Customer service at Britannia is supported by a dedicated Consumer Care Cell, which enables timely, accessible and effective resolution of consumer feedback and grievances. Consumers can connect with us through multiple channels, including two dedicated toll-free helpline numbers, email, an online complaint form available on the Britannia website, and postal communication. Where necessary, our Consumer Care team also facilitates in-person interactions to support effective resolution and enhance the consumer experience.

The Consumer Care Cell operates in accordance with Britannia's Quality Management Guidelines for Complaints

Handling and is certified under ISO 10002:2018 for Customer Satisfaction and Complaint Handling. Following complaint registration, consumers receive an automated acknowledgement with a complaint reference number via SMS. Complaints are then routed to the relevant teams through an automated notification system for timely investigation and resolution, with internal service standards and regular stakeholder updates ensuring effective closure.

Consumer feedback plays an important role in our continuous improvement journey. Feedback received through various channels is systematically shared with the relevant functions to support corrective actions, product quality improvements and service enhancements.

Consumer Satisfaction Surveys are periodically conducted to assess the effectiveness of the complaint resolution process and identify opportunities for continuous improvement. Over the past five years, results have consistently shown high levels of consumer satisfaction, with approximately 99% of respondents expressing satisfaction with the service provided. We aim to maintain and exceed this benchmark in the years ahead.

Wellness Product Portfolio

Aligned with the Food Safety and Standards Authority of India’s (FSSAI) Eat Right India initiative, Britannia continues to strengthen the nutritional profile of its product portfolio. We use an internal nutritional profiling system, aligned with recognized health and nutrition benchmarks, to guide product innovation and reformulation.

Britannia continues to invest in research and development to enhance the wholesomeness, safety and nutritional profile of its products. Dedicated Health & Wellness and Nutrition teams work closely with product development teams to drive innovation and reformulation across bakery, dairy and adjacent product categories. These teams monitor and validate nutrition-focused projects, enabling the development of products that respond to evolving consumer wellness preferences while maintaining product quality and taste.

Our research and development efforts focus on continuously improving product formulations through targeted interventions to reduce sugar and sodium levels, increase the use of whole grains, and explore the replacement of selected artificial flavors, synthetic colors and preservatives with natural or nature-identical alternatives across identified product categories, where technically feasible.

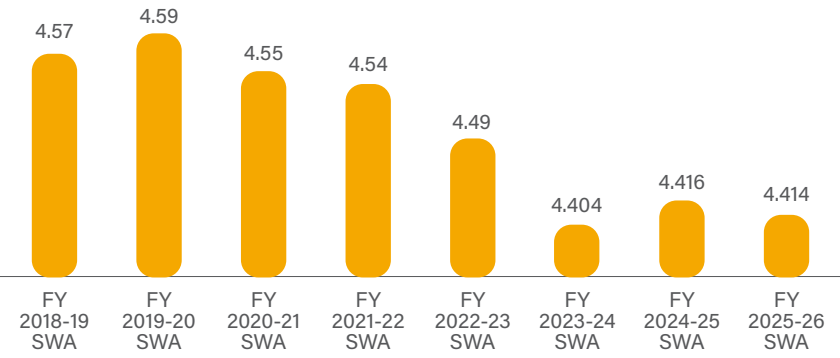
During FY 2025–26, we continued reformulation across multiple product categories. Illustrative examples include reformulating Bourbon and selected NutriChoice Oats & Millets variants to reduce sugar content, and Tiger Coconut and selected

NutriChoice Oats & Millets variants to reduce sodium content, while maintaining the taste and quality expected by consumers.

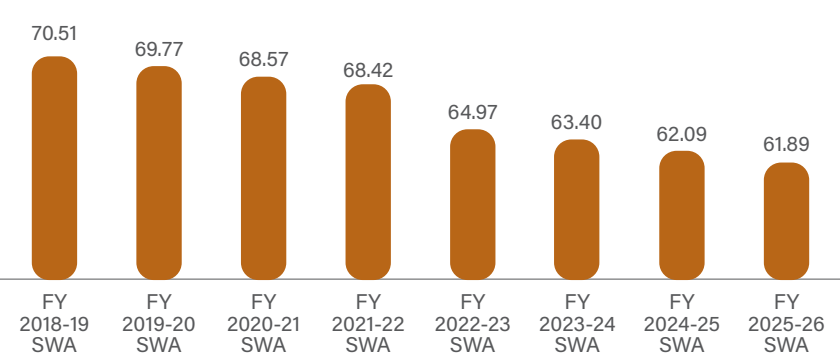
In FY 2025–26, compared to the FY 2018–19 baseline, our products

contained 3.50% less sugar, 12.23% lower sodium and 269.47% higher whole grain content, reflecting our ongoing commitment to offering wholesome products that align with evolving consumer wellness expectations.

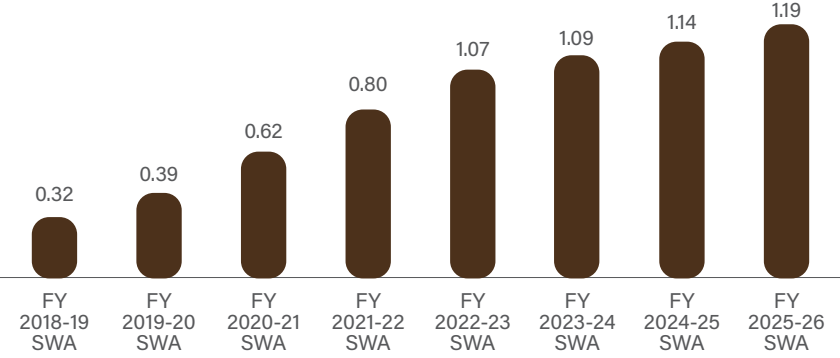
Sugar per serving of product (g)



Sodium per serving of product (mg)



Whole grain per serving of product (g)



Parameter	FY 2025-26 vs FY2024-25
YoY change in sugar per serving of product	0.058% ↓
YoY change in sodium per serving of product	0.315% ↓
YoY change in whole grain per serving of product	4.322% ↑

●●● Note: The above numbers are calculated basis the consolidated sales volume of Britannia, limited to the Indian market. SWA stands for Sales Weighted Average.

NutriChoice: Wholesome Product Innovation

The NutriChoice portfolio reflects Britannia's continued investment in research and development to create products with enhanced nutritional attributes. Through ingredient innovation and reformulation, the portfolio incorporates whole grains, millets, seeds and other wholesome ingredients to meet evolving consumer wellness preferences.

Representative product	Innovation highlights
NutriChoice Advanced Oats & Ragi Cookies	Made with atta, oats, ragi and millets; high in dietary fibre and low glycaemic index (GI); enriched with 10 vitamins, zinc and chromium.
NutriChoice Millets	Delivers the goodness of millets and is free from palm oil, added sugar, and trans fat.
NutriChoice Seeds	Contains a blend of flaxseed, sunflower, chia, pumpkin and watermelon seeds, reflecting Britannia's focus on ingredient innovation.





PEOPLE



Our people are the foundation of our growth and the driving force behind our vision of becoming a Responsible Global Total Foods Company.

At Britannia, our people are the foundation of our growth and the driving force behind our vision of becoming a Responsible Global Total Foods Company. Our purpose of delivering products filled with “exciting goodness” throughout the day is brought to life by Britanniains across functions, locations and markets, who demonstrate commitment, ownership, integrity and a shared passion for excellence. As we continue to grow, we remain committed to fostering an inclusive, empowering and future-ready workplace where our people can thrive and contribute to long-term value creation.

respected, valued and empowered to succeed.

Employee well-being, health and safety remain integral to our sustainability agenda. We are committed to providing a safe, healthy and supportive work environment, underpinned by robust safety practices, wellness initiatives and fair employment practices. Guided by our Human Rights Policy and Code of Business Conduct, we uphold the principles of dignity, respect, inclusion and zero tolerance towards discrimination, harassment, child labour, forced labour and other unethical practices.

Our people strategy focuses on attracting, developing and retaining talent while fostering a culture of collaboration, innovation and continuous learning. Through structured capability-building programmes, leadership development initiatives and employee engagement efforts, we equip our workforce with the skills and opportunities needed to grow alongside the business. We also promote diversity, equity and inclusion by providing equal opportunities and creating a workplace where every individual is

Our responsibility towards people extends beyond our workforce to the communities in which we operate. Through initiatives focused on nutrition, education, healthcare, livelihood enhancement and environmental awareness, we strive to create meaningful and lasting social impact. By investing in our people and communities, Britannia continues to strengthen its culture of care, inclusivity and shared value, supporting responsible and sustainable growth.

Key highlights:

44.74%

Gender diversity among workmen cadre across factories

6.29 hours

Average training hours per FTE employee
↑ 65.1% over the last three years

19 of 20

Owned manufacturing sites ISO 45001:2018 certified

Zero

Fatalities
↑ TRAFR improved from 0.33 to 0.28

INR 54.79 cr

CSR investment¹

5,10,025

Beneficiaries reached through Britannia Nutrition Foundation programs²
↑ 67%

3,52,579

Beneficiaries reached through Sir Ness Wadia Foundation initiatives³

Consolidated figures

Direct beneficiaries only

Direct and indirect beneficiaries

Note: Unless otherwise stated, all metrics relate to Britannia's India operations. ↑ and ↓ indicate year-on-year change compared to FY 2024–25.

Human Resources

Management Approach

At Britannia, our people are at the heart of our success. Guided by the belief that “Britannia is always about Britanni-ans,” we are committed to creating an inclusive, empowering and growth-oriented workplace where employees are supported to realise their potential and contribute to the Company’s long-term success.

Our Employee Value Proposition, “Making TINGs happen,” reflects the energy, creativity and ownership

that define the Britannia culture. It encourages employees to pursue meaningful opportunities, collaborate across teams and contribute to our vision of becoming a Responsible Global Total Foods Company.

Britannia’s Human Resources framework is built around four pillars—IgniTING, InviTING, RespecTING and CreaTING—which guide our approach to talent development, inclusion, employee engagement and workplace culture. Together, these pillars support individual growth, encourage

diverse perspectives and foster an environment where employees feel valued, respected and empowered.

Through this framework, Britannia focuses on attracting, developing and retaining talent while strengthening employee engagement, well-being, occupational health and safety, and continuous learning. By aligning our people practices with business priorities, we aim to build a resilient and future-ready workforce that supports responsible growth and long-term value creation.

Inviting

Come Home to Britannia:

A welcoming culture and warm professionalism

Igniting

Building Enriching Careers:

Learning and Development Programs, Innovation and Resourcefulness by doing more with less, Rewards and Recognition

Respecting

Do the Right Thing:

Uncompromised integrity and ethics, platforms for employees to speak up

Creating

Building Enriching Careers:

People philosophy of Britannia for Britanni-ans

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Employment Practices and Engagement

Britannia is committed to attracting, developing and retaining talent that supports the Company’s long-term business objectives. Our employment practices are guided by the principles of fairness, equal opportunity and merit, enabling us to build a diverse, capable and engaged workforce across our operations.

We strive to create a workplace where employees feel respected, valued and empowered to contribute their best. Through structured talent management, learning and development programs, performance management processes and employee engagement initiatives, we support employees in building meaningful careers while strengthening organizational capability.

Employee engagement is fostered through transparent communication, recognition programs, feedback

Region	Male	Female	Total Employees
India	2,558	399	2,957
Nepal	33	2	35
International operations	63	7	70
Total	2,654	408	3,062

●●●
Note: Figures reported include only on-roll employees and exclude workers.

New Hires by Age

India Operations

In FY 2025-26, our India operations filled a total of 709 open positions, comprising 652 new hires and 57 internal role movements. Internal movements accounted for 8.04% of the total positions filled, reflecting our continued focus on nurturing internal talent and supporting career progression in alignment with the organization’s long-term aspirations.

The average cost of hiring per Full-Time Employee (FTE) during the year stood at INR 1,43,053. This figure includes expenses such as background verification, employee relocation (covering hiring charges, hotel accommodations, and transportation of personal belongings), recruitment consultant fees, internal recruiter costs, employee referral bonuses, pre-employment medical checks, and recruitment portal setup charges.

Age category (Years)	New Employee Hires		
	FY 2023-24	FY 2024-25	FY 2025-26
< 30	246	301	264
30 – 50	398	451	386
> 50	3	8	2

mechanisms and opportunities for collaboration across functions. By encouraging participation, ownership and continuous learning, Britannia seeks to create a workplace where employees remain motivated, connected to the organization’s purpose and equipped to contribute to responsible and sustainable growth.

Our Employees

Our people are central to Britannia’s growth, resilience and continued success. As of 31 March 2026, Britannia employed 3,062 professionals across its India, Nepal and International Operations. Our workforce supports a wide range of functions, including manufacturing, supply chain, sales, distribution, quality, research and development, and corporate operations, enabling us to consistently deliver quality products to consumers. We continue to build a diverse and capable workforce that supports operational excellence and our long-term business objectives.

International Operations

Age category (Years)	New Employee Hires		
	FY 2023-24	FY 2024-25	FY 2025-26
< 30	4	4	0
30 – 50	2	3	6
> 50	2	0	0

Nepal factory

Age category (Years)	New Employee Hires		
	FY 2023-24	FY 2024-25	FY 2025-26
< 30	3	2	3
30 – 50	4	3	2
> 50	0	0	0

New Hires by gender

The table below presents the gender-wise distribution of new hires across Britannia’s India operations, Nepal factory, and international operations for the reporting year.

India Operations

Gender	New Employee Hires		
	FY 2023-24	FY 2024-25	FY 2025-26
Male	555	647	550
Female	92	113	102

International Operations

Gender	New Employee Hires		
	FY 2023-24	FY 2024-25	FY 2025-26
Male	7	6	5
Female	1	1	1

Nepal Factory

Gender	New Employee Hires		
	FY 2023-24	FY 2024-25	FY 2025-26
Male	6	5	4
Female	1	0	1

New Hires by Region

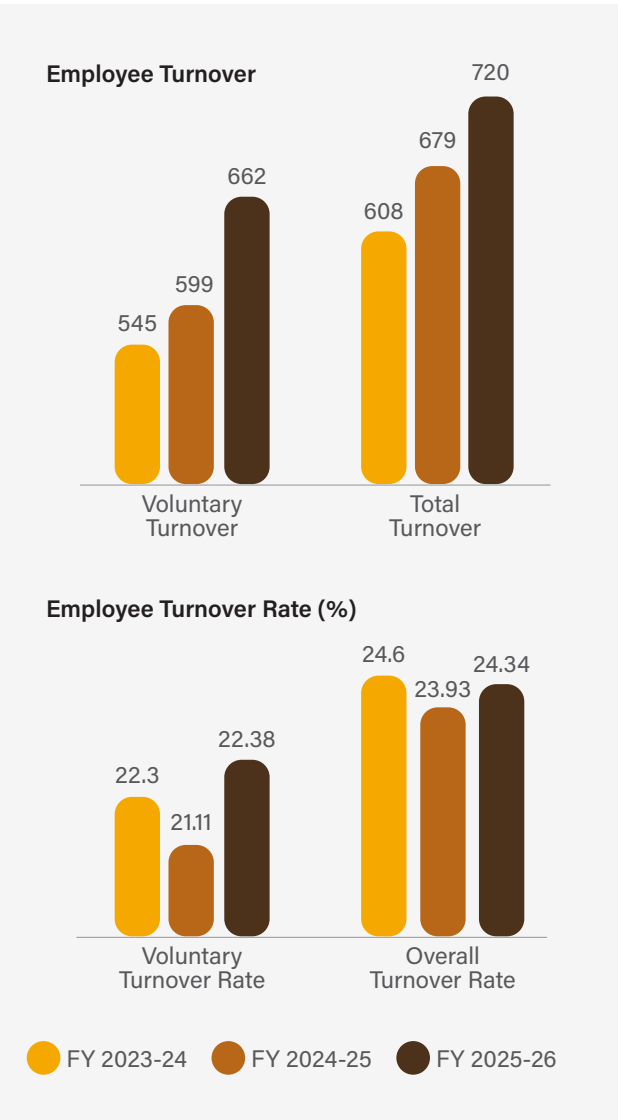
Region	New hires by Region		
	FY 2023-24	FY 2024-25	FY 2025-26
Central	34	36	35
East	56	86	72
Executive Office (EO)	124	132	114
North 1	57	72	72
North 2	57	44	34
South 1	48	63	53
South 2	102	102	120
West	169	225	152
Middle East	8	7	6
Nepal	7	5	5
Total	662	772	663

●●●
Note: New hire numbers reported in this section include only on-roll employees and exclude workers.

Employee Turnover

Britannia monitors employee turnover to understand workforce trends and support effective talent management. Monitoring voluntary and overall turnover helps us assess workforce stability, plan talent requirements and strengthen employee engagement and development initiatives.

Our focus remains on creating an inclusive and engaging workplace that offers meaningful career opportunities, continuous learning and professional growth. Through these efforts, we aim to retain talent, support business continuity and build a capable workforce aligned with our long-term business objectives



Overall employee turnover rate remained broadly stable over the last three years, reflecting a consistent workforce profile across the organisation. Britannia continues to strengthen employee engagement, learning and career development initiatives to support long-term employee retention and organisational capability.

Turnover by age

India Operations

Age category (Years)	Employee turnover		
	FY 2023-24	FY 2024-25	FY 2025-26
< 30	167	156	176
30 - 50	405	494	537
> 50	36	29	7

International Operations

Age category (Years)	Employee turnover		
	FY 2023-24	FY 2024-25	FY 2025-26
< 30	2	2	1
30 - 50	2	3	4
> 50	1	2	3

Nepal factory

Age category (Years)	Employee turnover		
	FY 2023-24	FY 2024-25	FY 2025-26
< 30	1	1	0
30 - 50	4	5	7
> 50	2	0	0

Turnover by gender

India Operations

Gender	Employee turnover		
	FY 2023-24	FY 2024-25	FY 2025-26
Male	546	575	631
Female	62	104	89

International Operations

Gender	Employee turnover		
	FY 2023-24	FY 2024-25	FY 2025-26
Male	5	7	7
Female	0	0	1

Nepal factory

Gender	Employee turnover		
	FY 2023-24	FY 2024-25	FY 2025-26
Male	6	6	6
Female	1	0	1

Turnover by region

Region	Employee turnover		
	FY 2023-24	FY 2024-25	FY 2025-26
Central	34	34	37
East	72	92	77
Executive Office (EO)	95	98	109
North 1	66	74	65
North 2	53	46	56
South 1	52	57	54
South 2	73	120	124
West	163	158	198
Middle East	5	7	8
Nepal	7	6	7
Total	620	692	735

Turnover rate by Age

India Operations

Age category (Years)	Total employee turnover rate	
	FY 2024-25	FY 2025-26
< 30	26.67%	27.80%
30 - 50	24.16%	25.40%
> 50	14.01%	3.33%

Turnover rate by Gender

India Operations

Gender	Total employee turnover rate	
	FY 2024-25	FY 2025-26
Male	23.23%	24.67%
Female	28.77%	22.31%

●●● Note: Turnover numbers reported in this section include only on-roll employees and exclude workers. Turnover figures exclude retirements and deaths.

Parity in remuneration

Britannia is committed to providing fair and equitable remuneration practices that support an inclusive and merit-based workplace. Compensation decisions are guided by objective factors, including role requirements, educational qualifications, relevant experience, skills, performance and tenure within the organization. By applying consistent remuneration practices, we seek to ensure that employees are rewarded fairly while supporting a culture of inclusion, meritocracy and equal opportunity.

India Operations

Employee Level	Average Women's Salary (INR)	Average Men's Salary (INR)
Executive level (base salary only)	25,57,104	48,06,531
Executive level (base salary + other cash incentives)	1,23,92,893	2,45,32,856
Management level (base salary only)	10,90,660	11,55,056
Management level (base salary + other cash incentives)	36,23,469	39,08,812
Non-management level (base salary only)	2,92,867	3,81,733



International Operations

Employee Level	Average Women's Salary (AED)	Average Men's Salary (AED)
Executive level (base salary only)	-	-
Executive level (base salary + other cash incentives)	-	-
Management level (base salary only)	7,113	9,778
Management level (base salary + other cash incentives)	10,762	16,632
Non-management level (base salary only)	-	-

Nepal Factory

Employee Level	Average Women's Salary (NPR)	Average Men's Salary (NPR)
Executive level (base salary only)	-	-
Executive level (base salary + other cash incentives)	-	-
Management level (base salary only)	-	14,76,095
Management level (base salary + other cash incentives)	-	53,05,106
Non-management level (base salary only)	1,68,708	3,54,380

●●● Note: The remuneration figures reported cover only on-roll employees and exclude workers. At our international operations, there are no employees at the Executive and Non-Management Levels. At the Nepal factory, there are no employees at the Executive Level and no female employees at the Management Level.

Gender Pay and Bonus Gap

Britannia monitors gender pay and bonus gaps across its India, Nepal and International Operations as part of its commitment to fair and equitable remuneration practices. These indicators provide insights into the overall distribution of remuneration across the workforce and support ongoing efforts to strengthen diversity, inclusion and equitable employment practices. The reported gender pay gap reflects the overall composition of the workforce across different organizational levels, roles and experience profiles, and should not be interpreted as unequal pay for equal work.

India Operations

Indicator	Gender pay gap between male and female employees (%)		
	FY 2023-24	FY 2024-25	FY 2025-26
Mean gender pay gap	85%	78%	78%
Median gender pay gap	76%	74%	69%
Mean bonus gap	79%	63%	97%
Median bonus gap	94%	37%	166%

International Operations

Indicator	Gender pay gap between male and female employees (%)		
	FY 2023-24	FY 2024-25	FY 2025-26
Mean gender pay gap	23%	21%	27%
Median gender pay gap	8%	12%	20%
Mean bonus gap	26%	34%	60%
Median bonus gap	37%	60%	89%

Nepal Factory

Indicator	Gender pay gap between male and female employees (%)		
	FY 2023-24	FY 2024-25	FY 2025-26
Mean gender pay gap	34%	46%	33%
Median gender pay gap	58%	68%	57%
Mean bonus gap	-	-	-
Median bonus gap	-	-	-

●●● Note: Gender pay gap data includes only on-roll employees and excludes workers. The Nepal Operations do not have an Annual Performance Bonus structure.

Workforce Composition and Diversity

Britannia monitors key workforce composition and diversity indicators across its India, Nepal and International Operations to support inclusive workforce planning and talent management. The following tables present the distribution of full-time employees by age group and disability status over the last three years.

India Operations

Diversity Indicator	Percentage of Full-Time Employee (FTE)		
	FY 2023-24	FY 2024-25	FY 2025-26
People with disability	<1%	<1%	<1%
< 30 years old	20.6%	20.86%	21.41%
30-50 years old	73.2%	72.04%	71.49%
> 50 years old	6.2%	7.10%	7.10%

International Operations

Diversity Indicator	Percentage of Full-Time Employee (FTE)		
	FY 2023-24	FY 2024-25	FY 2025-26
People with disability	0%	0%	0%
< 30 years old	8.00%	11.11%	8.57%
30-50 years old	64.00%	61.11%	67.14%
> 50 years old	28.00%	27.78%	24.29%

Nepal Factory

Diversity Indicator	Percentage of Full-Time Employee (FTE)		
	FY 2023-24	FY 2024-25	FY 2025-26
People with disability	<1%	<1%	<1%
< 30 years old	27.80%	25.000%	28.57%
30-50 years old	66.70%	66.67%	62.86%
> 50 years old	5.60%	8.33%	8.57%

●●● Note: Diversity indicators are only for on-roll employees and exclude workers.



Employee Benefits

Britannia offers a range of financial and non-financial benefits to support employee well-being, work-life balance and long-term engagement. These benefits are designed to meet the diverse needs of our workforce, including permanent, temporary and part-time employees, while aligning with applicable statutory requirements and industry practices.

For permanent employees, the Company offers benefits such as maternity and paternity leave, work-from-home arrangements, medical, life and personal accident insurance coverage, employee assistance programmes, parental health insurance, annual health check-ups, volunteering leave, gratuity, annual airfare support and other employee well-being initiatives. The availability of specific benefits varies across geographies, in line with local regulations and business requirements.

Further details on employee well-being initiatives are provided in the Employee Well-being section (Page 80).

Parental leave

At Britannia Industries, we recognise that welcoming a child is an important milestone in an employee's life. We are committed to creating a workplace that supports employees during this transition and enables them to balance their personal and professional responsibilities with confidence.

Our parental leave framework includes maternity and paternity leave, supporting both women and men as they take on caregiving responsibilities. We also support a smooth return to work following parental leave helping employees reintegrate into their roles while balancing new family responsibilities.

Through these measures, Britannia aims to strengthen a family-friendly and inclusive workplace, where employees feel supported during key life stages. This approach reflects the Company's continued focus on employee well-being, work-life balance and long-term engagement.

Employees who availed parental leave and returned to work in FY 2025-26

Britannia monitors employee return-to-work and retention following parental leave to assess the effectiveness of its parental support practices and foster an inclusive workplace for caregivers.

India Operations

Indicator	Males	Females
Total employees entitled to Parental Leave	100%	100%
Total employees who took parental leave in FY 2025-26	115	13
Total employees that returned to work in the reporting period after parental leave ended	102	12
*Number of employees returned to work after parental leave ended, who were still employed twelve months after their return to work	45	9

In India Operations, the employee return-to-work rate following parental leave was 89.06%, comprising 88.70% for male employees and 92.31% for female employees. The corresponding employee retention rate was 62.79%, including 60.81% for male employees and 75.00% for female employees.

International Operations

Indicator	Males	Females
Total employees entitled to Parental Leave	100%	100%
Total employees who took parental leave in FY 2025-26	3	0
Total employees that returned to work in the reporting period after parental leave ended	3	0
*Number of employees returned to work after parental leave ended, who were still employed twelve months after their return to work	2	2

Nepal Operations

Indicator	Males	Females
Total employees entitled to Parental Leave	100%	100%
Total employees who took parental leave in FY 2025-26	1	0
Total employees that returned to work in the reporting period after parental leave ended	1	0
*Number of employees returned to work after parental leave ended, who were still employed twelve months after their return to work	1	0

In International Operations and Nepal Operations, both the employee return-to-work rate and employee retention rate following parental leave were 100% during the reporting period.

●●●
 Note: Parental leave data presented in this section is only for on-roll employees and exclude workers.

* This metric represents the number of employees who returned from parental leave and remained employed for 12 months after returning to work. It is calculated based on employees who returned from parental leave during the previous financial year.



Learning and Development

Britannia Industries places a strong emphasis on developing internal talent as a key driver of long-term success. The company believes that continuous learning and skill enhancement are critical not only for individual growth but also for organizational resilience in a rapidly evolving business environment. Learning and development priorities are identified through periodic training needs assessments conducted across functions, ensuring that capability-building initiatives remain aligned with evolving business requirements.

To foster a culture of learning, Britannia offers structured development programmes tailored to diverse roles, career stages, and capability requirements across the organization. These initiatives are delivered through a robust Learning Management System (LMS) and complemented by on-the-job training, leadership coaching, mentoring, and cross-functional learning opportunities. Our employee development approach combines individual learning, one-on-one coaching, group coaching interventions, and team-based learning to support

continuous capability building. Through a dedicated platform, managers engage in discussions on people management practices and share experiences and best practices, fostering peer learning and collaborative development across the organization. Training programmes cover leadership, technical, functional, digital and behavioural competencies, equipping employees with the capabilities needed to perform effectively in their current roles while preparing them for future opportunities.

Key Training Areas by Employee Category

Senior Management
(General Manager & Above)

Leadership and mentoring, culture building, digital commerce

Middle Management
(Senior Manager to Deputy General Manager)

Digital marketing, financial acumen, conflict management, regulatory developments, process improvement, data and analytical skills

Junior Management
(Assistant Manager, Deputy Manager & Manager)

Leadership development, diversity and inclusion, collaboration, commercial and financial acumen, digital capabilities, interpersonal effectiveness

Staff
(All Executives, Assistants & Trainees)

Functional and technical skills, continuous improvement (Kaizen), communication, productivity enhancement, workplace effectiveness, digital productivity tools

Average training hours per full-time equivalent (FTE) employee increased by 65.1% over the last three years, from 3.81 hours in FY 2023-24 to 6.29 hours in FY 2025-26. During the same period, average training hours for female

employees increased by 92.0% (from 4.61 to 8.85 hours), compared to a 59.5% increase for male employees (from 3.70 to 5.90 hours), demonstrating enhanced learning and development opportunities across the workforce.

Description	Unit	FY 2023-24	FY 2024-25	FY 2025-26
Employee Categories	Hours of training by employee category			
Senior Management (General Manager & Above)	No of participants	3	54	21
	Hours	59	698	224
Middle Management (Senior Manager to Deputy General Manager)	No of participants	130	268	175
	Hours	1,614	3,330	2,397
Junior Management (Assistant Manager, Deputy Manager & Manager)	No of participants	355	642	492
	Hours	4,282	5,310	8,030
Staff (All Executives, Assistants & Trainees)	No of participants	1,126	1,400	1,139
	Hours	3,913	5,788	8,622
Gender	Hours of training by gender			
Male	No of participants	1,401	1,978	1,519
	Hours	8,388	12,466	15,663
	Average training hrs (Male)	3.70	4.66	5.90
Female	No of participants	213	386	308
	Hours	1,481	2,661	3,610
	Average training hrs (Female)	4.61	6.79	8.85
Average training hours per Full Time Employee (FTE)		3.81	4.93	6.29



In FY 2025-26, we invested INR 2.66 crore in employee training and development, covering leadership development programmes, functional training, and e-learning initiatives. Over the last three years, our investment in employee learning increased by 37.1%, from INR 1.94 crore in FY 2023-24 to INR 2.66 crore in FY 2025-26. During the same period, training expenditure per full-time equivalent (FTE) employee increased from INR 7,487 to INR 8,712, reflecting our continued focus on capability building and workforce development.

In FY 2025-26, Britannia refined its learning and development approach to place greater emphasis on technical, functional and behavioural capability building aligned with business and functional priorities. Following a comprehensive training needs assessment, the organisation shifted from broad-based, high-volume training programmes to more targeted and structured learning interventions. As a result, the number of training participants declined across certain employee categories compared to the previous year. However, this reflects a strategic focus on delivering more intensive, role-specific learning experiences rather than a reduction in investment in employee development, as evidenced by the increase in training investment and average training hours per full-time employee during the year.

In the last two financial years, we have actively invested in upskilling our employees on digital operations systems, with employees completing external certifications in key areas such as digital transformation and digital marketing. We offer a diverse range of skill enhancement programs—both internal and external—to help employees strengthen their competencies and stay ahead of evolving industry trends. In addition, we have conducted Gen AI masterclasses for employees across the organization to build awareness and understanding of emerging AI technologies and their workplace applications. We also provide funding support for select external programs, enabling access to leading learning platforms and opportunities.

Britannia also supports employees in pursuing professional development through sponsored certifications and structured external learning initiatives. These programmes are available to permanent employees and are designed to strengthen leadership, functional, and technical capabilities. During FY 2025-26, approximately 30 employees participated in company-sponsored professional development programmes and certifications.

Description of the course	Number of employees attended		
	FY 2023-24	FY 2024-25	FY 2025-26
Internal Courses for Skill Upgradation	280	1331	1544
External Courses for Skill Upgradation	1334	1033	374

Participation in external skill upgradation programmes was lower in FY 2025-26 as the initial part of the year was dedicated to a company-wide training needs assessment. The resulting insights informed the development and rollout of a targeted learning plan aligned with business and functional requirements.

Mandatory trainings such as the Code of Business Conduct (COBC), which covers topics including business ethics, anti-bribery, anti-corruption and conflicts of interest, along with Prevention of Sexual Harassment (POSH) and Environment, Health & Safety (EHS), are extended to all members of our workforce, including contractual employees and workers, to ensure a consistent foundation of awareness and compliance. These programmes are delivered through our Learning Management System (LMS) as well as in-person sessions, particularly for contractual employees and workers, enabling consistent delivery of key training content, completion tracking, and broad coverage across locations and workforce categories.

During FY 2025-26, the completion rates for the Anti-Sexual Harassment (ASH) and Code of Business Conduct (COBC) e-learning modules, which include awareness on ethical conduct, anti-bribery and anti-corruption expectations, were 44% and 41%, respectively. Britannia is strengthening participation through enhanced communication, periodic monitoring and targeted follow-up to improve completion rates across the organisation.

The ESG e-learning module, introduced in FY 2024-25, is a one-time learning programme for on-roll employees, with completion required for all new joiners. As of FY 2025-26, the module had achieved a cumulative coverage of 63% of on-roll employees since its launch, supporting greater awareness of the Company's sustainability commitments and priorities.



Employee Development Programs

Britannia invests in structured employee development programmes that build leadership capability and prepare employees for future roles across the organisation. These programs go beyond functional upskilling to focus on long-term personal and professional growth.

Our approach combines one-on-one coaching, team-based learning, and culture-building interventions. Select employees receive personalized coaching support under our leadership development initiatives. Additionally, we promote peer learning through a dedicated platform where managers engage in discussions on people management and share best practices.

Our development initiatives fall into two key categories:

1. Leadership Development Programs – including high-potential development tracks, managerial effectiveness programmes, collaboration workshops, women leadership development initiatives, and other targeted

interventions that prepare employees for future leadership roles.

2. Cultural Education – comprising sessions aligned with Britannia's Employee Value Proposition (EVP) and programmes designed to embed our core values, cultural pillars and expected ways of working.

As part of our commitment to strengthening leadership diversity, Britannia continued to invest in dedicated development programmes for women leaders. During FY 2025-26, twenty-six women employees across junior, middle and senior management participated in a structured Women's Leadership Development Programme designed to strengthen leadership capability, support career progression and build a robust pipeline of future women leaders.

These programmes are designed to strengthen leadership capability at different career stages by combining functional expertise with people leadership, collaboration and business acumen.



Program Name	Program Overview & Benefits	Participation in FY 2025-26
STEP (Sustainable Leadership Development Program)	Leadership development program for high-potential employees transitioning into senior roles (Managers of Managers). The program builds leaders with a holistic understanding of Britannia's business value chain and enhances their ability to lead and engage teams, thereby driving stronger business performance	27 (0.88% of Full Time Employees)
LEAP (Leadership Excellence Accelerates Program) - for officers moving into managerial roles	LEAP is designed for officers transitioning into managerial roles. It equips first-time managers with the skills to understand their teams better, manage themselves effectively, and drive improved business outcomes.	19 (0.62% of Full Time Employees)
Managerial Effectiveness Program	Equips employees with tools to manage teams effectively and build high-performing, engaged teams.	70 (2.29% of Full Time Employees)
Elevating Digital Commerce for Brands	Equips employees with the tools and capabilities to drive brand growth and success in an omnichannel environment.	72 (2.35% of Full Time Employees)
Design of Experiments	Transitions teams from intuitive trial-and-error approaches to a structured statistical framework for identifying optimal process conditions through minimal testing.	24 (0.78% of Full Time Employees)
BLeague Train the Trainers Program	Enables manufacturing trainers with the facilitation tools, participant engagement strategies, and skills needed to deliver effective training on the shop floor	18 (0.59% of Full Time Employees)
Mentoring Program	Strengthens leaders' mentoring capabilities to develop and accelerate high-potential talent within the organization.	12 (0.39% of Full Time Employees)

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Note: All data in the Learning & Development section reflects consolidated figures for India operations, International operations, and the Nepal factory, and pertains exclusively to permanent employees.



Leadership Development in Action

External Recognition : During FY 2025–26, six women employees from Britannia were recognised among the Top 10% participants in the Jombay 1000 Women Leaders Program. This recognition reflects the Company's continued investment in developing women leaders and strengthening leadership capability across the organisation.



Open and constructive performance conversations are essential to employee growth and organisational success.

Performance Management & Career Development

Britannia Industries believes that open and constructive performance conversations are essential to employee growth and organizational success. We follow a structured performance management framework anchored by mid-year reviews and annual performance discussions to ensure continuous alignment between individual aspirations and organizational goals.

These interactions provide employees with clear, transparent insights into their progress, strengths, and areas for improvement, while also offering a platform to discuss career ambitions and development needs. Managers play an active role in guiding, coaching, and supporting employees throughout this process.

In FY 2025–26, Britannia successfully conducted performance appraisals for 100% of eligible employees across all levels, reinforcing its commitment to fairness, accountability, and growth oriented feedback. Employees who joined Britannia after September 2025 were not eligible for the annual performance appraisal, in line with the Company's eligibility criteria.

Performance Appraisal Process

At Britannia, performance excellence and organizational agility are central to achieving our strategic objectives. We have established a transparent, merit-based performance management system that aligns individual contributions with broader organizational goals, enabling employees to perform, grow and contribute meaningfully to the Company's success.

Each year, the leadership team outlines an Annual Operating Plan, setting clear direction and priorities for the organization. In line with this, employees define their Key Result Areas (KRAs) at the start of the financial year (April–May), using our digital performance platform—Britannia Assessment of Talent (e-BAT). These KRAs are mutually agreed upon with managers, ensuring clarity of expectations and alignment with business goals.

Performance is assessed based on both achievement of Key Result Areas (KRAs) and demonstrated behavioral competencies. This enables Britannia to evaluate not only what employees deliver, but also how they

deliver it, including alignment with the Company's leadership expectations and ways of working. A Mid-Year Development Review, conducted in October, provides an opportunity to review progress, recalibrate objectives where required, and discuss career aspirations and development needs.

The year-end appraisal process includes self-assessment by employees on e-BAT, followed by manager evaluations and structured post review conversations. KRA achievements are evaluated using predefined weightages and form an important input to the Performance Linked Bonus (PLB), which is awarded in June based on the previous year's performance.

To complement formal evaluations, Britannia invests in employee development and internal talent mobility. A suite of targeted learning and capability building programs helps address current skill needs and prepare talent for future roles.

To incorporate diverse perspectives into performance and development discussions, Britannia uses a 360-degree feedback mechanism that provides holistic insights into individual strengths and development areas while helping minimize potential bias. The feedback serves as an important input for employee development and key talent decisions within the organization. Historically, this tool has been integrated into the development of employees across job, functional, and leadership levels. In FY 2025–26, its application was focused on the leadership team, covering approximately 45 senior professionals across functions.

In addition to formal performance reviews, Britannia fosters a culture of appreciation through recognition programmes such as SPOT Awards, Functional Awards, Quarterly Super Star Awards and the Chairman's Club Awards. These programmes recognize exceptional individual and team contributions while reinforcing a culture of high performance and employee appreciation. Together, these practices help create a transparent, merit-based performance culture that encourages continuous feedback, supports employee development, and enables Britannians to realize their full potential while contributing to the Company's long-term success.



Our transparent, merit-based performance management system aligns individual contributions with broader organisational goals, enabling employees to perform, grow and contribute meaningfully.

Diversity and Inclusion

At Britannia, diversity and inclusion are integral to the way we work and grow as an organisation. We are committed to fostering a workplace where every employee feels valued, respected and empowered to contribute to their full potential. By encouraging diverse perspectives and creating an inclusive culture, we strengthen collaboration, innovation and long-term business performance.

As an equal opportunity employer, we recruit, develop and reward talent based solely on merit, capability and role requirements, irrespective of age, gender, religion, caste, disability, race or any other personal attribute. Across our India operations, our workforce, including all management positions, comprises Indian nationals, reflecting the domestic nature of our business in the region. We maintain a strict zero-tolerance stance on discrimination and ensure all employees receive training on preventing and addressing workplace harassment. Our Whistle-blower Policy provides employees and other stakeholders with safe, confidential and anonymous channels to report concerns, with a commitment to fair, timely and appropriate resolution and protection against retaliation.

Particulars	FY 2025-26	
	Male	Female
Employees		
Permanent	2,558	399
Other than permanent	813	91
Workers		
Permanent	2,529	196
Other than permanent	8,465	8,704
TOTAL	14,365	9,390

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Note: Headcount for India operations alone.



Employee Count by Level and Gender

India Operations

Organizational level	FY 2023-24		FY 2024-25		FY 2025-26	
	Male	Female	Male	Female	Male	Female
Executive Level (MD, VP, Manager Grade I)	26	0	30	2	29	2
Management Level	439	80	478	85	488	85
Non-Management Level	1,706	232	2,068	295	2,041	312
Total	2,171	312	2,576	382	2,558	399

Key Diversity Indicators

- ✓ Women in total workforce = **39.53%** (↑ 0.55 percentage points vs. FY 2024-25)¹
- ✓ Women in all management positions = **13.49%**
- ✓ Women in junior management positions = **13.26%**
- ✓ Women in top management positions, i.e., maximum two levels away from the CEO or comparable positions = **6.45%** (↑ 0.20 percentage points vs. FY 2024-25)
- ✓ Women in management positions in revenue-generating functions (e.g., sales) as % of all such managers (i.e., excluding support functions such as HR, IT, Legal, etc.) = **12.42%** (↑ 1.19 percentage points vs. FY 2024-25)
- ✓ Women in STEM-related positions (as % of total STEM positions) = **13.71%** (↑ 0.81 percentage points vs. FY 2024-25)

Gender Diversity Targets



Women in managerial roles:
14.83%
in FY 2025–26; target of 20% by FY 2026–27.



Women in factory workforce (including contract workers):
44.74%
in FY 2025–26; target of 50% by FY 2026–27

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¹Includes permanent and other than permanent employees & workers

International Operations

Organizational level	FY 2023-24		FY 2024-25		FY 2025-26	
	Male	Female	Male	Female	Male	Female
Executive Level (MD, VP, Manager Grade I)	1	0	1	0	0	0
Management Level	64	7	63	8	63	7
Non-Management Level	0	0	0	0	0	0
Total	65	7	64	8	63	7

Nepal factory

Organizational level	FY 2023-24		FY 2024-25		FY 2025-26	
	Male	Female	Male	Female	Male	Female
Executive Level (MD, VP, Manager Grade I)	0	0	0	0	0	0
Management Level	6	0	5	0	5	0
Non-Management Level	28	2	29	2	28	2
Total	34	2	34	2	33	2

Employee Count by Level and Age

India Operations

Organizational level	FY 2023-24			FY 2024-25			FY 2025-26		
	<30	30-50	>50	<30	30-50	>50	<30	30-50	>50
Executive Level (MD, VP, Manager Grade I)	0	15	11	0	19	13	0	17	14
Management Level	56	397	66	63	438	62	73	440	60
Non-Management Level	455	1,405	78	554	1,674	135	560	1,657	136
Total	511	1,817	155	617	2,131	210	633	2,114	210

International Operations

Organizational level	FY 2023-24			FY 2024-25			FY 2025-26		
	<30	30-50	>50	<30	30-50	>50	<30	30-50	>50
Executive Level (MD, VP, Manager Grade I)	0	1	0	0	0	1	0	0	0
Management Level	6	45	20	8	44	19	7	46	17
Non-Management Level	0	0	0	0	0	0	0	0	0
Total	6	46	20	8	44	20	7	46	17

Nepal factory

Organizational level	FY 2023-24			FY 2024-25			FY 2025-26		
	<30	30-50	>50	<30	30-50	>50	<30	30-50	>50
Executive Level (MD, VP, Manager Grade I)	0	0	0	0	0	0	0	0	0
Management Level	1	5	0	0	4	1	0	5	0
Non-Management Level	9	19	2	9	20	2	10	17	3
Total	10	24	2	9	24	3	10	22	3

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Note: Employee count by level, age, and gender includes only on-roll employees and excludes workers. .

Britannia continues to strengthen workforce diversity by creating equitable opportunities across recruitment, development and career progression. We remain focused

on increasing female representation across managerial, technical and manufacturing roles while fostering an inclusive workplace where every employee can thrive.



Upholding Human Rights and Fair Workplace Practices

Britannia is committed to upholding human rights and promoting fair workplace practices across its operations. This commitment is supported by a comprehensive policy framework aligned with applicable labour laws and regulatory requirements. We expect all internal and external stakeholders which includes our employees, vendors, contractors and business partners to respect human rights, comply with applicable laws and contribute to a workplace built on fairness, dignity and respect.

Britannia recognizes and supports employees’ right to freedom of association and collective representation. Employee unions across our factory locations provide a structured platform for dialogue between workers and management on working conditions and matters of mutual interest. Regular engagement with worker representatives helps address workplace concerns, strengthen employee relations and foster a collaborative work environment.

Our Code of Business Conduct, Whistle-blower Policy and other labour and welfare policies empower employees to understand their rights and access safe, confidential and anonymous channels to report concerns or seek redress in case of violations. Grievance redressal mechanisms, including legally mandated committees such as the Internal Committee (IC) under the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 (POSH Act), are in place across all locations. In addition, an Ethics Committee reviews and investigates other concerns to ensure timely, fair and appropriate resolution.

We ensure fair wages in accordance with applicable legal standards, without discrimination of any kind, and comply with overtime pay regulations. Working hours, including overtime, are monitored in accordance with applicable labour laws and operational requirements, and employees are compensated for overtime work in accordance with statutory provisions. Employees are also provided paid leave as per statutory requirements. To support work-life

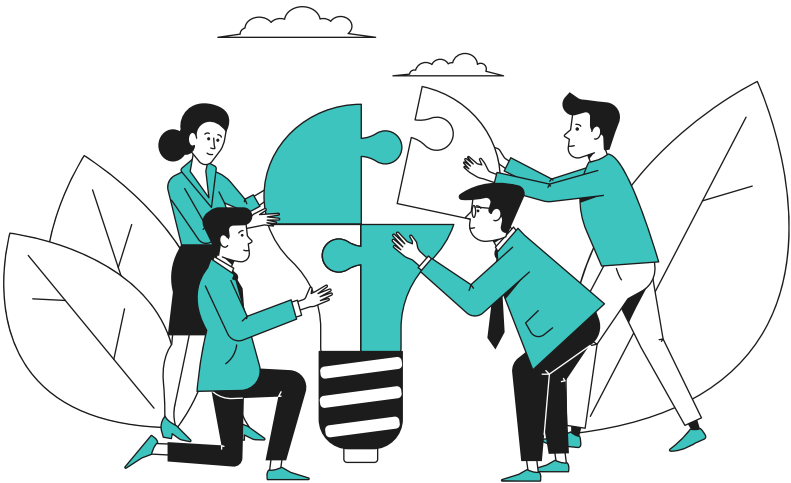
balance, we limit the number of leaves that can be carried forward, encouraging employees to avail their entitled leave and maintain their well-being. We remain committed to the principle of equal remuneration for work of equal value, irrespective of gender or other personal attributes. Where relevant, reskilling trainings are provided to support workforce adaptability to changing business needs.

We conduct factory audits through external auditors, who perform reviews of labor-related laws and other factory operations on a sample basis. Their scope includes verifying the availability and validity of Factory and Contract Labor Licenses, ensuring manpower deployment within sanctioned limits, and checking the timeliness of Provident Fund (PF), Employees’ State Insurance (ESI), and Professional Tax (PT) remittances. The audits also assess compliance with regulations regarding working hours, overtime, paid leave, bonuses, and payment to contract workers. Additionally, they verify that information such as wage rates, work hours, wage period, and statutory disclosures are clearly displayed at the factory premises.

18
 Employee unions across factory locations in India

63.5%
 Factory workforce represented by independent trade unions or covered by collective bargaining agreements¹

¹The figures reported relate only to operations in India. Contract workers are excluded from the calculation of employees represented by independent trade unions or covered by collective bargaining agreements.



Health, Safety & Wellbeing

Occupational Health and Safety (OHS)

At Britannia Industries, the health and safety of our workforce—including employees, contract personnel and other individuals working at our sites—is paramount. Our commitment to a “Zero Accident” culture extends across all operations and is embedded in our systems through a proactive, structured and continuously improving approach to risk management.

Our Environment, Health, and Safety (EHS) Policy forms the backbone of our safety framework. It promotes a proactive and preventive approach to hazard identification, risk mitigation, and continuous improvement in workplace safety standards. The policy is uniformly applicable to all personnel across manufacturing units, warehouses, and offices, ensuring a consistent and inclusive culture of safety.

To monitor and strengthen implementation, we employ a robust safety performance tracker that captures key leading and lagging indicators, facilitating timely reviews and interventions. Safety is integrated into existing governance structures—with regular reviews conducted at plant, functional, and senior leadership levels, including formal oversight during Board meetings.

Britannia’s approach is not static; we continuously invest in safety awareness, training programs, and behavioral-based safety initiatives to reinforce a culture where everyone takes ownership of their well-being and that of their colleagues.

Robust Risk Control Framework

Our Risk Control Framework is central to managing occupational health and safety risks. It supports our end-to end response—from securing the incident site and providing medical care to evidence collection, root cause analysis, and implementation of Corrective and Preventive Actions (CAPA). We also follow a time-bound SOP for incident investigation, which outlines detailed responsibilities and steps for incident resolution. Our manufacturing units are equipped with on-site emergency plans, which include hazard identification, regulatory compliance, emergency procedures, communication protocols, and infrastructure preparedness. Regular mock drills simulate various emergency scenarios to ensure preparedness across all factories.

Certifications and External Validations

At Britannia, we recognize the importance of globally accepted standards in reinforcing our commitment

to occupational health and safety. Currently, 19 of our 20 manufacturing units are ISO 45001:2018 certified, demonstrating our adherence to international best practices in safety management systems.

Additionally, Britannia’s safety management practices continue to receive external recognition through the Confederation of Indian Industry (CII) EHS Excellence Awards. In FY 2025–26, six manufacturing units were recognized under the CII EHS Excellence Awards, reflecting the effectiveness of our safety systems and continuous improvement efforts.

Safety Performance Monitoring and Transparency

We monitor key leading and lagging safety indicators to assess performance, identify improvement opportunities and strengthen our risk management approach. Key indicators include: Total Recordable Accident Frequency Rate (TRAFR), Lost Time Injury Frequency Rate (LTIFR), Medical Treatment Case Frequency Rate (MTCFR).

FY 2025–26 Safety Highlights

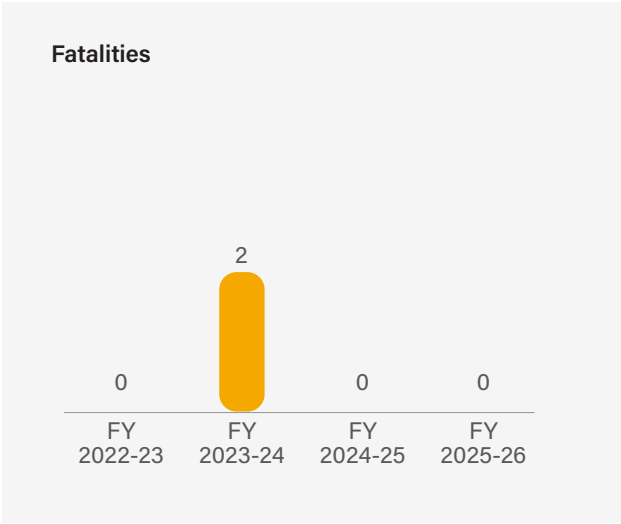
Manufacturing sites ISO 45001:2018 certified: 19 of 20

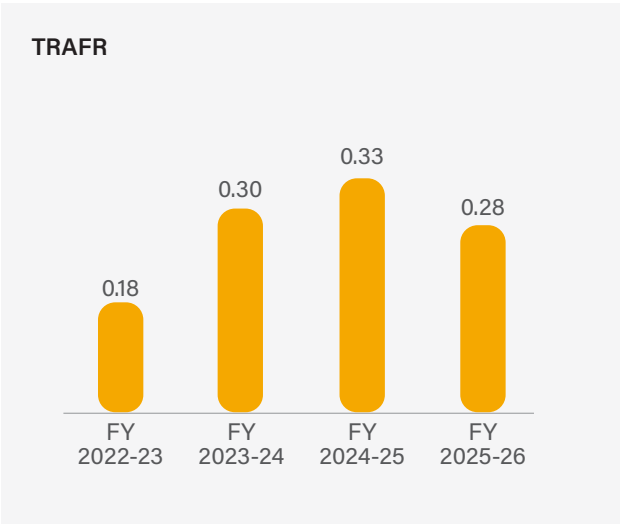
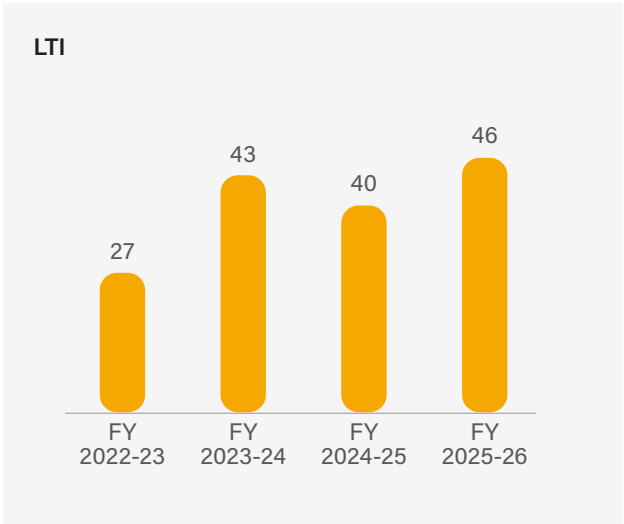
TRAFR: 0.28

LTIFR: 0.16

MTCFR: 0.12

Against our TRAFR target of 0.30, we achieved a rate of 0.28 during the year, reflecting our continued focus on strengthening workplace safety and risk management practices.





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Note: Figures are consolidated for own employees and contractors, and pertain only to factory-level data. "Own employees" include managers, officers, and permanent workers. "Contractors" comprise contract employees, AMC vendors, interns, visitors, and truck drivers. LTIFR, MTCFR and TRAFR are calculated per 200,000 man-hours.

Breakdown of Safety Incidents by Workforce Category

Parameters	FY 2024-25			FY 2025-26		
	Employees	Workers	Consolidated (Employees + Workers)	Employees	Workers	Consolidated (Employees + Workers)
LTI	4	36	40	5	41	46
MTC	7	49	56	10	25	35
TRA	12	84	96	15	66	81

Workers accounted for the majority of reported safety incidents during FY 2025–26, reflecting the significantly higher proportion of contractor and worker man-hours in factory operations. While total recordable accidents reduced from 96 to 81 during the year, lost-time injuries increased from 40 to 46. At the same time, medical treatment cases declined significantly from 56 to 35, indicating an overall improvement in the severity profile of reported incidents despite the increase in LTIs.

Breakdown of LTIFR

Parameters	FY 2024-25			FY 2025-26		
	Own Employees	Contractors	Consolidated	Own Employees	Contractors	Consolidated
LTIFR (per million manhours)	0.42	0.73	0.68	0.51	0.86	0.80
LTIFR (per 2,00,000 manhours)	0.08	0.15	0.14	0.10	0.17	0.16

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Note: "Own employees" include managers, officers, and permanent workers. "Contractors" comprise contract employees, AMC vendors, interns, visitors, and truck drivers. FY 2024–25 figures have been restated to reflect updated calculations.

In response to these trends, Britannia has strengthened its safety management systems while continuing to strictly adhere to the Management of Change (MOC) process across sites. We reinforced the implementation of Lockout-Tagout (LOTO) and Permit-to-Work (PTW) systems for non-routine activities and enhanced our risk assessment processes. We also continued to prioritise employee training, strengthen incident reporting mechanisms, allocate additional resources to high-risk areas and conduct focused safety audits with emphasis on timely closure of observations. Our ongoing focus remains on building a proactive safety culture, learning from every incident and implementing effective corrective and preventive actions to drive sustained improvement in EHS performance.

Strengthening Safety Through Targeted Initiatives

- Review for Hazard Identification & Risk Assessment for routine and non-routine for all the activities at across all manufacturing sites.
- The Digital Lockout-Tagout (LOTO) and Electronic Permit-to-Work (E-PTW) systems have been successfully piloted at the Perundurai Factory, marking a significant step towards improving safety controls, operational efficiency, and compliance.
- Behaviour-Based Safety (BBS)"has been successfully implemented at the one of manufacturing site to strengthen safety culture and promote proactive risk identification and mitigation.
- Daily GEMBA walks by site leadership strengthen shop-floor governance, with robust systems in place to monitor observations and ensure timely closure of corrective actions.
- The 'STOP, CALL, WAIT' program has been implemented across sites to empower employees to stop operations upon identifying abnormalities, ensuring immediate corrective action and strengthening system-driven safety performance

Preventive Maintenance and Safety Reviews

Our preventive safety approach incorporates several engineering, operational and governance controls, including: strengthened early-stage management for new projects, lines, layouts, and equipment design, monthly inspections of critical equipment, area-specific inspections, Pre-Start-Up Safety Reviews (PSSR), Management of Change (MOC) reviews and Factory Acceptance Tests (FAT). Identified gaps are promptly addressed, with follow-ups assigned to responsible stakeholders for timely closure.

Governance and Oversight

Britannia Industries has institutionalized a structured Monthly Medical Council Governance Call, chaired by senior leadership at the Head Office. This forum brings together insights from the Corporate Doctor and Occupational Health Centre (OHC) doctors across various sites to comprehensively assess and monitor health-related performance. These regular governance meetings enable the company to identify emerging health trends, implement preventive measures, and address site specific health concerns proactively. By integrating clinical expertise with strategic leadership oversight, Britannia reinforces its commitment to building a resilient and health conscious workforce.

Training and Awareness

To cultivate a culture of safety awareness and behaviour, we conduct monthly theme based EHS campaigns, such as: National Safety Month, Fire Safety Month, World Environment Day, Slip-Trip-Fall Awareness Month, Road Safety Awareness and 'Beat the Heat' for heat stress prevention. These initiatives encourage employee engagement and deepen understanding of workplace safety issues. In addition, we conduct: Training on First Aid and Fire fighting, Awareness sessions by OHC doctors on topics like feminine hygiene, seasonal illnesses, and other medical concerns, workplace impact education to promote environmentally conscious and safe work practices.



Contractor and Vendor Safety Integration

Our Contractor Safety Management Program ensures that contract workers are integrated into our safety ecosystem. Furthermore, EHS policies are shared with vendors and contractors during procurement to align expectations and ensure safe practices throughout the value chain.

International Operations

Parameters	FY 2024-25	FY 2025-26
Fatalities	0	0
LTI	5	1
LTIFR	0.56	0.11
MTC	2	1
MTCFR	0.22	0.11
TRA	7	1
TRAFR	0.78	0.11

●●●
Note: Figures are consolidated for own employees and contractors, and pertain only to factory-level data. "Own employees" include managers, officers, and permanent workers. "Contractors" comprise contract employees, AMC vendors, interns, visitors, and truck drivers. LTIFR, MTCFR and TRAFR are calculated per 200,000 man-hours.

Our International Operations recorded significant improvements across all key safety indicators during FY 2025-26, with reductions in lost-time injuries, medical treatment cases and total recordable accidents, reflecting continued focus on strengthening workplace safety practices.

The Nepal factory reported zero fatalities, Lost Time Injuries (LTIs), and Medical Treatment Cases (MTCs) during last two financial years.

Employee Well-being

At Britannia, we recognize that our people are our greatest strength. Our approach to employee well-being goes beyond just safety and compliance; it is about creating a thriving workplace where our employees feel supported, empowered, and cared for across all aspects of life. Anchored in our Employee Value Proposition (EVP) and delivered through the Britannia Cares platform, our well-being framework is built around four key pillars—Emotional, Physical, Financial and Social Well-being. These pillars are brought to life through curated programs and initiatives that reflect our values of being INVITi)NG, RESPECTi)NG, IGNITi)NG, and CREATi)NG. Together, these pillars support employees’ overall health, resilience and quality of life while fostering an inclusive and engaging workplace.



Emotional Well-being

We are committed to fostering a supportive and emotionally safe workplace. Employees and up to three dependents have access to a trusted external online mental healthcare platform, which includes:

- Self-care tools
- Certified therapists and psychiatrists
- A community promoting mental wellness

Additionally, our in-house counsellor is available for personalized support. To drive awareness and normalize conversations around mental health, we host Wellness Wednesday webinars on themes like:

- Power of mind body connect
- Find your Mind's Reset Button
- Celebrating Successes and Embracing Learnings
- Creating your Vision Board
- The Relationship Toolkit

Through these initiatives, we promote a culture of care, openness and empathy while supporting employees and their families in building emotional resilience.



Physical Well-being

Employee health is a top priority. We offer:

- Annual health check-ups across all locations
- On-site doctor visits at offices and factories

To promote active lifestyles, we organize fitness programs such as:

- Get Fit on Your Chair sessions
- Sound healing therapy
- Health Talks

Our Fitness Fridays initiative further encourages physical movement and wellness. These initiatives encourage preventive healthcare, promote active lifestyles and support employees in making healthier choices.



Financial Well-being

We recognize financial security as a key contributor to overall well-being. Through expert led sessions, we help employees:

- Build financial literacy
- Understand investments and retirement planning

Popular sessions include:

- Tax Planning Strategies
- National Pension System (NPS) Awareness
- Financial Awareness Webinars
- Cyber Fraud Awareness Session

These initiatives help employees make informed financial decisions and strengthen long-term financial well-being.



Social Well-being

Our Little B initiative supports employees and their families through:

- **Summer Camps (Ages 5–12):** Focused on creative workshops and environmental education, with 19 children participating in the reporting year.
- **Career Discovery Program (Ages 13–21):** Includes psychometric assessments, one-on-one counselling, and career guidance. A total of 71 participants engaged in the program during FY 2025–26.
- **Parenting Workshops:** Covering topics such as emotional well-being, Bullying Prevention: Empowering children to stand up, Understanding Learning Styles in Children and building resilience.
- **Little B Carnival** saw participation from 100 children along with their parents in the reporting year.

Through the Little B initiative, Britannia seeks to strengthen employee-family engagement and foster a more connected workplace community.

Employee Engagement & Culture Building: We continue to strengthen employee engagement through regular communication, feedback mechanisms and culture-building initiatives that help improve employee experience and reinforce trust across the organisation.

- **Exit Employee Connects:** Partnering with an HR intelligence firm to gain feedback and improve retention; 521 connects were completed during the year
- **New Joiner Connect:** AI-powered chatbot Amber for real-time feedback and milestone based engagement; 1,163 new joiner connects were conducted in FY 2025-26.

Town Halls and Functional All-Hands Meetings: Quarterly Town Halls led by senior leadership provide employees with updates on business performance, strategic priorities and organisational achievements, while functional all-hands meetings focus on team-specific priorities, milestones and recognitions.

Festivities & Celebrations: Festivals and special occasions are celebrated across offices, factories and regions, with many events organised by employee volunteers. These celebrations foster stronger connections among employees and contribute to an inclusive workplace culture.



Enabling Well-being through Technology

We continually invest in digital solutions to elevate the employee experience:

- **BritKconnect:** Intranet platform for interaction and recognition and daily updates
- **Britcomm:** Britannia Community of manager’s platform
- **Online R&R Platform:** Enables peer and leadership recognition
- **AI-enabled Engagement Bot:** Supports onboarding and engagement

Support for Working Parents

We offer dedicated support to working parents:

- **Maternity Transition Coaching:** Personalized support for new mothers re-joining work
- **Nanny Travel Support:** Reimbursed travel and stay

expenses for caretakers during official travel

- **Paternity Leave:** 10 working days of paid parental leave for male employees
- **Maternity Leave:** 26 weeks of paid parental leave for female employee

Progressive Workplace Practices

- **Work-from-Home Policy:** To support employees during personal exigencies, on-roll employees may opt for work-from-home arrangements where the nature of their role allows it—ensuring continuity without compromising personal responsibilities.
- **Flexible Working Hours:** Employees at our Regional Offices benefit from flexible work hours, allowing better integration of work and life responsibilities.
- **Childcare Support:** In addition to factory-based creche facilities, we offer childcare support at regional offices through third-party partnerships, enabling working parents to access safe and reliable child care.



 We remain committed to fostering a culture of active listening and continuous engagement.

Employee Engagement Survey

At Britannia Industries, our Employee Value Proposition (EVP) — “Make Things Happen” — is more than a statement; it reflects the culture through which we collaborate, grow, and create meaningful impact every day. Recognising that engaged employees contribute to organisational performance, innovation, productivity and well-being, we remain committed to fostering a culture of active listening and continuous engagement.

To strengthen this commitment, we conduct the ‘Dil Se’ Employee Engagement Survey, a comprehensive employee listening mechanism designed to capture employee feedback and assess the overall employee experience across the organization. The survey comprises over 60 questions covering five key engagement drivers and serves as an important pulse-check tool to help identify organizational strengths as well as areas requiring focused improvement.

Since its introduction in 2019, the ‘Dil Se’ survey has enabled us to closely monitor employee sentiment and implement targeted interventions based on employee feedback. The insights derived from the survey have played a critical role in strengthening workplace practices, enhancing employee experience, and addressing evolving organizational needs with empathy and intent.

Our sustained focus on employee engagement has also been recognized externally. In 2023, Britannia Industries was recognized as a Kincentric Best Employer for the fifth consecutive year and became part of the prestigious Kincentric Best Employers Club 2024, reflecting the strong culture of engagement and trust nurtured across the organization.

Over the past five years, our engagement scores have shown a steady upward trend, validating the effectiveness of our engagement strategies and action plans. In FY

2025–26, the organization participated in the employee engagement survey administered by Mercer, which has now taken over the Kincentric engagement framework. The ‘Dil Se ’25’ survey was conducted using the same questionnaire framework as the 2023 survey to ensure consistency and comparability of results.

The FY 2025–26 survey recorded an engagement score of 72%, compared to 81% in the previous survey cycle. The results were evaluated in the context of broader challenges affecting the FMCG sector and the evolving business environment during the year, while also providing valuable insights into opportunities to further strengthen the employee experience.

Following the survey, detailed Focused Group Discussions (FGDs) were conducted across departments, particularly in areas reflecting lower engagement scores, to better understand employee concerns and identify key improvement opportunities. Based on these discussions, structured action plans have been developed with clear focus areas aimed at strengthening employee experience, enhancing managerial effectiveness, improving communication, and driving overall engagement. The organization’s immediate focus is the effective implementation and monitoring of these action plans to drive measurable improvements in employee experience. Looking ahead, Britannia aims to restore and exceed previous engagement levels, with a target of achieving an engagement score of 81% in the next survey cycle while continuing to build a highly engaged and purpose-driven workforce.

Going forward, the Employee Engagement Survey will continue to serve as a strategic tool for organizational improvement, enabling us to build a workplace where every voice is heard, every concern is addressed and every action contributes to continuous organisational improvement.



Corporate Social Responsibility

 We strive to empower communities to enhance their quality of life and livelihoods.

As part of our commitment to fostering inclusive growth, we strive to empower communities to enhance their quality of life and livelihoods. This mission is deeply embedded in our strategic vision, complementing our efforts to expand our business both in India and globally. Uplifting society is a core value that reflects our enduring dedication to promoting well-being and enabling the development of self-reliant, healthy, and thriving communities.

Britannia’s Corporate Social Responsibility (CSR) programs are thoughtfully designed to support the health, growth, and development of children in under-served

communities, providing them with the resources they need to succeed. These programs aim to break cycles of disadvantage by addressing core needs and enhancing access to essential services.

Aligned with Schedule VII of the Companies Act, 2013, national development priorities, and the United Nations Sustainable Development Goals (UN SDGs), Britannia’s social investments focus on areas such as nutritional support, education, and community health. These initiatives are designed to address local needs and support inclusive development in geographies where the company operates.

01 Bai Jerbai Wadia Hospital for Children Focuses on providing preventive healthcare to women & children in rural, semi-urban and urban communities.	02 Nowrosjee Wadia Maternity Hospital Provides affordable, comprehensive healthcare and super specialty services for women.
03 Sir Ness Wadia Foundation Focuses on health and nutrition, livelihood, Water resource development and infrastructure and community development.	04 Britannia Nutrition Foundation Implements programs to reduce malnutrition.

Bai Jerbai Wadia Hospital
for Children

Established in 1929, Bai Jerbai Wadia Hospital for Children (BJWHC) is a premier pediatric institute known for its advanced neonatal care and wide range of sub-specialties. In collaboration with UNICEF, the hospital combats child malnutrition through a dedicated Nutrition Rehabilitation Centre. It also extends healthcare access to tribal communities through regular medical camps. Ongoing initiatives focus on upgrading services and technology to make quality care more accessible and affordable for vulnerable children across India.

Nowrosjee Wadia Maternity
Hospital (NWMH)

Established in 1926 in Mumbai, Nowrosjee Wadia Maternity Hospital (NWMH) provides affordable, specialized healthcare for women, with a strong focus on obstetrics and gynecology. As a tertiary referral center, it also offers rehabilitation and health education for women and their families. Ongoing infrastructure and technology upgrades aim to expand its reach and strengthen support for vulnerable women and children in the community.

Sir Ness Wadia Foundation (SNWF)

Since its establishment on June 25, 1969, as a non-profit organization registered under the Bombay Public Trusts Act 1950, the Sir Ness Wadia Foundation (SNWF) has been striving to bridge the socio-economic gap existing in our society. As one of India's venerable philanthropic entities, SNWF has positively impacted numerous lives through its endeavors in promoting healthcare and education, combatting malnutrition, providing relief and rehabilitation to affected populations, and fostering community development. Central to SNWF's mission is its emphasis on investing in the health and nutritional well-being of women, children, and adolescents, along with fostering self-sufficient communities through its "Village Development Programs".

At the core of these initiatives lie two primary objectives: the reduction of malnutrition and the facilitation of sustainable development in rural areas. The target beneficiaries encompass children under the age of 6, adolescent girls, lactating mothers, pregnant women, and farmers, all of whom stand to benefit from the multifaceted support offered by SNWF's projects.

SNWF's Key Developmental Programs



Health & Nutrition
1,05,272
beneficiaries



Awareness &
Capacity Building
11,358
beneficiaries



Clean
drinking water
55,407
beneficiaries



Water Resource
Development
1,17,367
beneficiaries



Livelihood
Interventions
45,678
beneficiaries



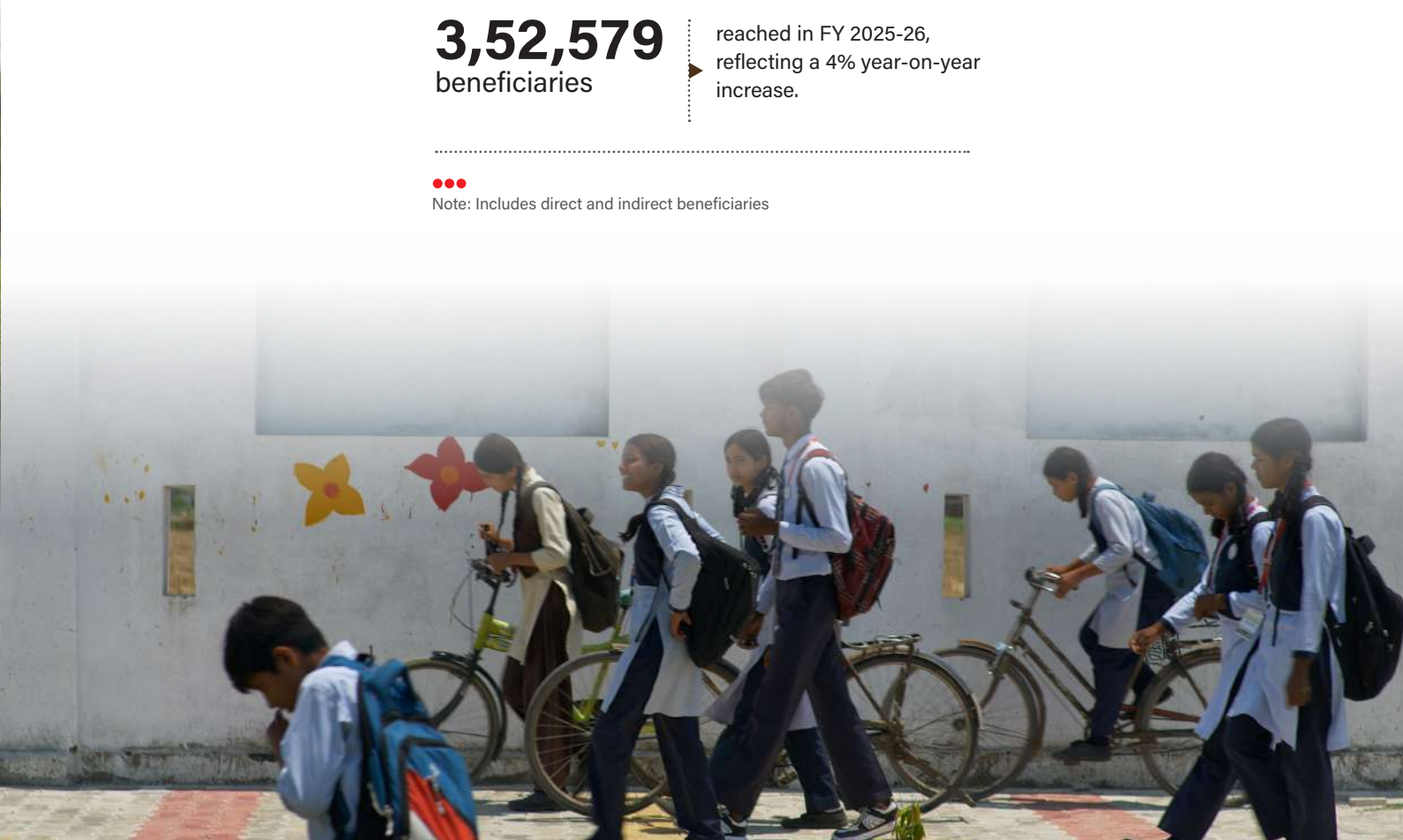
Infrastructure
Development
17,497
beneficiaries



3,52,579
beneficiaries

reached in FY 2025-26,
reflecting a 4% year-on-year
increase.

●●●
Note: Includes direct and indirect beneficiaries





Health and Nutrition Initiatives

- ✓ **Health Camps and Screenings:** Conducted 100 health camps aimed at identifying the core beneficiaries and evaluating the well-being of local communities. A total of 16,404 villagers underwent thorough health screenings and received essential medication
- ✓ **Nutritional Support through Seed Packets and WADI Plants:** Distributed 533 seed packets and 326 WADI plants to enhance dietary diversity. The seed packets reached 14,599 direct recipients and 43,797 indirect household members (Total: 58,396

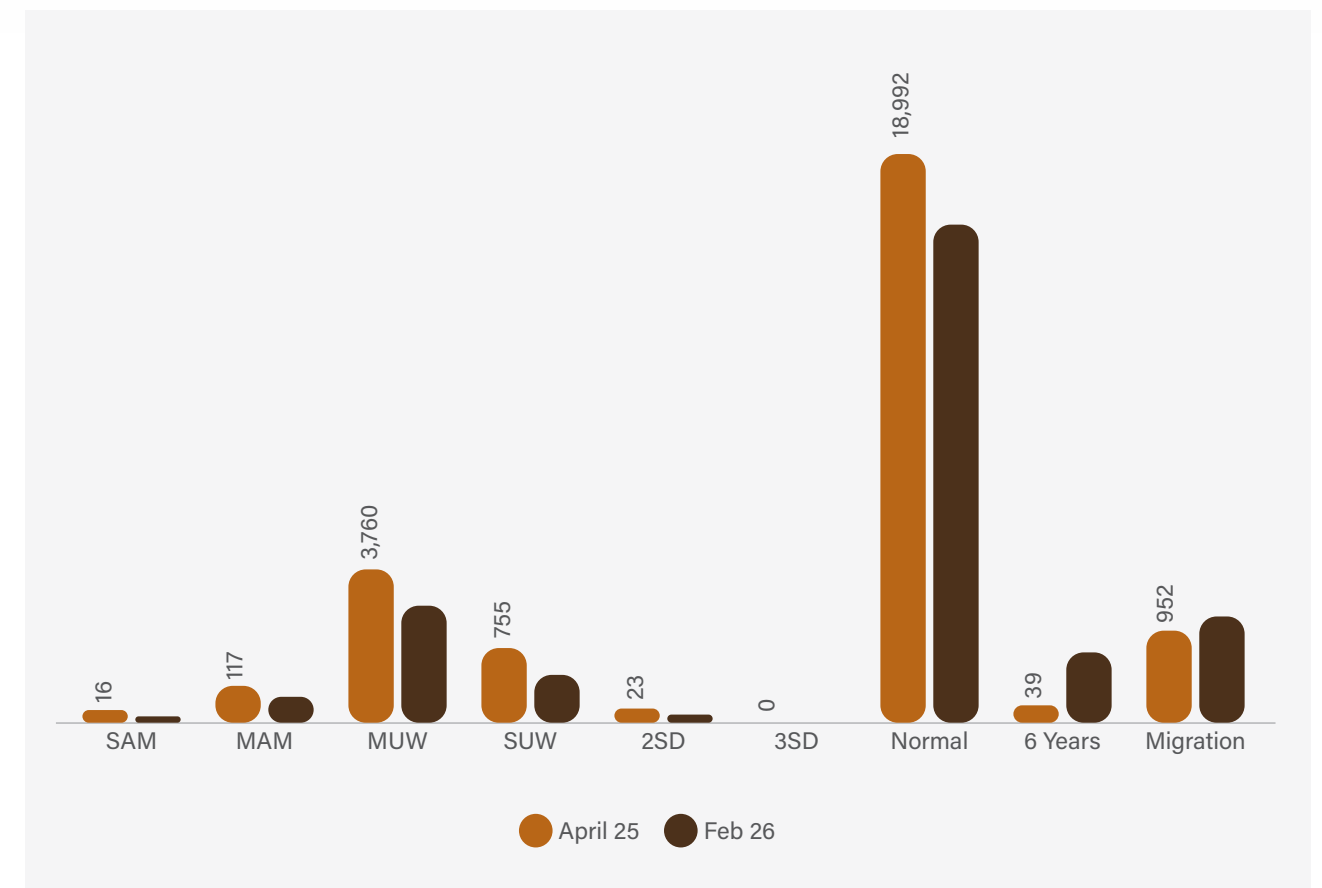
beneficiaries). The WADI plants benefited 7,566 direct recipients and 22,698 indirect household members (Total: 30,264 beneficiaries).

- ✓ **Poultry Training and Pullet Distribution for SAM & MAM:** Empowered 52 households of SAM/MAM children through 2 specialized training sessions and the distribution of 780 pullets. This enhanced the nutritional value of meals for the 52 direct recipients and an additional 156 indirect household members, ensuring well-being for a total of 208 beneficiaries.



Awareness & Capacity Building Initiatives

- ✓ **Capacity Building for Anganwadi Staff:** Conducted 24 capacity building sessions for 887 Anganwadi staff members, enhancing their competencies and effectiveness in providing community services since they are the mediators to reach out to the vast number of beneficiaries, ensuring the last-mile delivery.
- ✓ **Awareness Sessions for Adolescent Girls:** Conducted 56 awareness sessions catering to 2,336 adolescent girls, equipping them with essential information on health and well-being
- ✓ **Awareness Sessions for Health and Hygiene & Special Days:** Conducted 20 awareness sessions reaching 1,298 students, covering topics such as general health and hygiene, the importance of exams, exam tips, and general knowledge. These sessions were held on special days like World Health Day or World Environment Day to empower them with crucial health knowledge and practices.
- ✓ **Awareness Sessions for Poshan Maha:** Engaged in 199 awareness sessions for 6,837 beneficiaries. These sessions empowered the poshan maha with crucial health knowledge and practices.



Improvement in Nutritional Status of Children (0-6 Years) : The analysis of malnutrition cases indicates positive trends, with substantial reductions in severe acute malnutrition (SAM) by ▼68.75%, moderate acute malnutrition (MAM) by ▼42.74%, and moderately underweight (MUW) by ▼31.62% and severe underweight (SUW) by ▼50.86%. Concurrently, there is a decrease of 10.42% in normal cases. These findings highlight the effectiveness of interventions in combating malnutrition and promoting overall well-being within the community.

Clean Drinking Water

✓ **RO Water Filter Distribution:** Installing 82 water filters has been an instrumental change for 10,992 school students and villagers, granting them easy access to safe and pure drinking water. This endeavour has been pivotal in promoting better health and hygiene practices within the schools and community.

✓ **Community RO Water Filters Installation:** The installation of 12 community RO water filters marks a significant milestone in enhancing access to clean water for 44,415 villagers. This initiative underscores our commitment to improving public health and ensuring a sustainable future for the community



Water Resource Development

✓ **Hand Pump Repair:** The repair of 158 hand pumps has been a lifeline for 46,051 villagers, ensuring consistent and dependable access to clean water sources. This low-cost intervention has significantly improved the quality of life and well-being of countless individuals

✓ **Water Well Repair and Renovation:** Revitalized and repaired 28 water wells, providing essential water access to 21,466 villagers, particularly during seasons of scarcity. This initiative has been instrumental in meeting crucial needs of drinking water and enhancing community resilience.

✓ **Well Construction:** Constructed 7 wells, supporting 4,503 villagers by enhancing water availability. This initiative has contributed to water security and ecosystem sustainability within the community

✓ **Percolation Tank Desilting and Repair:** Excavated and restored 6 water bodies (percolation tanks), benefiting 4,946 villagers by enhancing groundwater recharge and improving overall water retention.

✓ **Check Dam Rehabilitation:** Restored and maintained 3 check dams through repair, excavation, and desilting, benefiting 4,405 villagers by ensuring

reliable access to water for agricultural and domestic purposes. The percolation of water has made water available for a longer period in the adjacent water bodies. This intervention has improved agricultural productivity and community livelihoods.

✓ **Rainwater Harvesting Systems:** Installed rainwater harvesting setups equipped with soak pits across 76 key community institutions, including schools, Anganwadis, and Gram Panchayat offices. By significantly boosting groundwater recharge, this sustainable water conservation effort indirectly benefits 28,750 villagers in nearby hamlets who rely on the surrounding water table.

✓ **Community Soak Pits:** Constructed 34 community soak pits serving household clusters, benefiting 1,398 families by efficiently managing wastewater and enhancing groundwater recharge.

✓ **Solar Water Lifting System:** Installed 15 solar water lifting systems, benefiting 5,848 villagers by eliminating the arduous task of fetching drinking water. This sustainable solution has improved accessibility to clean water through usage of renewable energy.





Livelihood Interventions

- ✓ **Agricultural Capacity Building and Comprehensive Seed Distribution:** Empowered 5,989 farmers through 128 capacity-building sessions and distributed 17,546 kg of diverse crop seeds (over 20 varieties) and fodder seeds. This boosts agricultural productivity, directly impacting the 5,989 farmers and indirectly benefiting 17,967 household members, for a total outreach of 23,956 beneficiaries.
- ✓ **Poultry Training and Pullet Distribution:** Empowered 167 landless households through 16 specialized training sessions to foster skill development and entrepreneurship. Distributed 2,505 pullets, supporting livelihood diversification that directly uplifts the 167 recipients and indirectly supports 501 household members (Total: 668 beneficiaries).
- ✓ **Dairy Enterprise Training, Cow Asset Endowment, and Cattle Nutritional Supplementation:** Provided 7 cows along with essential nutritional supplements to 7 families. Establishing these sustainable dairy enterprises enhances long-term economic stability for the 7 direct beneficiaries and their 21 indirect household members, multiplying the impact to 28 total beneficiaries.



- Activities for Dairy Development in Villages:**
- ✓ **Veterinary Health Camps:** Organized 35 veterinary health camps providing essential animal healthcare to 4,290 cows owned by 1,120 dairy farmers. By securing livestock health and productivity, this initiative protects the rural livelihoods of the direct farmers and 4,358 indirect household members (Total: 5,478 beneficiaries).
 - ✓ **Deworming of Cattle:** Implemented mass deworming programs for 25,531 cows, directly benefiting 2,793 dairy farmers. This ensures the well-being of dairy livestock, securing a primary income source that indirectly benefits 11,728 extended household members, reaching a total of 14,521 beneficiaries.
 - ✓ **Artificial Insemination Services:** Facilitated access to 752 artificial insemination services, improving breed quality and reproductive efficiency for 235 dairy farmers. Increased milk yields and genetic enhancement translate directly into long-term economic sustainability for these agrarian households, indirectly impacting 705 family members for a total of 940 beneficiaries.

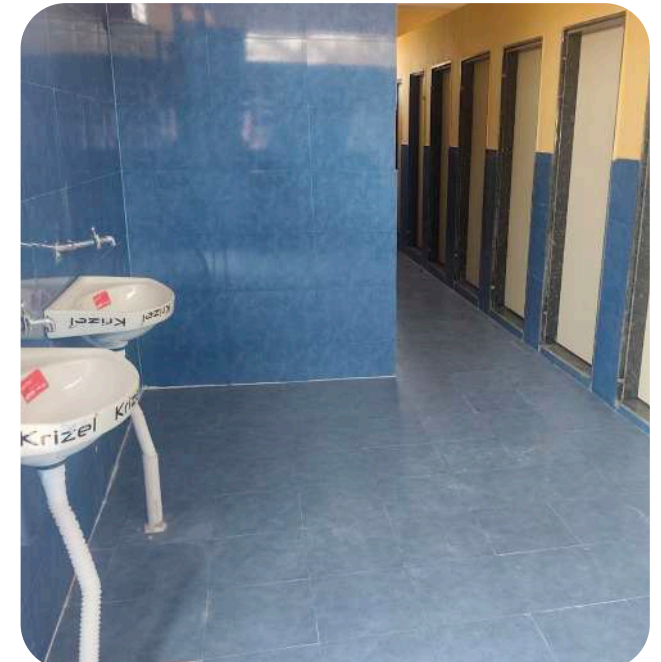


Infrastructure Development

- ✓ **Anganwadi Construction and Renovation:** The refurbishment of 28 Anganwadis has been vital in upgrading infrastructure for 2,059 children and staff. This initiative fosters a supportive setting for early growth and holistic care within the community.
- ✓ **School Renovation:** Successfully upgraded 21 schools, establishing secure and interactive educational spaces that benefit 2,208 learners and academic personnel.
- ✓ **New Sanitation Unit Construction:** Developed 4 modern sanitation facilities, enhancing the daily lives of 1,264 pupils through access to sanitary environments, which are essential for driving positive health results.
- ✓ **Sanitation Unit Restoration:** The restoration of 6 sanitation blocks has significantly bolstered hygiene

for 384 students, reinforcing the importance of proper sanitation within the school ecosystem.

- ✓ **Primary Health Centre (PHC) Refurbishment:** Completed the critical repair and refurbishment of 1 medical facility, establishing a clean and reliable clinical environment. This upgrade ensures that community members have access to essential healthcare services in a safe, well-maintained space.
- ✓ **Solar Street Lighting:** Successfully installed solar-powered lighting systems across 23 key village locations benefiting 582 families. This initiative has significantly improved public safety and night-time security, ensuring that essential pathways are well-lit and accessible for households throughout the community.



Britannia Nutrition Foundation (BNF)

BNF’s Vision: A malnutrition free India.

BNF’s Mission: Contribute to every child’s right to Nutrition and Growth by implementing sustainable, replicable programs, pursuing product innovation and research, addressing core and allied causes for malnutrition and assuming responsibility for the nourishment and vitality of the community.

Despite notable economic advancements, malnutrition continues to affect a significant proportion of India’s population, particularly among children and women. Since its inception in 2010, the Britannia Nutrition Foundation (BNF) has been engaged in nutrition-focused community development initiatives to help address this issue. BNF adopts a comprehensive and ecosystem-based approach, delivering integrated interventions across Anganwadi centres, schools, and community settings. By addressing the nutritional needs of both children and the environments in which they grow, the foundation aims to foster sustainable, intergenerational improvements in health and well-being.

The foundation’s initiatives are designed to reach vulnerable and nutritionally at-risk groups, including infants, children under nine years of age, pregnant and lactating women, adolescent girls, and newly married women. Through targeted nutrition education, dietary supplementation, and behaviour change communication, BNF is working to build a healthier and more nourished future for India’s communities.

Expansion of programme footprint

The significant increase in beneficiary outreach during FY 2025–26 was primarily driven by the strategic expansion of BNF’s programme footprint. During the year, BNF commenced interventions in Nandurbar, Maharashtra, a new project location covering two blocks with an estimated beneficiary population of 1,49,459, contributing nearly 30% of the Foundation’s total outreach for the year. In addition, Madhubani, Bihar, was onboarded as a new project location, extending programme outreach to 12,261 beneficiaries. Beyond the addition of these new geographies, beneficiary outreach also increased through the planned expansion of interventions across BNF’s existing project locations.

Methodology

The Britannia Nutrition Foundation (BNF) operates with a deep commitment to addressing undernutrition in communities surrounding the company’s manufacturing facilities. In regions where Britannia does not have a

direct operational footprint—but where malnutrition and anaemia remain prevalent—BNF partners with local NGOs and development organizations to design and implement context-specific nutrition programs. These strategic collaborations enable BNF to adapt its interventions to local socio-cultural dynamics, ensuring relevance, acceptance, and sustained impact. By leveraging grassroots expertise and regional networks, BNF successfully extends its reach and delivers meaningful health outcomes in underserved areas, transcending geographical boundaries to support vulnerable populations across the country.

✓

15,10,025 beneficiaries positively impacted by Britannia Nutrition Foundation (BNF) in FY 2025-26 - a 67% increase over FY 2024-25. For FY 2026-27, we aim to increase the number of beneficiaries by approximately 20%

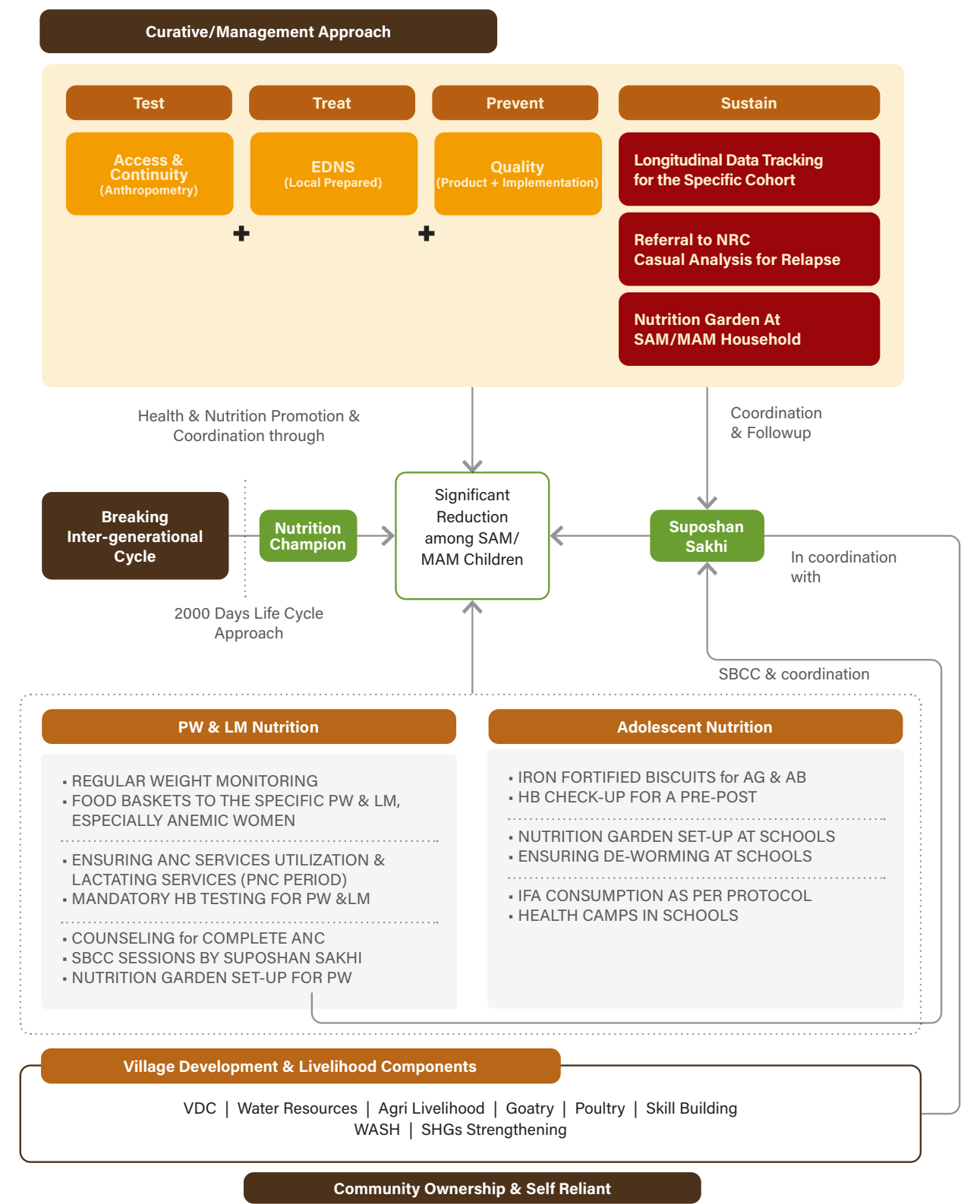
✓

Out of 11,530 children aged 0-5 yrs. identified as Severely or moderately acute malnourished, 11,027 children have been successfully brought to normal category by Britannia Nutrition Foundation (BNF) during the FY 2025-26

Direct beneficiaries only



BNF Implementation Framework



Key to Abbreviations

- EDNS - Energy Dense Nutrition Supplement

PW - Pregnant Women

LM - Lactating Mothers

ANC - Antenatal Care

PNC - Postnatal Care

SBCC - Social Behaviour Change Communication
- NRC - Nutritional Rehabilitation Centre

VDC - Village Development Committee

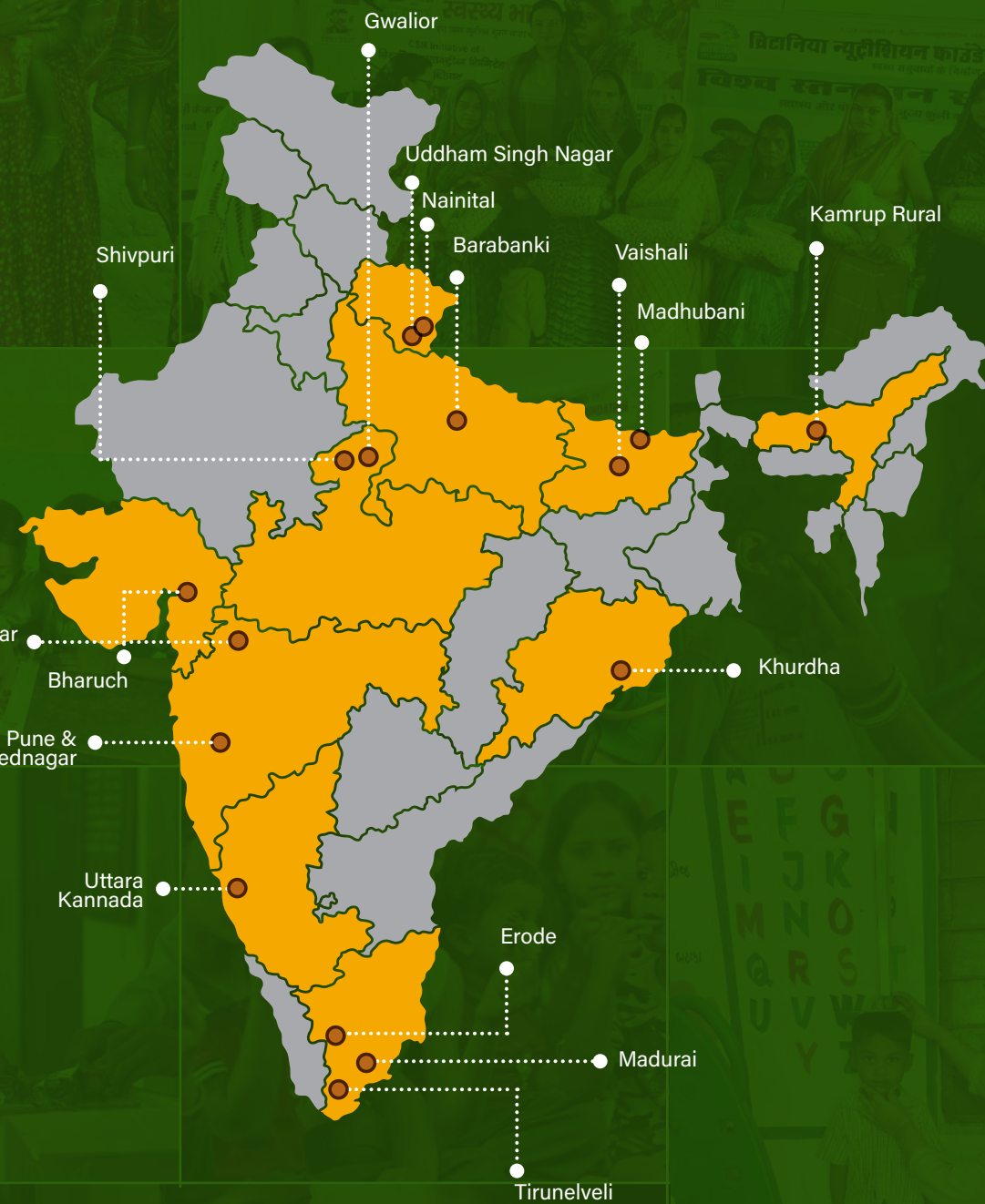
AG & AB - Adolescent Girls and Adolescent Boys

IFA - Iron Folic Acid Tablets

WIFS - Weekly Iron and Folic acid Supplementation

BNF: Reaching communities across India

The programme is being implemented in 16 districts covering 10 states in India.



Big Hearts: Employee Volunteering for Sustainable Impact

Guided by Britannia’s RESPECTiNG ethos, we foster a culture that encourages employees to contribute meaningfully to society while advancing our sustainability ambitions. Through Big Hearts, our employee volunteering programme, employees come together to support initiatives aligned with key ESG themes, including environmental stewardship, sustainability, education, and community well-being.

During FY 2025-26, 313 employees contributed 626 volunteering hours across 11 volunteering initiatives implemented in partnership with leading non-profit organisations. These efforts resulted in the creation of 2,476 community assets, benefiting diverse communities through educational resources, sustainability-focused interventions, environmental awareness activities, and well-being programmes.

Big Hearts at a Glance



Creating Meaningful Impact

Throughout the year, employees participated in a range of hands-on volunteering initiatives designed to address community needs while promoting sustainable practices.

Environment and Sustainability

- Seed ball making to support biodiversity and environmental restoration.
- Cloth bag painting initiatives promoting reusable alternatives to single-use plastics.
- Creation of Green Desks using recycled plastic waste, supporting circular economy principles.
- Diya painting initiatives that celebrated local craftsmanship and community engagement.



Education and Community Development

- Preparation of eco-friendly notebooks and learning kits for underserved students.
- Development of multisensory learning boards to support inclusive learning.
- Creation of ocean-themed educational models to foster environmental awareness among children.
- Assembly of junior gardening kits to encourage experiential learning and a connection with nature.



Health and Well-being

- Preparation of menstrual hygiene kits to promote awareness, dignity, and access to essential resources for women and girls.

These initiatives were implemented in collaboration with non-profit partners including Udgi Foundation, Chudar, SEDS (Sagara Education and Development Society), Adarene Charitable Trust, Jeevan Marga Charitable Trust, Stand Up India, Seva Charitable Trust, Angel Xpress Foundation, and Katravai Patravai Trust.

Voices of Impact



It was a blessing to be part of the seed ball-making session as part of Britannia's Big Hearts Employee Volunteering Programme. It was one of the many simple actions we can take to improve the environment around us.

Deepa D.,
Employee Volunteer



We thoroughly enjoyed the cloth bag painting activity. It encouraged creativity, gave us fresh perspectives, and provided a meaningful break from our daily routines while contributing to a worthwhile cause.

Hema,
Employee Volunteer



Heartfelt thanks for the beautifully hand-printed cloth bags. Our students have embraced the importance of sustainable living and are encouraging their families to adopt eco-friendly practices. By choosing cloth bags over plastic, they are helping create a culture of environmental responsibility within their communities.

Vimitha J.,
Founder, Katravai Patravai Trust



Case Study 1

Recovery from Severe Acute Malnutrition

Timely community-based intervention, family counselling, and coordinated healthcare support enabled Tasrin Akhtar, a 2.5-year-old girl from Charaimari Merganda in Kamrup Rural district, Assam, to recover from Severe Acute Malnutrition (SAM).

Tasrin was identified as a SAM child during routine growth monitoring conducted in September 2025. At the time of identification, she weighed only 6.15 kg with a height of 70.5 cm, indicating severe malnutrition that required immediate intervention.



Tasrin belongs to a low-income household where her father, Tahed Ali, works as a small vendor while her mother, Fareza Begum, manages the household. During home visits, the BNF team found that Tasrin had a history of low birth weight (1.7 kg) and poor immunity. Further assessment revealed that her mother was only 17 years old during pregnancy and suffered from severe anaemia, which significantly impacted Tasrin's early growth and nutritional status.

Recognizing the severity of the case, the BNF team immediately initiated regular monitoring and coordinated with doctors and the Rashtriya Bal Swasthya Karyakram (RBSK) team to facilitate Tasrin's admission to the Nutrition Rehabilitation Centre (NRC) for specialised medical and nutritional care.



Alongside medical treatment, the family received regular counselling on child nutrition, feeding practices, hygiene, and preventive healthcare. They were guided on preparing balanced meals using locally available foods and encouraged to establish a kitchen garden to improve household access to nutritious food. Nutritional supplements were also provided to support Tasrin's recovery and strengthen her immunity.

Through timely medical intervention, sustained follow-ups, coordinated healthcare support, and active participation from her family, Tasrin's nutritional status improved steadily. Her weight increased from 6.15 kg to 7.2 kg, enabling her to recover from Severe Acute Malnutrition and return to the normal nutritional category.



Tasrin's recovery demonstrates the impact of early identification, community-based monitoring, family engagement, and convergence with public healthcare services in addressing child malnutrition. The BNF team continues to monitor her progress to ensure sustained growth and prevent relapse.



Case Study 2

Dipika's Journey from Severe Acute Malnutrition to Recovery

Early identification, sustained family counselling, and coordinated healthcare support enabled Dipika, daughter of Dharmendra and Longshree from Transit Camp in Udham Singh Nagar district, Uttarakhand, to recover from Severe Acute Malnutrition (SAM).

Dipika was identified as a SAM child during routine growth monitoring in May 2025. At just five months of age, she weighed only 3 kg and measured 53 cm in height, placing her in the Severe Acute Malnutrition category.



As Dipika was an infant, the BNF team immediately counselled her mother on the importance of exclusive breastfeeding and maintaining a nutritious maternal diet to improve breastmilk quality and quantity. Given the severity of her condition, the family was advised to admit Dipika to the Nutrition Rehabilitation Centre (NRC) for specialised medical care and monitoring.

Although the family was initially hesitant, persistent counselling and regular follow-ups by the BNF Area Coordinator, Suposhan Sakhi, and field team helped build their confidence and encouraged them to seek treatment. Dipika was subsequently admitted to the NRC for one week, where the dietitian guided her mother on appropriate infant nutrition and post-discharge care.

Following her discharge, the BNF team provided nutritional supplements and a hygiene kit while continuing regular growth monitoring, supervised feeding support, and counselling. The Anganwadi Centre also played a vital role in monitoring Dipika's progress and supporting the family throughout her recovery.

With consistent medical care, sustained counselling, and active participation from her parents, Dipika showed significant improvement over the following months. By November 2025, her weight had increased from 3 kg to 5.7 kg, while her height improved from 53 cm to 63.5 cm, enabling her to transition from the Severe Acute Malnutrition category to normal nutritional status.

Dipika's recovery demonstrates the importance of early identification, sustained counselling, family participation, and coordinated healthcare support in improving nutrition outcomes among vulnerable children.





Britannia is committed to minimising its ecological footprint through deliberate, systemic and forward-looking environmental practices.

RESOURCES

Britannia Industries understands that environmental responsibility is fundamental to long-term business resilience and the well-being of future generations. As a company that depends on both renewable and finite natural resources, Britannia is committed to minimizing its ecological footprint through deliberate, systemic, and forward-looking environmental practices.

With a clear goal of building environmentally sustainable operations, Britannia actively invests in resource optimization, focusing on efficient use of energy, water, and raw materials. These efforts span technology upgrades, process reengineering, and engagement-driven behavioural change across employees and partners in the value chain.

To institutionalize environmental performance, the company continues to strengthen its

Environmental Management System (EMS), embedding both internal governance structures and external benchmarking standards. Currently, eight manufacturing units hold ISO 14001: 2015 certification, and plans are underway to extend this across all production sites.

Each facility undergoes comprehensive internal EMS assessments, ensuring 100% coverage, while select sites are also reviewed through annual corporate audits. These evaluations are benchmarked to external standards and supported by a proprietary self-assessment framework that is more rigorous than many third-party certifications. Through these mechanisms, Britannia ensures that environmental accountability is embedded across its operations, laying the foundation for a more sustainable future.

Key highlights:

35%
Renewable electricity in total electricity consumption
↑ 13 percentage points

34%
Renewable energy in the total energy mix
↑ 14 percentage points

51.64 million kWh
Renewable electricity procured
↑ 67%

1,58,816 tCO₂e
Scope 1 & 2 GHG emissions
↓ 16%

10.4 MW
Installed rooftop solar capacity
Across 10 manufacturing facilities

0.80 kL/Ton
Freshwater consumption intensity
↓ 8.05% (*Exceeded the annual reduction target of 3%*)

85%
Laminate waste recycled
↑ 10 percentage points

431 suppliers
ESG assessment completed, representing 81% of procurement spend

●●●
Note: Unless otherwise stated, all metrics relate to Britannia's India operations. ↑ and ↓ indicate year-on-year change compared to FY 2024–25.

Energy Efficiency and Emissions Management

Improving energy efficiency and transitioning towards cleaner energy sources are central to Britannia's decarbonisation strategy. The Company continues to reduce the environmental footprint of its operations by increasing the use of renewable energy, implementing energy conservation initiatives, improving energy efficiency and lowering greenhouse gas emissions across its operations and value chain.

Britannia adopts a structured approach to energy management to minimize our environmental impact and enhance operational efficiency. Opportunities to improve energy performance are identified through internal discussions and brainstorming sessions held across

our facilities. We set measurable energy-saving targets and pursue them through a combination of technology upgrades and process optimization. As part of our long-term sustainability roadmap, we have made significant investments in cleaner and renewable energy sources, along with various energy conservation methods. Our commitment to responsible energy use is reinforced through a mandatory ESG learning module, which builds employee awareness on energy, emissions, and practical ways to conserve energy at the workplace. These efforts are supported by internal systems that monitor, evaluate, and report progress against defined goals, ensuring accountability and continuous improvement.



Renewable energy

As the global community intensifies efforts to mitigate climate change, India has set an ambitious course towards achieving Net Zero emissions by 2070 and 500 GW of non-fossil fuel-based power capacity by 2030. In alignment with these national priorities, Britannia is advancing its transition towards a low-carbon future by progressively increasing the share of renewable energy across its operations.

Britannia is expanding the use of renewable electricity through long-term Power Purchase Agreements (PPAs), open-access renewable power procurement and captive renewable energy generation, including rooftop solar installations, while biomass-based energy systems continue to strengthen the use of renewable fuels across its operations. Over the last two years, Britannia has commissioned rooftop solar systems at 10 manufacturing facilities, taking its total installed rooftop solar capacity to 10.4 MW. In addition, the manufacturing units at Perundurai, Khordha and Ranjangaon have integrated biomass-based energy systems, which currently meet approximately 33% of Britannia's fuel-based energy requirements, up from 21% in FY 2023–24, reducing dependence on conventional fossil fuels.

FY 2025–26 Renewable Energy Highlights



35%
Renewable Electricity Share



51.64 million kWh
Renewable Electricity Procured



10.4 MW
Installed Rooftop Solar Capacity



36,664 tCO₂e
Emissions Avoided

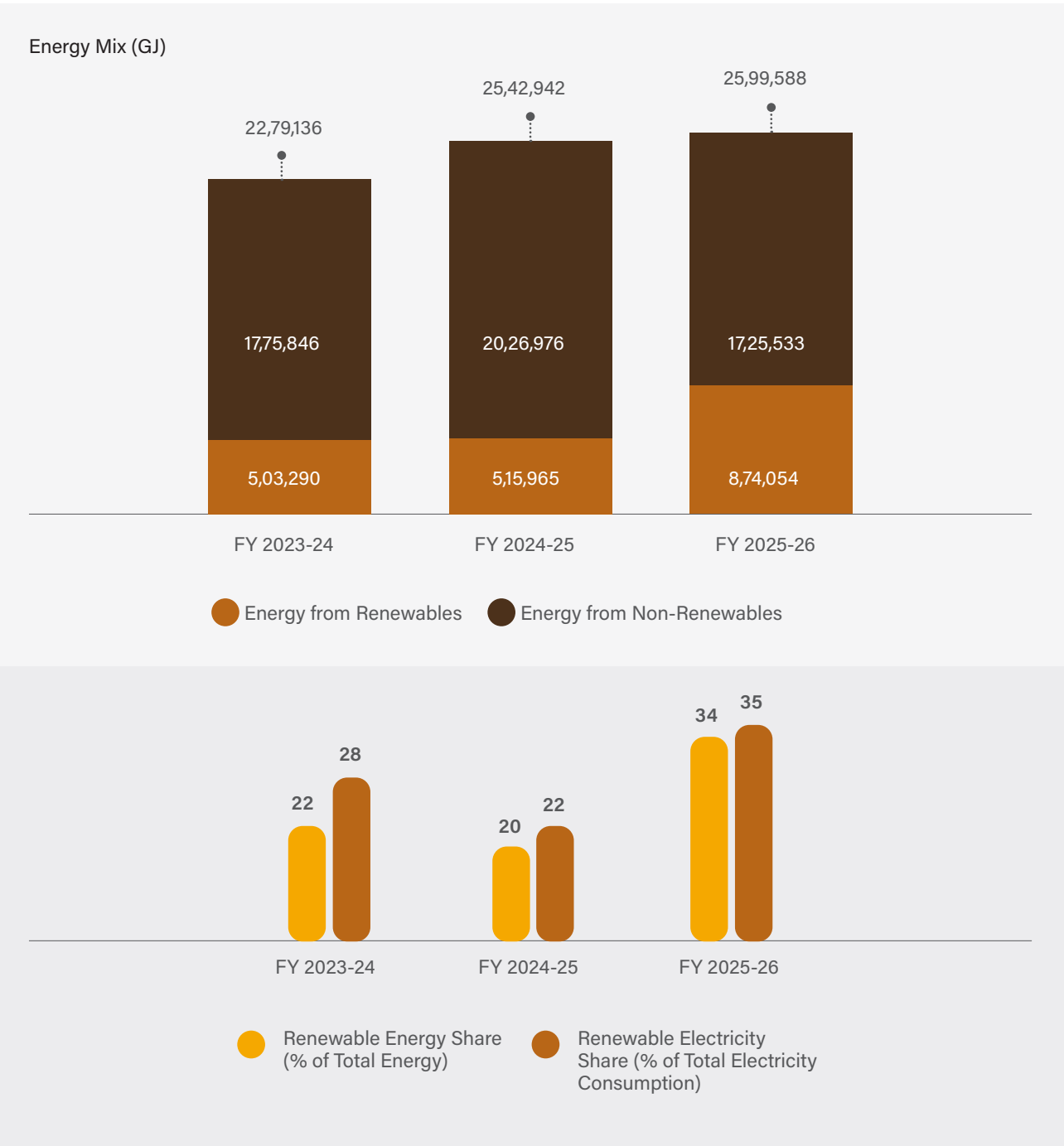
Renewable electricity procurement increased significantly during FY 2025–26, rising by nearly 67% from 31 million kWh in FY 2024–25 to 51.64 million kWh. As a result, renewable electricity accounted for 35% of Britannia's total electricity consumption across its India operations. Renewable sources—including solar, wind and biomass—contributed 34% of Britannia's total energy consumption, compared to 20% in FY 2024–25. The increased use of renewable electricity helped avoid an estimated 36,664 tCO₂e emissions, compared to 22,751 tCO₂e in the previous year. At Britannia's Bidadi manufacturing facility in Karnataka, 99% of the electricity consumed during the reporting period was sourced from renewable energy, primarily solar and wind.

At Strategic Food International Co. LLC (SFIC), Dubai, a 514 kW rooftop solar system was commissioned in August 2025, marking the first renewable energy installation across Britannia's international operations. During FY 2025–26, renewable electricity accounted for approximately 21% of the facility's total electricity consumption, contributing to a 2% renewable energy share across Britannia's international operations.



Energy Consumption

India Operations



●●● Note: In calculating renewable energy usage, we account for energy derived from solar, wind power sources, and biomass consumption across our own operations.

During FY 2025–26, total energy consumption increased marginally in line with business growth. Despite this increase, Britannia significantly expanded the use of renewable energy, increasing its share in the total energy mix from 20% in FY 2024–25 to 34%, while the share of renewable electricity in total electricity consumption increased from 22% to 35%.

The renewable electricity target disclosed in the previous reporting period was established based on the regulatory framework prevailing at the time. However, subsequent regulatory changes, particularly in Maharashtra, reduced renewable electricity procurement and impacted Britannia’s plans to further increase its renewable electricity share through wind power and rooftop solar installations, resulting in these projects being deferred. Renewable electricity generation was also lower than

anticipated due to weather-related disruptions affecting the southern manufacturing units. In addition, renewable power generation in the remaining regions commenced only from the third quarter of FY 2025–26, and initial operational and commissioning challenges resulted in lower-than-targeted renewable electricity generation. The previously disclosed target also represented the maximum renewable electricity share achievable during periods of peak solar generation rather than the annual average, reflecting the seasonal nature of solar power generation. During FY 2025–26, Britannia achieved a peak monthly renewable electricity share of 41% during the summer months. Britannia remains committed to progressively increasing the share of renewable electricity in its energy mix and continues to evaluate opportunities to enhance renewable power procurement in line with the evolving regulatory landscape.

International Operations

Energy Mix	UoM	FY 2023-24	FY 2024-25	FY 2025-26
Total Energy	GJ	61,857	63,792	68,705
Energy from Renewables	GJ	0	0	1,524
Energy from Non-Renewables	GJ	61,857	63,792	67,181
Share of Renewable Energy	%	0	0	2

Nepal factory

Energy Mix	UoM	FY 2023-24	FY 2024-25	FY 2025-26
Total Energy	GJ	31,768	34,211	31,652
Energy from Renewables	GJ	0	0	0
Energy from Non-Renewables	GJ	31,768	34,211	31,652
Share of Renewable Energy	%	0	0	0



Driving Energy Efficiency Across Operations

Alongside our efforts to increase the share of renewable energy, we continue to identify ways to improve energy efficiency by upgrading processes and adopting innovative technologies. These measures help reduce dependence on non-renewable energy and contribute to lowering our carbon footprint.

Britannia implemented 20+ energy conservation initiatives across its manufacturing facilities during FY 2025–26, delivering energy savings of 52,658 GJ and avoiding approximately 4,053 tCO₂e emissions, with an investment of around INR 222 million and estimated cost savings of approximately INR 112 million.

FY 2025–26



Category	Key Initiatives	Energy saved (GJ)
Process Optimization	- Compressed air leakage reduction through systematic leak detection and rectification - Baking process optimization through reduction in treat baking time - Air compressor pressure optimization	1,552
Replacement with energy-efficient equipment	- Replacement of conventional lighting with energy-efficient LED lighting - Replacement of non-VFD compressors with VFD-based compressors - Installation of energy-efficient conveyor bands	1,055
Technology upgradation	- Replacement of Cyclotherm ovens with DGF ovens - Installation of Oven Flue Gas Recirculation (FGR) system - Provision of VFDs for water chiller pumps	50,051

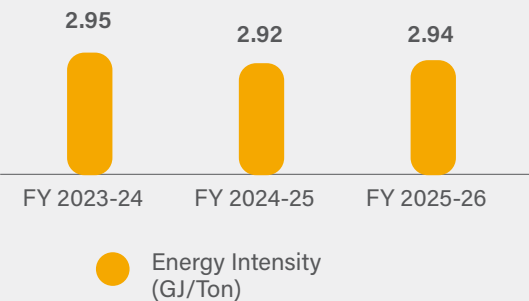
Energy Intensity

As Britannia continues to grow, improving energy efficiency remains a key priority in reducing the environmental footprint of its operations. The Company is focused on lowering energy intensity by integrating energy-efficient technologies, optimising manufacturing processes, and strengthening operational controls across its facilities.

By continuously improving energy performance, Britannia not only reduces resource consumption and greenhouse gas emissions but also enhances operational efficiency and resilience. This integrated approach enables the Company to support sustainable business growth while creating long-term value for its stakeholders.

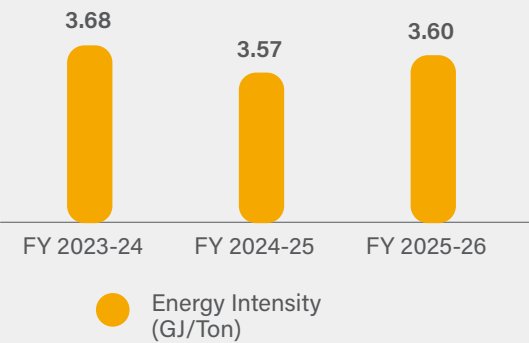
Energy Intensity Trend

India Operations

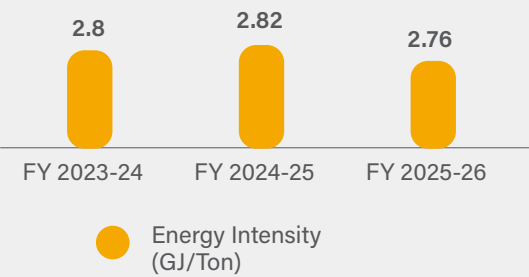


Britannia maintained a stable energy intensity of 2.94 GJ/Ton during FY 2025–26, reflecting its continued focus on operational efficiency while supporting business growth. Sustained investments in process optimisation, technology upgradation and deployment of energy-efficient equipment across manufacturing facilities helped maintain energy performance. Britannia continues to strengthen its energy management practices by identifying and implementing opportunities for energy conservation across its operations.

International Operations



Nepal Factory



Energy intensity across Britannia's International Operations and Nepal Factory remained broadly stable during FY 2025–26, reflecting continued focus on efficient energy management and operational performance.



Greenhouse Gas (GHG) Emissions

Scope 1 & 2 GHG Emissions

Reducing greenhouse gas (GHG) emissions is an important component of Britannia's sustainability strategy. Britannia monitors and manages its Scope 1 and Scope 2 emissions to understand its operational carbon footprint and identify opportunities to improve energy efficiency, increase the use of renewable energy and reduce emissions across its operations.

Scope 1 emissions primarily arise from on-site fuel combustion in manufacturing processes, including baking ovens and diesel generators, as well as fugitive emissions from refrigerants and CO₂-based fire suppression systems. Scope 2 emissions result from the consumption of

purchased electricity across manufacturing facilities and corporate offices.

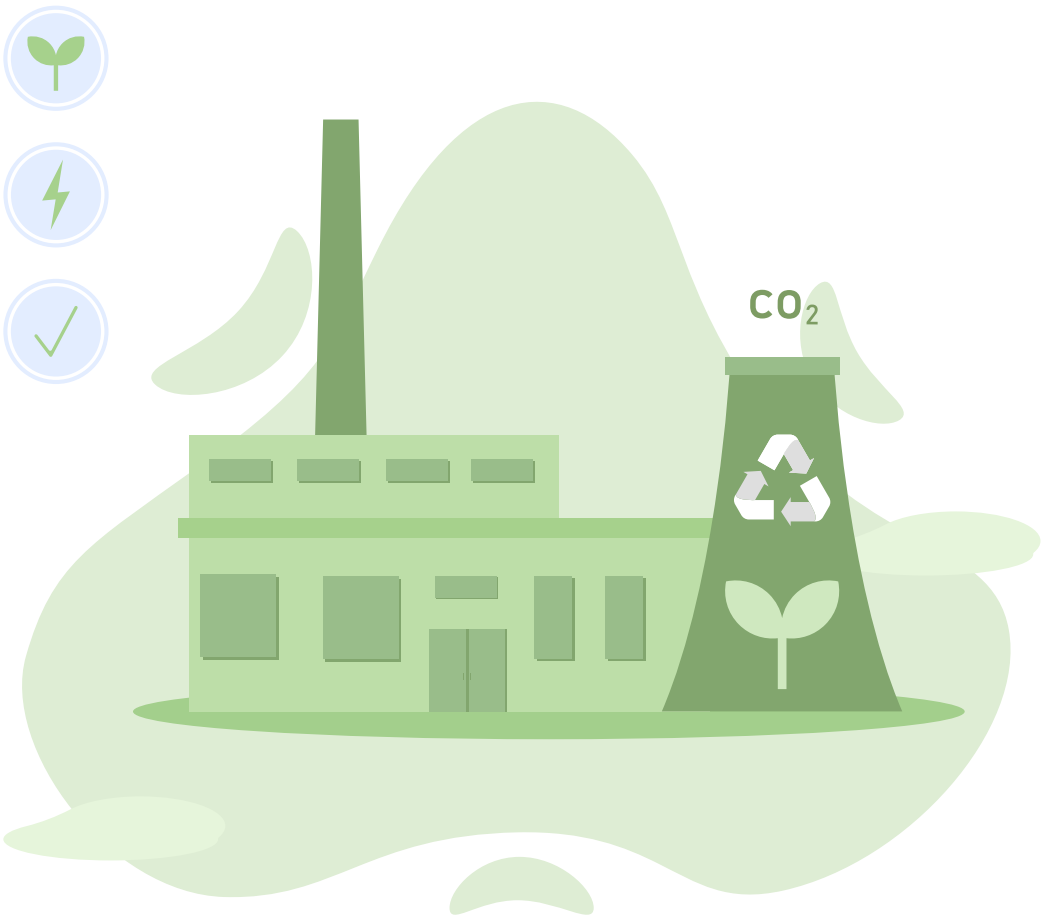
Britannia continues to implement initiatives that improve energy performance and support the reduction of operational greenhouse gas emissions as part of its ongoing decarbonisation journey.

Biogenic Emissions

Britannia uses biomass-based fuels in baking ovens at its Khordha, Perundurai and Ranjangaon manufacturing facilities as part of its transition towards renewable fuels. The combustion of biomass generates biogenic CO₂ emissions, which are reported separately from Scope 1 emissions under the GHG Protocol, as the carbon released forms part of the short-term biogenic carbon cycle.

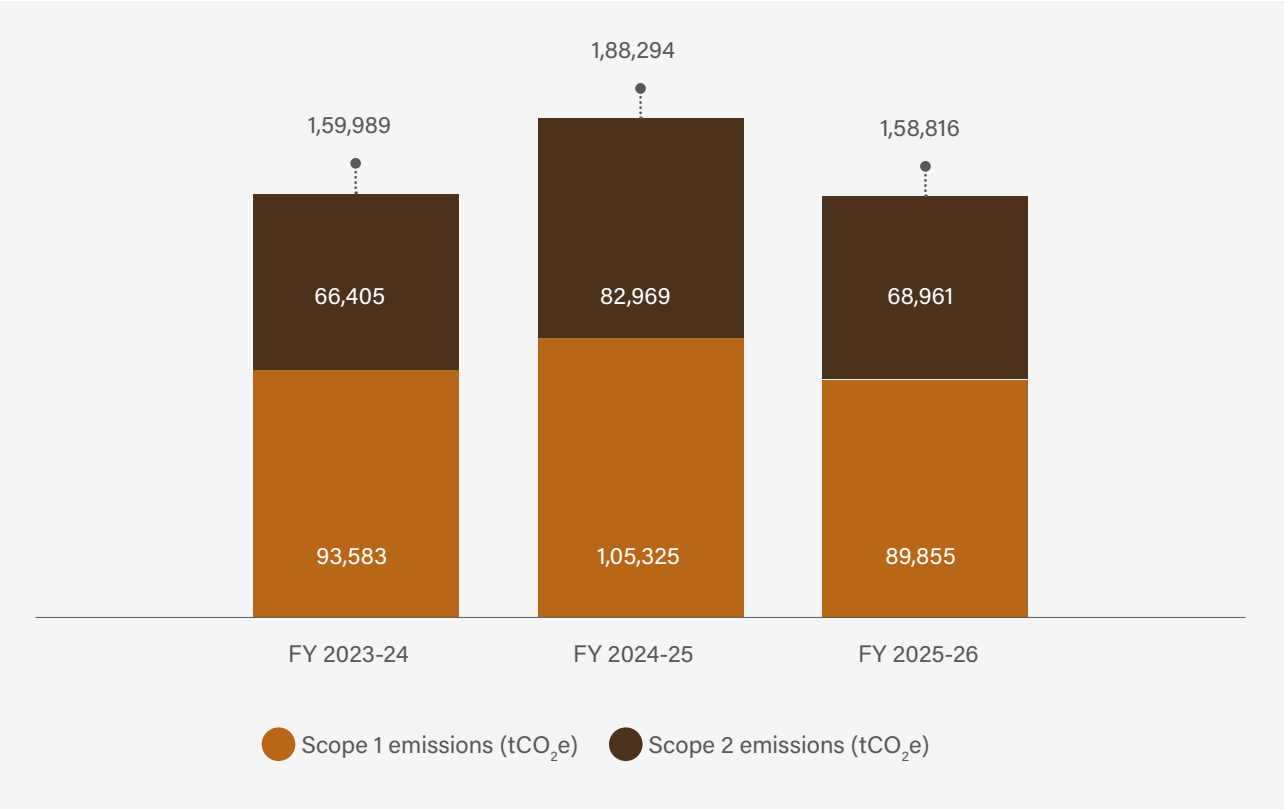
Biomass Performance	FY 2023-24	FY 2024-25	FY 2025-26
Biomass Consumed (MT)	24,086	25,853	44,112
Energy Generated (GJ)	3,75,747	4,03,304	6,88,151
Biogenic CO ₂ Emissions (tCO ₂ e)	42,798	45,936	78,380

The increase in biomass consumption during FY 2025–26 reflects the expanded use of biomass-based fuels across Britannia's manufacturing operations. Consequently, energy generated from biomass increased by approximately 71% compared to FY 2024–25, resulting in a corresponding increase in reported biogenic CO₂ emissions.



GHG Emissions Trend

India Operations



Britannia reduced its total Scope 1 and Scope 2 GHG emissions to 158,816 tCO₂e in FY 2025–26, representing a reduction of approximately 16% compared to FY 2024–25. The corresponding GHG emissions intensity also improved from 0.216 tCO₂e/Ton to 0.180 tCO₂e/Ton, reflecting enhanced carbon efficiency across operations.

This improvement was supported by the increased use of renewable fuels and renewable electricity across Britannia's manufacturing operations. Biomass-based fuels now meet approximately 33% of Britannia's fuel-based energy requirements, up from 21% in FY 2023–24, reducing dependence on conventional fossil fuels. The share of LPG and PNG in the fuel mix also declined over the period, while renewable electricity increased to 35% of total electricity consumption during FY 2025–26. In addition, continued implementation of energy conservation initiatives and operational efficiency improvements contributed to managing operational emissions while supporting business growth.



Operational Emissions Highlights



International Operations

Parameter	UoM	FY 2023-24	FY 2024-25	FY 2025-26
Scope 1 emissions	tCO ₂ e	2,887	2,668	2,879
Scope 2 emissions	tCO ₂ e	2,955	2,837	2,702
Total Scope 1 & Scope 2 emissions	tCO ₂ e	5,842	5,505	5,581
Scope 1 & Scope 2 GHG Emissions intensity	tCO ₂ e/Ton	0.35	0.31	0.29

During FY 2025–26, total Scope 1 and Scope 2 GHG emissions for Britannia's International Operations remained broadly stable despite an increase in production, resulting in an improvement in GHG emissions intensity from 0.31 tCO₂e/Ton to 0.29 tCO₂e/Ton. Scope 2 emissions declined during the year, primarily due to the commissioning of a 514 kW rooftop solar system at SFIC, Dubai.

Nepal factory

Parameter	UoM	FY 2023-24	FY 2024-25	FY 2025-26
Scope 1 emissions	tCO ₂ e	1,741	1,865	1,664
Scope 2 emissions	tCO ₂ e	0	0	0
Total Scope 1 & Scope 2 emissions	tCO ₂ e	1,741	1,865	1,664
Scope 1 & Scope 2 GHG Emissions intensity	tCO ₂ e/Ton	0.15	0.15	0.15

●●● Note: Scope 2 emissions for the Nepal factory have been calculated using a grid emission factor of zero, based on the Climate Transparency Report 2020 for Nepal, which indicates that electricity generation in Nepal has no energy-related CO₂ emissions associated with the national grid.

Scope 3 GHG Emissions

Recognising that a significant proportion of Britannia's greenhouse gas emissions occur beyond its direct operations, the Company monitors and reports emissions across relevant Scope 3 categories to better understand and manage the climate impact of its value chain. This enables Britannia to identify opportunities for emissions reduction across procurement, logistics, business travel, employee commuting, waste management and product end-of-life.

During FY 2025–26, Scope 3 emissions from India operations totalled 4,016,604 tCO₂e, a reduction of approximately 2% compared to FY 2024–25 emissions. Purchased Goods & Services continued to account for more than 90% of Britannia's Scope 3 emissions, highlighting the importance of continued engagement with suppliers and strengthening visibility across the value chain to support future emissions reduction opportunities.

Scope 3 Categories Reported	FY 2024-25 (tCO ₂ e)	FY 2025-26 (tCO ₂ e)
¹ Cat 1: Purchased Goods & Services	37,21,289	36,86,688
Cat 2: Capital Goods	13,588	13,310
Cat 3: Fuel & Energy related activities	52,108	43,011
² Cat 4: Upstream transportation & distribution	2,60,670	2,22,395
Cat 5: Waste generated in operations	378	347
³ Cat 6: Business Travel	5,778	6,712
⁴ Cat 7: Employee Commuting	41,710	41,573
Cat 8: Upstream Leased assets	2,157	2,331
Cat 12: End of Life Treatment of Sold Products	307	238
TOTAL Scope 3 Emissions	40,97,986	40,16,604

●●●

Note: Scope 3 emissions reported herein are limited to India operations. In FY 2025–26, the Company enhanced the calculation methodology for Scope 3 Categories 3, 4, 6, 7 and 8 by incorporating Well-to-Tank (WTT) emissions associated with fuel and electricity consumption, thereby improving the completeness of emissions accounting. Accordingly, FY 2024–25 emissions for these categories have been restated to align with the revised methodology and ensure comparability across reporting periods.

¹ Includes upstream emissions associated with raw materials purchased, finished goods procured from Contract Packers (CPs) and Purchase of Finished Goods (POFGs), as well as purchased services. Emissions from purchased services have been included for the first time in FY 2025–26..

² Includes emissions from the inbound and outbound transportation and distribution services purchased by Britannia.

³ Includes emissions from business travel by road, rail, and air, as well as hotel stays during business trips.

⁴ Includes emissions from both employee and worker commutes.

The reduction in Scope 3 emissions during FY 2025–26 was driven by improvements across multiple value chain activities. Category 3 (Fuel- and Energy-related Activities) declined following reduced consumption of fossil fuels, increased use of biomass-based fuels and higher procurement of renewable electricity, lowering upstream emissions associated with purchased fuels and electricity.

Category 4 (Upstream Transportation and Distribution) emissions reduced due to lower procurement of capital goods and continued logistics optimisation initiatives, while Category 12 (End-of-life Treatment of Sold Products) emissions declined as a result of enhanced plastic recycling and improved waste management practices.

Key Drivers of Scope 3 Reduction



Greater biomass utilisation



Higher renewable electricity procurement



Logistics optimisation



Improved plastic recycling



2% Reduction in Scope 3 Emissions

Optimising Logistics to Reduce Value Chain Emissions

Britannia continues to improve logistics efficiency through network optimisation initiatives that reduce transportation distances while maintaining service levels. During FY 2025–26, continued optimisation of downstream distribution contributed to a reduction in secondary transportation distance and associated Scope 3 emissions.

Average distance to market per trip (km)

	FY 2023-24	FY 2024-25	FY 2025-26
Primary logistics	346	331	331
Secondary logistics	124	122	121
Total	470	453	452

● Primary logistics ● Secondary logistics

Water Management

“
Britannia is committed to strengthening water stewardship through a proactive and integrated approach focused on responsible water use, conservation and long-term water security.

Water is a critical resource for Britannia's manufacturing operations and an essential component of the ecosystems and communities in which we operate. As pressures on freshwater resources continue to grow due to climate change, urbanisation and increasing water demand, Britannia is committed to strengthening water stewardship through a proactive and integrated approach focused on responsible water use, conservation and long-term water security.

Our water management approach combines operational efficiency, regulatory compliance and continuous improvement to optimise water use across manufacturing facilities. In FY 2023–24, Britannia undertook a climate risk assessment aligned with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), identifying key physical climate risks including water scarcity, extreme rainfall and flooding. The assessment covered manufacturing facilities, distribution centres and corporate offices, with future climate scenarios evaluated for 2030, 2040 and 2050.¹ The assessment provides an understanding of potential climate-related water risks across Britannia's operations and will be revisited in FY 2026–27 using updated climate scenarios and the latest available scientific guidance.

To translate this approach into action, Britannia regularly assesses water use across all manufacturing facilities through standardised internal Water Checklist audits. These assessments help identify opportunities to improve

water efficiency, optimise process performance and detect potential leakages, enabling site-specific action plans that support continual improvement. During FY 2025–26, Britannia did not experience any operational disruptions due to water supply interruptions, reflecting the effectiveness of its water management practices.

To improve water efficiency across its manufacturing operations, Britannia continues to implement engineering and process improvements aimed at reducing water consumption without compromising product quality or operational performance. Key initiatives include optimisation of water line header pressure, installation of jet cleaners in tray-washing areas, use of low-diameter water taps, replacement of conventional hand wash taps with push-type taps, and installation of float valves for level control in water storage tanks. These initiatives are implemented across manufacturing facilities based on site-specific opportunities identified through internal water assessments. Britannia's Hajipur manufacturing facility is located in a water-stressed region, making efficient water management a key operational priority. The facility continues to implement focused water conservation measures, including engineering improvements and process optimisation, while closely monitoring water consumption to identify further opportunities for efficiency improvements.

Effluents generated from our operations are treated through Effluent Treatment Plants (ETPs). Several manufacturing facilities are equipped with Dissolved Air Flotation (DAF) systems to improve the removal of Total Suspended Solids (TSS), Biochemical Oxygen Demand (BOD), and oils and grease. To enhance sludge management, screw press technology has been adopted to improve dewatering efficiency and reduce drying time. In addition, two ETPs are equipped with Digital Pani Technology for automated monitoring, real-time performance tracking and alert generation, providing greater visibility into treatment performance.

Britannia continues to enhance circular water management by maximising the reuse of treated wastewater for non-potable applications such as gardening and toilet flushing, wherever permitted. During FY 2025–26, 55.39% of the total water withdrawn was reused. Rainwater harvesting systems installed across 17 manufacturing facilities further support groundwater recharge and strengthen long-term water resilience.



Case Study

Enhancing Water Circularity through Recovery Systems

To improve water efficiency and reduce dependence on freshwater resources, Britannia has implemented multiple Reverse Osmosis (RO)-based water recovery systems at its Dairy & Cheese manufacturing facility. These systems recover water from different process streams and enable its reuse in utility operations, strengthening circular water management within the plant.

The integrated water recovery systems collectively recover approximately 180 kL of water per day. This has resulted in a 28.6% reduction in specific water consumption in the dairy unit during FY 2025-26 compared to FY 2023-24, demonstrating the effectiveness of circular water management in reducing freshwater withdrawal and improving resource efficiency.

Water Recovery System	Whey RO	Cow Water RO	ETP RO
Water Recovered	40 kL/day	80 kL/day	60 kL/day
Reuse	Recovers water generated during whey powder production through nano-filtration (NF) and RO processes for reuse.	Recovers evaporated water generated during milk powder production and treats it through RO for use as soft water.	Treats tertiary-treated effluent through RO for reuse in cooling towers and refrigeration condensers, replacing freshwater/soft water.



Whey RO



Cow Water RO



ETP RO

Employee awareness and participation are key to the success of our water strategy. Through GEMBA walks, floor-level sensitization sessions, and training programs, employees—including line managers and operators—are actively engaged in identifying opportunities to improve water efficiency. Environmental Council meetings serve as a platform to exchange learnings and scale up successful interventions across sites.

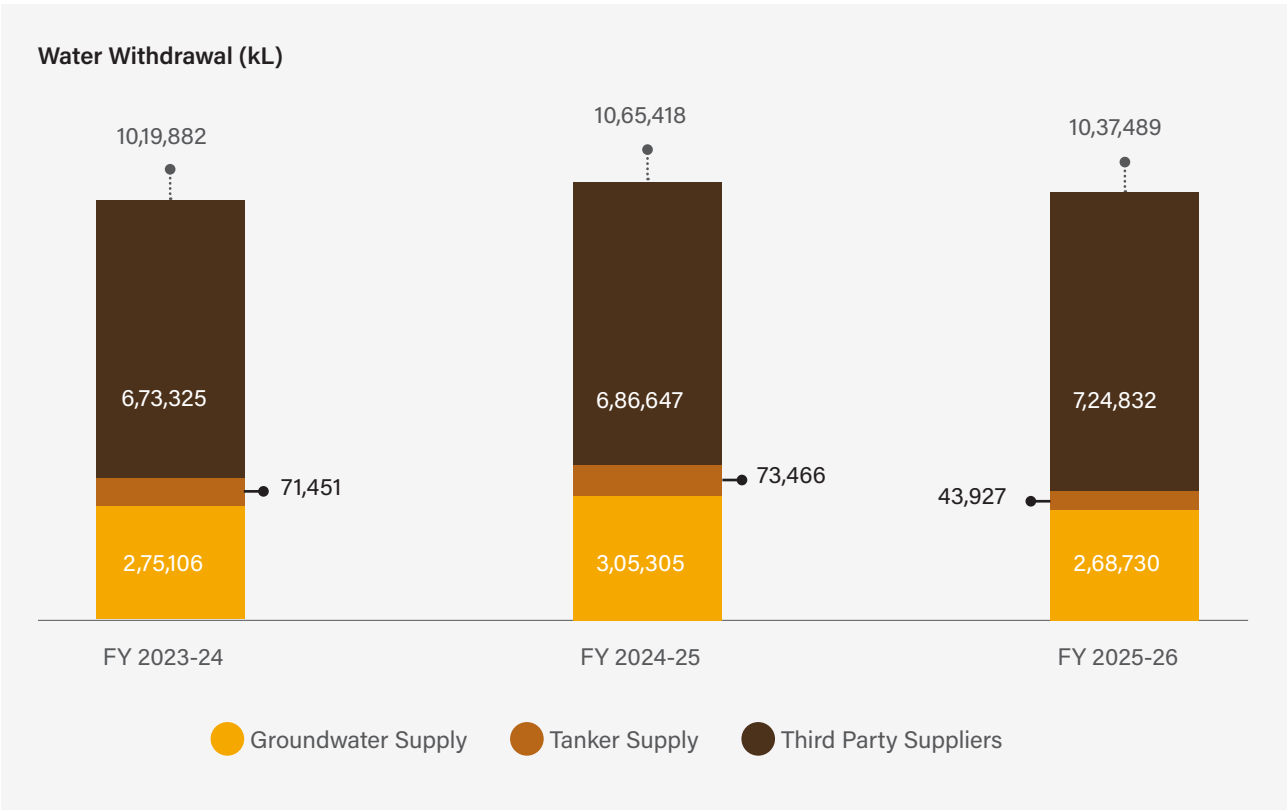
Water consumption is monitored through a structured governance framework—reviewed daily at the site level by EHS and maintenance teams, monthly at the factory level, and also monthly at the corporate level by the Environmental Council and Central EHS Steering

Committee. This governance structure not only ensures alignment with key environmental KPIs and compliance, but also enables the horizontal deployment of best practices across all manufacturing units, fostering consistency and continuous improvement across the network.

Water withdrawal, consumption, discharge and reuse data for FY 2025-26 were subject to reasonable assurance by TÜV SÜD South Asia Private Limited as part of the Sustainability Report assurance process. This included data from manufacturing facilities located in water-stressed regions, supporting the reliability and transparency of Britannia's water performance disclosures.

●●●
¹ The TCFD assessment report is available in Britannia's Sustainability Report FY 2023-24.

India Operations



●●●
Note: Third-party water comprises municipal supply, Industrial Development Corporation (IDC) water supply, and other public/private utilities.

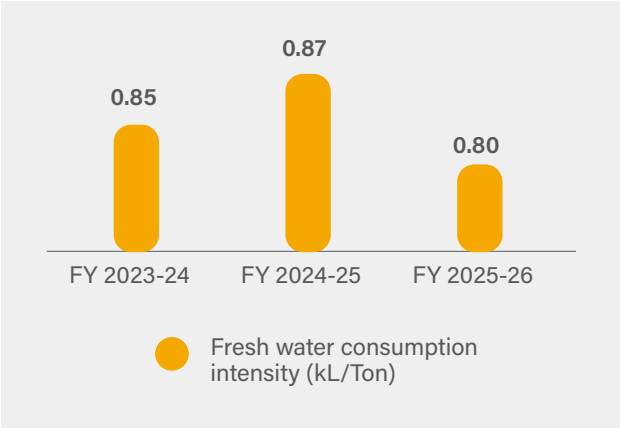


Freshwater withdrawal across Britannia’s India operations decreased by 2.6% from 1,065,418 kL in FY 2024–25 to 1,037,489 kL in FY 2025–26. The reduction was primarily driven by lower groundwater abstraction and tanker water consumption, reflecting continued efforts to optimise water use across manufacturing operations.

In line with regulatory compliance, no treated wastewater is discharged outside factory premises, except at our Uttarakhand facility, where primary treated effluent is routed to a Common Effluent Treatment Plant (CETP), as mandated by local guidelines. The total volume of treated wastewater discharged during the year was 4,848 kL.

Parameter	FY 2025-26
Freshwater Consumption	1,032,641 kL
Treated Wastewater Discharged	4,848 kL

●●●
Note: Water consumption is calculated as: Water Withdrawal – Treated Wastewater Discharge



Britannia reduced its specific freshwater consumption from 0.87 kL/Ton in FY 2024–25 to 0.80 kL/Ton in FY 2025–26, representing an 8.05% improvement and significantly exceeding the Company’s annual reduction target of 3%. The improvement reflects continued implementation of water conservation initiatives, process optimisation and enhanced monitoring across manufacturing facilities.

●●●
Note: Due to the inherently higher water intensity associated with dairy processing, the Ranjangaon Dairy & Cheese unit is monitored against a separate site-specific water consumption target and is excluded from the consolidated manufacturing target.



International Business

Metrics	UoM	FY 2023-24	FY 2024-25	FY 2025-26
¹ Fresh Water Withdrawal	kL	28,505	27,116	24,914
² Water Discharge	kL	13,993	15,684	14,660
Fresh Water Consumption	kL	14,512	11,432	10,254
Fresh water consumption intensity	kL/Ton	0.86	0.64	0.54

●●●
¹ Third-party water supply
² Wastewater generated is sent outside factory premises to Sewage Treatment Plant (STP)/Effluent Treatment Plant (ETP)/Combined ETP

During FY 2025–26, Britannia’s International Operations reduced freshwater withdrawal and consumption despite a 6.6% increase in production. Freshwater consumption intensity improved from 0.64 kL/Ton to 0.54 kL/Ton, reflecting more efficient water use relative to production. This improvement was primarily driven by changes in the production mix and the implementation of water conservation initiatives at ASFIC, including reducing wet cleaning through the adoption of dry cleaning practices, repairing wall tiles to prevent water losses, and replacing freshwater used for gardening with treated wastewater.

Nepal Factory

Metrics	UoM	FY 2023-24	FY 2024-25	FY 2025-26
¹ Fresh Water Withdrawal	kL	10,463	10,150	9,043
² Water Discharge	kL	0	0	0
Fresh Water Consumption	kL	10,463	10,150	9,043
Fresh water consumption intensity	kL/Ton	0.92	0.84	0.79

●●●
¹ Groundwater supply
² Treated wastewater is being reused for gardening. Nothing is released back to the surface or groundwater.

The Nepal factory continued to maintain zero wastewater discharge during FY 2025–26, with treated wastewater reused for gardening. Freshwater consumption intensity improved from 0.84 kL/Ton in FY 2024–25 to 0.79 kL/Ton, while total freshwater withdrawal also declined during the year.



Britannia's Dairy Farmer Extension Programme

During FY 2025–26, the dairy sector experienced a challenging operating environment characterised by reduced milk availability following multiple years of subdued milk prices, which impacted milk productivity, as well as heightened competition for milk procurement. Increased demand and the entry of new market

participants in key procurement regions also led to higher milk procurement prices during the year. Despite these external challenges, Britannia continued to work closely with dairy farmers to enhance productivity, improve milk quality and strengthen the long-term sustainability of the dairy ecosystem.

	FY 2024-25	FY 2025-26
 Programme Reach	2,981 Farmers associated with milk collection programme 74.5 KL/day Average Daily Milk Procurement 25 L/day Average milk pouring per farmer	2,415 Farmers associated with milk collection programme 62.5 KL/day Average Daily Milk Procurement 26 L/day Average milk pouring per farmer
 Farmer Capacity Building	242 Farmer training programmes 7,706 MT Silage grown	227 Farmer training programmes 4,419 MT Silage grown
 Animal Health & Productivity	33 Door-to-door animal health camps 2,300+ Animals treated 15,970 Animals dewormed 5,400+ kg Fodder seeds distributed 310 doses Sorted sexed semen supplied	28 Door-to-door animal health camps 2,498 Animals treated 14,500 Animals dewormed 5,000 kg Fodder seeds distributed 43 doses Sorted sexed semen supplied

The challenging procurement environment during FY 2025–26 resulted in a reduction in the number of farmers associated with Britannia's milk collection programme and lower average daily milk procurement. Despite this, average milk pouring per farmer improved from 25 litres/day in FY 2024–25 to 26 litres/day in FY 2025–26, reflecting continued efforts to improve farm-level productivity and milk quality.

Improving Animal Health and Productivity

Despite the challenging procurement environment, Britannia continued to strengthen animal health, welfare and productivity through a range of veterinary and livestock development initiatives aimed at improving herd health, milk productivity and long-term farmer resilience. During FY 2025–26, 28 door-to-door animal health camps were organised across the milk procurement area, enabling veterinary teams to provide preventive healthcare and treatment services directly at farmers' doorsteps. More than 2,498 animals received veterinary care, supporting improved animal health and helping address issues such as subclinical mastitis and reproductive disorders.

To further enhance livestock productivity, approximately 14,500 animals were dewormed during the year. Britannia also distributed over 5,000 kg of high-quality maize and sweet sorghum fodder seeds, supporting the cultivation of approximately 4,419 MT of silage and improving access to nutritious green fodder. In addition, the programme for supplying sorted sexed semen was restarted during the year, with 43 doses provided to farmers at a 50% subsidy to support breed improvement and long-term productivity enhancement.

Building Farmer Capability

Farmer awareness and capacity building remain central to Britannia's dairy development approach. During a year marked by lower milk availability and increased competition for milk procurement, Britannia continued to invest in farmer capability building to support improvements in animal nutrition, breeding, feeding practices and milk quality. During FY 2025–26, Britannia conducted 227 farmer training and awareness programmes, reaching more than 3,500 dairy farmers through sessions organised at Bulk Milk Coolers (BMCs), Krishi Vigyan Kendras and the Britannia manufacturing facility.

The training programmes focused on breed improvement, feeding management, responsible animal husbandry practices that support animal health and welfare, milk quality enhancement and prevention of subclinical mastitis, enabling farmers to adopt improved livestock management practices and strengthen farm productivity.

To further strengthen farmer engagement, Britannia introduced two new initiatives during the year. The first was the launch of Samrudhi, an annual farmer magazine featuring practical guidance on good animal husbandry practices and preventive animal healthcare using ethno-veterinary practices. The second was a Farmer Reward and Recognition Programme that recognised top-performing farmers and field teams, encouraging the adoption of best practices across the dairy value chain.



Supporting Sustainable Dairy Farming

Recognising the importance of sustainable livestock management, Britannia continues to promote practices that create environmental as well as economic benefits for dairy farmers.





Case Study

Household Biogas Plants for Sustainable Dairy Farming

Livestock farming generates significant quantities of cattle dung, which, if not managed effectively, can contribute to methane emissions. To encourage sustainable manure management and improve resource efficiency, Britannia partnered with Baramati Ecosystem & Technologies Pvt. Ltd. to support the installation of 49 household biogas plants across the milk procurement area. Under the programme, 49 household biogas plants were installed at dairy farms. Each biogas plant costs approximately ₹43,500, of which farmers contribute ₹11,000, with the remaining cost supported through the programme, making the technology more affordable and accessible. By converting cattle dung into biogas for household cooking, the initiative promotes scientific manure management, reduces methane emissions from uncontrolled dung decomposition, lowers dependence on LPG for cooking, and produces nutrient-rich slurry that can be used as an organic fertiliser. The initiative

supports cleaner energy use, promotes circular resource management and provides long-term economic benefits to participating farming households.



Sustainable Packaging

Packaging plays a critical role in protecting product quality and ensuring product safety while contributing to Britannia's efforts to minimise its environmental footprint. The Company continues to evaluate opportunities to optimise the use of packaging materials and reduce plastic consumption wherever technically feasible, without compromising product quality, food safety or functionality.

Britannia works closely with packaging partners to develop packaging solutions that balance performance with environmental considerations. During FY 2025–26, total plastic packaging consumption stood at 48,733 MT. Of this, 70.08% of the plastic packaging and 59.65% of the laminates used were recyclable. As part of its ongoing commitment to sustainable packaging and Plastic Waste Management, Britannia is advancing initiatives to incorporate post-consumer recycled (PCR) content into secondary packaging formats, including trays and overwraps.

Extended Producer Responsibility (EPR)

Britannia implements Extended Producer Responsibility (EPR) across its India operations to support the responsible collection and environmentally sound management of post-consumer plastic packaging waste. The Company currently partners with five authorised waste management agencies to facilitate the collection and processing of plastic waste in accordance with applicable regulatory requirements.

Britannia remains committed to maintaining Plastic Neutrality and continued its efforts towards the collection and responsible disposal of plastic waste during FY 2025–26.



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Note: All figures in the Sustainable Packaging section reflect consolidated data across Britannia's factories and contract manufacturing units.

Sustainable Sourcing

At Britannia, Responsible Supply Chain has been identified as one of our material ESG focus areas. We recognise that a resilient and responsible supply chain is essential for ensuring business continuity and creating long-term value across the value chain—from raw material sourcing through processing, manufacturing, packaging and distribution.

Our supplier engagement is guided by the Sustainable Sourcing Policy and the Supplier Code of Conduct, which communicate Britannia’s expectations on business ethics, human rights, labour practices, environmental management and regulatory compliance. Through these frameworks, we seek to encourage responsible business practices and improve ESG transparency across our supplier base.

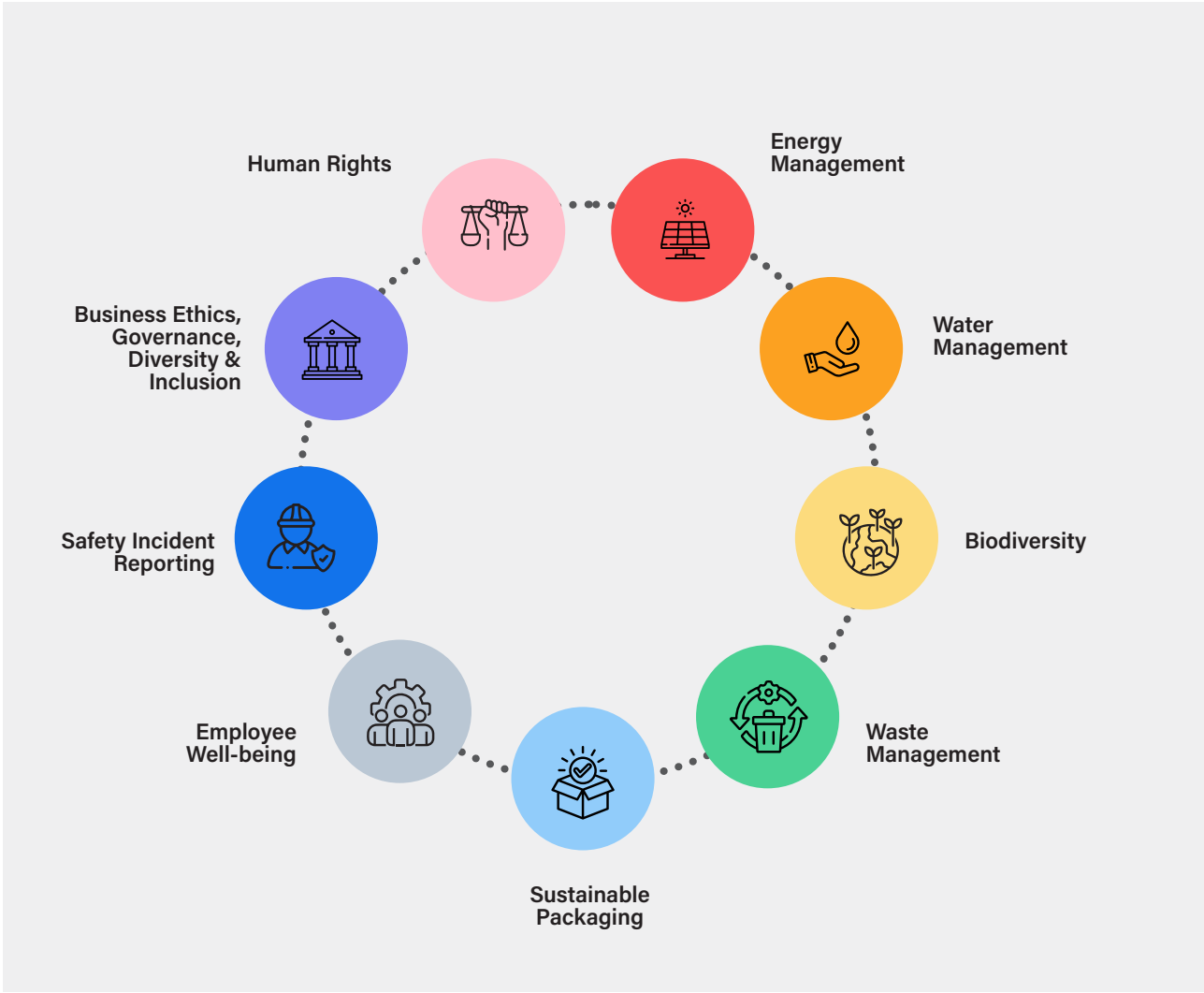
The Supplier ESG programme is overseen by the Chief Manufacturing & Procurement Officer and operationally managed by the Procurement function, which is

responsible for implementing supplier ESG initiatives and engaging with suppliers. Procurement teams are periodically sensitised on their role in supporting the implementation of the programme.

By strengthening ESG visibility across the supply chain, Britannia aims to better understand supplier-related risks, identify opportunities for improvement and engage suppliers on environmental, social and governance performance.

Supplier ESG Assessment and Risk Evaluation

Britannia conducts an annual ESG assessment of its Tier I suppliers to better understand ESG risks across its supply chain. The assessment is based on supplier self-declarations and covers the following focus areas:



The assessment also incorporates the applicable requirements of the SEBI Business Responsibility and Sustainability Reporting (BRSR) framework, including the principles relating to Enabling Inclusive Development, Fairness in Engaging with Customers and Suppliers, and Openness of Business.

Supplier responses are first evaluated on a 1 to 5 rating scale, where: 5 – Outstanding Performance, 3 – Medium Performance and 1 – Needs Improvement. The overall ESG risk score is then normalised to a scale of 0–100, based on which suppliers are classified as: High Risk: 0–30, Medium Risk: >30–60, Low Risk: >60–100.

During FY 2025–26, Britannia shortlisted 459 Tier I suppliers for the ESG assessment from a supplier base of approximately 600 Tier I suppliers. Traders and suppliers without manufacturing operations were excluded, as the assessment is designed for suppliers with manufacturing facilities.

The assessment covered suppliers across the Capex, Dairy, Flour, Ingredients, Oil, Sugar and Packaging categories (including laminates and corrugated boxes). Responses were received from 431 suppliers, representing approximately 81% of Britannia’s total procurement spend during the reporting year.

Supplier Risk Identification & Prioritisation

The ESG assessment results were analysed to identify suppliers requiring focused engagement by considering multiple risk factors. Supplier business relevance was evaluated based on each supplier’s share of Britannia’s total procurement spend, while supplier locations were

screened against the Central Ground Water Board (CGWB) groundwater assessment to identify facilities operating in over-exploited groundwater areas. Sector-specific risks were also considered by evaluating suppliers across agricultural (dairy, flour, sugar), manufacturing (packaging) and industrial (capex) categories, together with commodity-specific risks across key raw materials such as dairy, flour, sugar, ingredients and edible oil. These inputs, along with suppliers’ ESG assessment scores, were used to identify suppliers requiring focused engagement.

The assessment also enabled Britannia to better understand the exposure of key agricultural commodities to water-related risks. Based on the suppliers covered under the FY 2025–26 ESG Assessment, approximately 5% of flour, 3% of edible oil, and 8% of dairy products procured during the reporting year originated from suppliers operating in over-exploited groundwater areas.

Through the assessment:

- 33 suppliers were identified as High Risk based on their ESG assessment scores.
- 18 suppliers were identified as operating in over-exploited groundwater areas, based on the Central Ground Water Board (CGWB) groundwater assessment.
- 19 suppliers were shortlisted as critical suppliers after considering ESG performance, business relevance and supplier location in over-exploited groundwater areas, and were prioritised for focused engagement and corrective action.

Corrective action plans are being developed collaboratively with these suppliers to strengthen ESG performance over time.

●●● Note: Commodity exposure to over-exploited groundwater areas has been estimated based on the suppliers covered under Britannia’s FY 2025–26 Supplier ESG Assessment (431 suppliers representing approximately 81% of total procurement spend). The reported percentages may change as assessment coverage expands in future years.



Supplier Engagement and Capacity Building

During FY 2025–26, Britannia continued to engage suppliers identified as critical in the FY 2024–25 Supplier ESG Assessment through targeted one-to-one discussions.

Of the 30 suppliers identified as critical in FY 2024–25, 27 remained active business partners during the reporting year, and engagement discussions were completed with 22 suppliers. These discussions focused on increasing awareness of Britannia’s ESG expectations, reviewing the supplier assessment findings, and jointly developing corrective action plans to address identified gaps. Suppliers operating in over-exploited groundwater areas are encouraged to evaluate and implement appropriate water management measures based on their operational context. These may include water metering, rainwater harvesting, groundwater recharge, and other water conservation initiatives. These measures are intended to strengthen water stewardship by improving water-use efficiency, reducing dependence on shared water resources, and mitigating potential community concerns associated with water availability.

As a result of continued engagement, nine suppliers that were classified as High Risk in FY 2024–25 improved their ESG performance during FY 2025–26, with seven suppliers moving to the Medium Risk category and two suppliers progressing to the Low Risk category.

Independent Validation of Supplier ESG Assessments

To further strengthen the credibility of the Supplier ESG Assessment programme, Britannia selected 10 suppliers based on the FY 2024–25 assessment outcomes for detailed on-site ESG assessments.

The assessments were conducted by BDO India Services Private Limited and included a mix of critical suppliers and well-performing suppliers to validate supplier responses and assess the implementation of ESG practices at site. Assessment reports were shared with the respective suppliers, highlighting observations and opportunities for improvement identified during the on-site assessment.

The findings provide suppliers with insights to further strengthen their ESG practices.

A similar exercise is planned during FY 2026–27, based on the outcomes of the FY 2025–26 Supplier ESG Assessment.

In addition, Britannia’s Supplier ESG Assessment process forms part of the reasonable assurance undertaken by TÜV SÜD South Asia Private Limited as part of the assurance of Britannia’s sustainability disclosures.

Local Sourcing

Britannia continues to procure the majority of its raw materials and services from within India. Local sourcing helps strengthen domestic supply chains, supports regional economic development and can also reduce transportation-related environmental impacts associated with procurement.

During FY 2025–26, 97.8% of Britannia’s procurement spend was sourced within India.

Raw material Sourcing

Britannia monitors the consumption of key raw materials to better understand usage patterns and support informed sourcing decisions across its operations. This includes both food ingredients and packaging materials used in the manufacture of its products.

Genetically modified organisms (GMOs) are neither produced nor used in Britannia’s raw materials or manufacturing processes.

Palm oil is one of the key ingredients used in Britannia’s products. During FY 2025–26, 92.52% of the palm oil procured for India operations was sourced from companies that are members of the Roundtable on Sustainable Palm Oil (RSPO), compared to 82.7% in FY 2024–25.

As part of its efforts to improve packaging sustainability, Britannia continues to procure corrugated box boards (CBBs) manufactured from recycled fibre, with 100% of the corrugated box boards used during FY 2025–26 made from recycled materials.

Raw Material Consumption (Excl. Ranjangaon Dairy & BBFPL)

Material consumed	UoM	FY 2024-25	FY 2025-26	Renewable/Non-renewable
Butter	MT	2,136	749	Renewable
Cashew	MT	1,421	1,133	Renewable
Cocoa	MT	6,910	6,142	Renewable
Eggs	MT	2,141	2,210	Renewable
Full Cream Condensed Milk (FCCM)	MT	6,867	6,772	Renewable
Flour	MT	5,20,451	5,69,411	Renewable
Hydrogenated Vegetable Oil (HVO)	MT	790	47	Renewable
Refined Bleached Deodorised (RBD) Palmolein	MT	6,668	6,699	Renewable
Refined Palm Oil (RPO)	MT	1,18,553	1,20,235	Renewable
Skim Milk Powder (SMP)	MT	2,503	2,824	Renewable
Sugar	MT	1,85,941	1,86,777	Renewable
Whey Powder	MT	4,357	4,082	Renewable
Whole Milk Powder (WMP)	MT	2,533	2,468	Renewable
Lactose	MT	391	266	Renewable
MARVO	MT	2,482	2,903	Renewable
Whey Protein concentrate	MT	44	19	Renewable
Laminates	MT	18,279	18,616	Partially Renewable
CBB	kNos	1,56,783	1,58,572	Renewable
Others (MT)	MT	96,003	54,704	Renewable/Non Renewable
Others (kNos)	kNos	10,81,884	10,50,821	Renewable/Non Renewable
Others (L)	L	11,509	10,823	Renewable/Non Renewable
Others (mL)	mL	9,09,186	11,21,196	Renewable/Non Renewable
Others (m³)	m³	2,732	1,70,738	Renewable/Non Renewable

Raw Material Consumption – Ranjangaon Dairy & BBFPL

Material consumed	UoM	FY 2024-25	FY 2025-26	Renewable/Non-renewable
Raw Material (MT)	MT	1,19,072	1,18,766	Renewable
Raw Material (PC)	PC	6,985	7,145	Renewable
Raw Material (L)	L	142	379	Renewable
Raw Material (Nos)	Nos	192	-	Renewable
CBB (kNos)	kNos	718	-	Renewable
Packing Material (kNos)	kNos	1,63,356	1,66,604	Renewable/Non Renewable
Packing Material (MT)	MT	166	199	Renewable/Non Renewable
Semi Finished Goods (SFG)	MT	1,85,563.4557	1,83,334	Renewable

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Note: 1. 'Others' includes mix of product and packaging raw material.
2. Raw material consumption data reported is only for the 20 owned factories. Unit of measurement 'PC' stands for Pieces.



Case Study

Bulk Wheat Handling: Reducing Plastic Packaging Across the Value Chain

Wheat flour is one of the most significant raw materials used across Britannia's manufacturing operations. Traditionally, wheat flour was supplied in polypropylene (PP) woven bags, generating substantial packaging waste while also increasing manual handling requirements across the supply chain.

To address this, Britannia has progressively transitioned to a bulk wheat handling system, enabling wheat flour to be transported and unloaded directly into storage silos without the use of individual packaging bags. The initiative not only reduces plastic consumption but also improves material handling efficiency and supports better resource management across the value chain.

During FY 2025–26, the bulk wheat handling system was operational across 14 owned manufacturing plants, with approximately 31% of Britannia's wheat flour procurement being received through bulk handling.

This transition enabled Britannia to eliminate the use of approximately 6.93 million polypropylene bags during the year, equivalent to nearly 1,386 tonnes of plastic packaging. The initiative demonstrates how operational improvements

across the supply chain can contribute to waste reduction while supporting more resource-efficient manufacturing practices.

FY 2025-26



Waste Management



Driving resource efficiency and circularity through waste prevention, recycling and responsible resource recovery across our operations.

Effective waste management is an integral part of Britannia's environmental strategy, with a focus on reducing waste generation, maximising recycling and ensuring the responsible handling and disposal of waste generated across its operations.

Britannia adopts a prevention-first approach to waste management by identifying opportunities to minimise waste generation at source. Across manufacturing operations, Kaizen initiatives, real-time monitoring of critical process parameters and advanced production tracking systems help minimise food loss and maintain product quality. Internal reviews are regularly undertaken to identify and address key waste hotspots, including dough wastage, laminate waste and biscuit rejections, enabling targeted process improvements across manufacturing facilities.

During FY 2025–26, 85% of laminate waste generated across Britannia's manufacturing facilities was recycled, compared to 75% in FY 2024–25, reflecting continued progress towards improving laminate circularity. Britannia continues to work towards increasing laminate recyclability and is developing roadmaps to achieve full recyclability of laminate waste in the future.

Waste reduction efforts also extend beyond manufacturing operations to corporate offices and support functions. At Britannia's Bangalore Executive Office, the continued use of reusable cups in place of disposable paper cups helps prevent single-use waste generation. Canteen waste is monitored across office locations, while mandatory ESG learning modules encourage employees to adopt responsible waste management practices, including waste segregation at source and responsible paper consumption.

Waste generated across Britannia's operations is segregated into hazardous, non-hazardous and organic

- waste streams and managed in accordance with applicable environmental regulations.
- Non-hazardous waste, including paper, plastics and other recyclable materials, is sent to authorised recyclers.
 - Organic waste and expired products are converted into animal feed and redistributed within local communities, wherever feasible.
 - Hazardous waste is disposed of through authorised agencies in compliance with the requirements of the Central Pollution Control Board (CPCB) and the respective State Pollution Control Boards (SPCBs).

Periodic internal audits using standardised waste management checklists help verify compliance, identify opportunities for improvement and support the continual enhancement of waste management practices across manufacturing facilities.

Through these initiatives, Britannia continues to improve resource efficiency, strengthen circularity and minimise the environmental impacts associated with waste generation while supporting responsible manufacturing practices.





Case Study

Closing the Loop: Manna’s Circular Kitchen Garden

At Britannia’s Manna manufacturing facility, circular resource management extends beyond production processes into the workplace itself. For several years, the facility has maintained a kitchen garden that transforms treated wastewater and organic by-products into valuable resources, creating environmental, operational and employee wellbeing benefits.

The kitchen garden is irrigated using treated water from the facility’s Effluent Treatment Plant (ETP) and Sewage Treatment Plant (STP), supporting the productive reuse of water within the site. Sun-dried ETP/STP sludge is repurposed as organic manure, eliminating the need for chemical fertilisers while enriching the soil. The initiative complements the site’s rainwater harvesting system and contributes to maintaining approximately 25% green cover, significantly exceeding the 15% green cover requirement under applicable regulations.

Today, the garden comprises over 400 coconut trees, along with banana, guava, mango, moringa, papaya, lime and other fruit trees, as well as a variety of seasonal vegetables including tomatoes, brinjal, lady’s finger, green chilli,

ridge gourd, cluster beans, pumpkins and spinach. The produce is harvested throughout the year and supplied directly to the employee canteen, where fresh vegetables are incorporated into daily meals and seasonal fruits are served to employees. Home-grown coconuts also meet the canteen’s monthly requirement, reducing external procurement while providing fresh ingredients for meal preparation.

The initiative is supported through active employee participation. Employees contribute seeds and saplings from their native villages and participate in plantation drives organised on occasions such as National Safety Day and World Environment Day, fostering a shared sense of ownership and environmental stewardship across the facility.

Building on the success of this initiative, Britannia plans to expand the kitchen garden by developing additional unused land within the Manna facility and introducing more seasonal crops, further strengthening resource efficiency, biodiversity and employee engagement.



India Operations

During FY 2025-26, Britannia continued to strengthen waste management through waste prevention, improved segregation and enhanced recycling across its manufacturing operations. Rejected product waste reduced by approximately 10% compared to the previous year, reflecting continued improvements in process control and manufacturing efficiency. During the year, 22,562 MT of waste was diverted from disposal through recycling,

while waste requiring disposal was limited to specific waste streams that could not be recycled or that required designated treatment under regulatory requirements.

Britannia prioritises waste recovery wherever feasible, with disposal routes such as landfill and re-processing used only for waste streams that cannot be recycled or where specific regulatory requirements apply.

Waste Generated

Waste Type	UoM	FY 2024-25	FY 2025-26
Hazardous waste			
E waste	MT	6.81	9.29
Bio medical waste	MT	0.19	0.63
Battery waste	MT	0.24	2.68
Sludge and filters contaminated with oil (Category 3.3)	MT	-	0.16
Waste/Spent oil (Category-5.1)	MT	15.66	12.82
	kL	0.30	0.37
Waste or residue containing oil (Category-5.2)	MT	2.3	1.04
Empty barrels /containers/liners contaminated with hazardous chemicals /wastes (Category-33.1)	MT	5.37	6.75
	Nos.	323.0	-
Contaminated cotton rags or other cleaning materials (Category-33.2)	MT	1.19	0.061
Exhaust Air or Gas cleaning residue Disposed (Category-35.1)	MT	0.042	0.14
ETP Sludge (Category-35.3)	MT	5.71	24.01
Other hazardous waste	MT	2.08	-
Non-hazardous waste			
Rejected Product Waste (Biscuit/Cake/Rusk/Wafer)	MT	11,452.02	10,266.75
Raw Material Waste	MT	57.06	1,744.19
Empty Tins	MT	62.58	75.02
Paper waste	MT	812.68	803.36
Cardboard waste	MT	2,183.16	2,490.12
Plastic waste (Poly bags, Carbouys, drums, laminates)	MT	5,056.88	4,706.50
Metal waste	MT	667.15	943.77
PPE Waste	MT	371.62	512.144
Wood Waste	MT	205.98	109.28
Rubber Waste	MT	0.024	2.995
Other waste	MT	992.39	876.57

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Note: Reported figures represent waste sent for recovery or disposal during the reporting period.

Waste diverted from disposal

Parameter	UoM	FY 2024-25	FY 2025-26 (MT)
Waste diverted from disposal (Recycling)	MT	21,889.60	22,562.23
Waste diverted from disposal (Recycling)	Nos	323	-
Waste diverted from disposal (Recycling)	kL	0.302	0.37

Waste directed to disposal

Parameter	UoM	FY 2024-25	FY 2025-26 (MT)
Re-processing/Incineration	MT	3.73	2.02
Landfilling	MT	7.79	10.33
Pre-processing	MT	-	13.68

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Note:

- Reported figures include only waste streams directed for recovery or disposal during the reporting period.
- During FY 2025–26, ETP sludge (Category 35.3) was the only waste stream directed to landfill. A portion of the ETP sludge was also managed through authorised pre-processing facilities.
- Biomedical waste, sludge and filters contaminated with oil (Category 3.3), waste or residue containing oil (Category 5.2), contaminated cotton rags and other cleaning materials (Category 33.2), and exhaust air or gas cleaning residue (Category 35.1) were managed through authorised re-processing/ incineration facilities in accordance with applicable regulatory requirements.

Food Loss and Waste

We track food loss and waste across three key streams: product rejections during manufacturing, canteen food waste, and market returns.

In FY 2025–26, rejected product waste reduced to 10,266.75 MT from 11,452.02 MT in FY 2024–25, reflecting continued efforts to improve process control and manufacturing efficiency. Canteen food waste also declined from 227.09 MT to 197.22 MT, driven by site-level initiatives such as improved meal planning based on workforce requirements, daily monitoring of food waste, and continued employee awareness programmes promoting responsible food consumption.

Market returns, comprising damaged, unsold and expired products, totalled 7,439.97 MT in FY 2025–26 (FY 2024–

25: 7,871.08 MT). Of this, approximately 7,276.29 MT is estimated to be food waste, with the remaining quantity comprising packaging materials.

Food waste generated across our operations is primarily diverted from landfill and utilised as animal feed for local piggery and cattle farms, supporting resource recovery and reducing waste sent for disposal.

Waste generated across Britannia’s international operations and Nepal is managed in accordance with applicable local regulations, with emphasis on waste segregation, recycling and responsible disposal through authorised channels. Non-hazardous recyclable waste is diverted for recycling wherever feasible, while hazardous waste is handled through authorised recyclers and disposal agencies.



International Operations

Waste generated

Waste Type	UoM	FY 2024-25	FY 2025-26
Hazardous waste (Spent Oil/ gear Oil/hydraulic Oil)	MT	0.451	0.0051
Non-Hazardous Waste (Non-recyclable biscuits, dough, sugar, and waste oil)	MT	233	209
Non-Hazardous Waste (Empty maida bags, sugar bags, plastic drums, empty cans, waste wrappers, cores, CBB, oil tins, oil drums, plastic pallets, and wooden pallets)	MT	363	341

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Note: Reported figures represent waste sent for recovery or disposal during the reporting period.

Waste diverted from disposal

	UoM	FY 2024-25	FY 2025-26
Waste diverted from disposal (Recycling)	MT	363	341

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Note: Includes non-hazardous waste sold to scrap dealers for recycling

Nepal

Waste Generated	UoM	FY 2024-25	FY 2025-26
Hazardous waste	MT	0.935	0.508
Non-hazardous waste	MT	-	110.27

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Note: Reported figures represent waste sent for recovery or disposal during the reporting period. As per applicable regulations in Nepal, waste is segregated and disposed of through authorized channels; information on the final treatment method is not available. Reporting of non-hazardous waste commenced in FY 2025–26.



Statement of Use: Britannia Industries Ltd has reported the information cited in this GRI content index with reference to the GRI Standards 2021 for the period 1 April 2025 to 31 March 2026.

GRI INDEX

Disclosure	Title	Reference
GRI 2: General Disclosures 2021		
2-1	Organizational details	Corporate Overview – Page 06
2-2	Entities included in the organization's sustainability Reporting	About the Report – Page 16
2-3	Reporting period, frequency and contact point	About the Report – Page 16
2-4	Restatements of information	About the Report – Page 16
2-5	External assurance	About the Report – Page 16 Independent Assurance Statement – Page 141
2-6	Activities, value chain and other business relationships	Corporate Overview – Page 06 Stakeholder Engagement – Page 20 Supplier ESG Assessment and Risk Evaluation – Page 124 2-6-c: Refer page 64 and 65 of Britannia Annual Report 2025-26 for details of subsidiaries and Joint Ventures of Britannia Industries Limited.
2-7	Employees	2-7-a, c, d and e: Employment Practices and Engagement – Page 58 2-7-b: Only permanent employees have been considered for reporting 2-7-e: Employee data is reported on a headcount basis as of 31 March 2026. The disclosures include all permanent on-roll employees across the reporting boundary. There were no significant changes in the methodology used for compiling employee data compared to the previous reporting period.
2-9	Governance structure and composition	Governance – Page 38 2-9-a, b, c: Refer pages 79 to 92 of Britannia Annual Report 2025-26 for details of Britannia's Governance structure.
2-10	Nomination and selection of the highest governance body	2-10-a, c: Refer pages 85 and 86 of Britannia Annual Report 2025-26
2-11	Chair of the highest governance body	2-11-a, b: Refer pages 79 and 80 of Britannia Annual Report 2025-26
2-12	Role of the highest governance body in overseeing the management of impacts	Governance – Page 38 Stakeholder Engagement – Page 20 2-9-a, b, c: Refer pages 79 to 92 of Britannia Annual Report 2025-26 for details of Britannia's Governance structure.
2-13	Delegation of responsibility for managing impacts	Governance – Page 38
2-14	Role of the highest governance body in sustainability reporting	Sustainability Governance Framework – Page 42

Disclosure	Title	Reference
2-15	Conflicts of interest	2-15-a: Refer pages 85 and 86 of Britannia Annual Report 2025-26 2-15-b: No conflicts of interest have been reported for Britannia Industries Limited. Refer page 119 of Britannia Annual Report 2025-26
2-16	Communication of critical concerns	Refer Whistle Blower Policy which outlines the process for reporting and addressing critical concerns. 2-16-b: Refer page 133 and 134 of Britannia Annual Report 2025-26
2-17	Collective knowledge of the highest governance body	Refer pages 82 and 83 of Britannia Annual Report 2025-26
2-18	Evaluation of the performance of the highest governance body	Refer page 86 of Britannia Annual Report 2025-26
2-19	Remuneration policies	Refer page 86 of Britannia Annual Report 2025-26
2-20	Process to determine remuneration	Refer page 86 of Britannia Annual Report 2025-26
2-21	Annual total compensation ratio	Refer pages 59 and 60 of Britannia Annual Report 2025-26
2-22	Statement on sustainable development strategy	Letter from the Chairman and the Chief Executive Officer & Managing Director – Page 04
2-23	Policy commitments	Refer pages 114 to 117 of Britannia Annual Report 2025-26 2-23-c: Refer <i>Policies</i> to view Britannia's publicly available policies.
2-24	Embedding policy commitments	Refer pages 114 to 117 of Britannia Annual Report 2025-26
2-25	Processes to remediate negative impacts	Refer pages 87, 111, 125, 133 to 136 and 145 of Britannia Annual Report 2025-26
2-26	Mechanisms for seeking advice and raising concerns	Refer Whistle Blower Policy which outlines the process for raising concerns. 2-16-b: Refer pages 133 to 135 of Britannia Annual Report 2025-26
2-27	Compliance with laws and regulations	Refer pages 118, 119, and 141 of Britannia Annual Report 2025-26
2-28	Membership associations	Corporate Overview – Page 06 Collaborations and Memberships – Page 50
2-29	Approach to stakeholder engagement	Stakeholder Engagement – Page 20
2-30	Collective bargaining agreements	Upholding Human Rights and Fair Workplace Practices – Page 76
GRI 3: Material Topics 2021		
3-1	Process to determine material topics	Materiality assessment – Page 24
3-2	List of material topics	Materiality assessment – Page 24
3-3	Management of material topics	Materiality assessment – Page 24

Disclosure	Title	Reference
GRI 201: Economic Performance 2016		
201-1	Direct economic value generated and distributed	Economic Performance – Page 49
GRI 204: Procurement Practices 2016		
204-1	Proportion of spending on local suppliers	Local Sourcing – Page 126
GRI 205: Anti-corruption 2016		
205-2	Communication and training about anti-corruption policies and procedures	Learning and Development – Page 66 Britannia's Code of Business Conduct contains stringent provisions to prevent corruption and bribery. It applies to all Directors, Employees and others associated with the Company's operations. COBC training is mandatory for all employees and is also extended to contractual staff and workers to ensure consistent awareness and compliance across the workforce. Refer page 119 of Britannia Annual Report 2025-26
205-3	Confirmed incidents of corruption and actions taken	Refer page 119 of Britannia Annual Report 2025-26
GRI 206: Anti-competitive Behavior 2016		
206-1	Legal actions for anti-competitive behavior, anti- trust, and monopoly practices	Refer page 119 of Britannia Annual Report 2025-26
GRI 301: Materials 2016		
301-1	Materials used by weight or volume	Raw Material Sourcing – Page 126
301-2	Recycled input materials used	Raw Material Sourcing – Page 126 As part of our ongoing efforts to improve packaging sustainability, all corrugated box boards (CBBs) used in our operations are made from recycled materials.
GRI 302: Energy 2016		
302-1	Energy consumption within the organization	Energy Consumption – Page 107
302-3	Energy intensity	Energy Intensity – Page 109
302-4	Reduction of energy consumption	Driving Energy Efficiency Across Operations – Page 109
GRI 303: Water and Effluents 2018		
303-1	Interactions with water as a shared resource	Water Management – Page 115
303-2	Management of water discharge-related impacts	Water Management – Page 115 In line with regulatory compliance, no treated wastewater is discharged outside factory premises, except at our Uttarakhand facility, where primary treated effluent is routed to a Common Effluent Treatment Plant (CETP), as mandated by local guidelines.
303-3	Water withdrawal	Water Management – Page 115

Disclosure	Title	Reference
303-4	Water discharge	Water Management – Page 115
303-5	Water consumption	Water Management – Page 115
GRI 305: Emissions 2016		
305-1	Direct (Scope 1) GHG emissions	GHG Emissions trend – Page 112
305-2	Energy indirect (Scope 2) GHG emissions	GHG Emissions trend – Page 112
305-3	Other indirect (Scope 3) GHG emissions	Scope 3 GHG emissions – Page 113
305-4	GHG emissions intensity	GHG Emissions trend – Page 112
305-5	Reduction of GHG emissions	Fuel and Energy Efficiency – Page 112
GRI 306: Waste 2020		
306-1	Waste generation and significant waste-related impacts	Waste Management – Page 129
306-2	Management of significant waste-related impacts	Waste Management – Page 129
306-3	Waste generated	Waste Generated – Page 131
306-4	Waste diverted from disposal	Waste Diverted from Disposal – Page 132
306-5	Waste directed to disposal	Waste Directed to Disposal – Page 132
GRI 308: Supplier Environmental Assessment 2016		
308-2	Negative environmental impacts in the supply chain and actions taken	Supplier ESG Assessment and Risk Evaluation – Page 124
GRI 401: Employment 2016		
401-1	New employee hires and employee turnover	Employment practices and engagement – Page 58
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employee benefits – Page 64
401-3	Parental leave	Parental leave – Page 64
GRI 403: Occupational Health and Safety 2018		
403-1	Occupational health and safety management system	Occupational Health and Safety (OHS) – Page 77
403-2	Hazard identification, risk assessment, and incident investigation	Occupational Health and Safety (OHS) – Page 77
403-3	Occupational health services	Occupational Health and Safety (OHS) – Page 77

Disclosure	Title	Reference
403-4	Worker participation, consultation, and communication on occupational health and safety	Occupational Health and Safety (OHS) – Page 77
403-5	Worker training on occupational health and safety	Occupational Health and Safety (OHS) – Page 77
403-6	Promotion of worker health	Occupational Health and Safety (OHS) – Page 77
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business Relationships	Occupational Health and Safety (OHS) – Page 77
403-8	Workers covered by an occupational health and safety management system	Occupational Health and Safety (OHS) – Page 77
403-9	Work-related injuries	Safety Performance Monitoring and Transparency – Page 77
403-10	Work-related ill health	Refer Page 128 of Britannia Annual Report 2025-26
GRI 404: Training and Education 2016		
404-1	Average hours of training per year per employee	Learning and Development – Page 66
404-2	Programs for upgrading employee skills and transition assistance programs	Learning and Development – Page 66 Employee Development Programs – Page 69
404-3	Percentage of employees receiving regular performance and career development reviews	Performance Management and Career Development – Page 71 Performance Appraisal Process – Page 71
GRI 405: Diversity and Equal Opportunity 2016		
405-1	Diversity of governance bodies and employees	Governance – Page 38
405-2	Ratio of basic salary and remuneration of women to men	Parity in remuneration – Page 61
GRI 406: Non-discrimination 2016		
406-1	Incidents of discrimination and corrective actions taken	Business Ethics and Culture – Page 44
GRI 408: Child Labor 2016		
408-1	Operations and suppliers at significant risk for incidents of child labor	Supplier ESG Assessment and Risk Evaluation – Page 124 Refer page 135 of Britannia Annual Report 2025-26



Disclosure	Title	Reference
GRI 409: Forced or Compulsory Labor 2016		
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Supplier ESG Assessment and Risk Evaluation – Page 124 Refer page 135 of Britannia Annual Report 2025-26
GRI 413: Local Communities 2016		
413-1	Operations with local community engagement, impact assessments, and development programs	Corporate Social Responsibility – Page 85
GRI 414: Supplier Social Assessment 2016		
414-2	Negative social impacts in the supply chain and actions taken	Supplier ESG Assessment and Risk Evaluation – Page 124
GRI 415: Public Policy 2016		
415-1	Political contributions COBP Political Activities & Donations	Collaborations and Memberships – Page 50
GRI 416: Customer Health and Safety 2016		
416-1	Assessment of the health and safety impacts of product and service categories	Wellness Product Portfolio – Page 52
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Refer page 147 and 148 of Britannia Annual Report 2025-26
GRI 417: Marketing and Labeling 2016		
417-1	Requirements for product and service information and labelling	Ethical Labelling, Marketing and Influence – Page 46
GRI 418: Customer Privacy 2016		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Data Security and Privacy – Page 47

Independent Assurance Statement to Britannia Industries Limited on the Non-financial Sustainability Disclosures in the Sustainability Report for the Financial Year 2025-2026

To,
The Board of Directors
Britannia Industries Limited

Unique identification no: **3153234743**

TÜV SÜD South Asia Pvt. Ltd. (hereinafter TÜV SÜD) has been engaged by **Britannia Industries Limited**, having its executive office at Prestige Shantiniketan, The Business Precinct, Tower C, 15th, 16th and 17th Floor, Whitefield Main Road, Mahadevapura Post, Bengaluru-560 048, Karnataka, India to perform an independent assurance of disclosure of sustainability information in the Sustainability Report by **Britannia Industries Limited** (hereinafter “Company”) for the period **from 01 April 2025 to 31 March 2026**. The verification was carried out according to the steps and methods described below.

Scope of the verification

The third-party verification was conducted to obtain **reasonable assurance for selected GRI indicators (as listed in Annexure I to this assurance statement) and limited assurance for the remaining GRI indicators and selected additional metrics (as listed in Annexure II to this assurance statement) for the reporting period of 01 April 2025 to 31 March 2026 (FY2025-26)**. The scope of the engagement also includes verification to obtain **limited assurance about whether the sustainability information disclosed in the Sustainability Report (FY 2025-26) is prepared “with reference to” the reporting criteria of the Sustainability Reporting Standards of the Global Reporting Initiative 2021 version. (hereinafter “Reporting Criteria”)**

Other than as described in the preceding paragraph, which sets out the scope of our engagement, we did not perform assurance procedures on the remaining information included in the sustainability reporting, and accordingly, we do not express a conclusion on this information. It was not part of our engagement to review product- or service-related information, references to external information sources, expert opinions and future-related statements in the Report.

Responsibility of the Company

The Management of the Company are responsible for the preparation of the sustainability information in accordance with the Reporting Criteria. This responsibility includes in particular the selection and use of appropriate methods for sustainability reporting, the collection and compilation of information and the making of appropriate assumptions or, where appropriate, the making of appropriate estimates. Furthermore, the legal representatives are responsible for necessary internal controls to enable the preparation of a sustainability report that is free of material - intentional or unintentional - erroneous information.

Verification methodology and procedures performed

The assurance engagement was planned and performed in accordance with the verification methodology developed by the TÜV SÜD Group, which is based upon **ISAE 3000(revised)** and **ISO 17029**. For greenhouse gas-related disclosures, relevant principles of **ISAE 3410** were also considered, where applicable.

The engagement applied a **reasonable level of assurance** for selected GRI indicators and a **limited level of assurance** for remaining GRI indicators and selected additional metrics disclosed in the Sustainability Report FY2025-26.

The verification was based on a systematic and evidence-based assurance process limited to the scope stated above. The selection of assurance procedures was subject to the verifier's professional judgement. The procedures performed included, amongst others:



- Review of the reporting boundary, scope of reporting and applicable reporting criteria;
- Inquiries with personnel responsible for sustainability reporting, data collection, consolidation and internal review;
- Evaluation of the design and implementation of systems and processes for compiling, analysing and aggregating sustainability information;
- Review of the Company's data collection, collation and calculation methodologies;
- Assessment of the appropriateness of quantification methods used for the GRI Indicators disclosed in the sustainability report;
- Review of consistency of data and information within the Report and between the Report and source records;
- Analytical review and inspection of selected sustainability information reported at corporate and site levels;
- Execution of audit trail for selected claims and data streams to assess accuracy in collection, transcription and aggregation;
- Assessment of internal controls relevant to sustainability data management and reporting;
- Review of supporting documentation and evidence on a sample basis; and
- Onsite and/or offsite verification at selected locations.

Physical verification on a sample basis was carried out at selected locations, in addition to interaction with the Company's corporate team and site-level personnel. The sample locations considered in the original assurance scope included:

Sl.	Company Name	Site Address
1	Britannia Industries Limited	Onsite verification Executive office- Prestige Shantiniketan, The Business Precinct, Tower C, 15 th , 16 th and 17 th Floor, Whitefield Main Road, Mahadevapura Post, Bengaluru-560 048, Karnataka, India
2		Manufacturing Facilities- 1. Plot no. 01 Sector 1, IIE SIDCUL, Pantnagar, Rudrapur – 263 153, Uttarakhand, India 2. Gate Nos. 1801, 1802 K and 1803, Tehsil Nawabganj, Khandauli, Barabanki – 225 123, Uttar Pradesh, India
3		Offsite Verification • 20 (Twenty) owned manufacturing units located across Tamil Nadu, Karnataka, Odisha, Bihar, Maharashtra, Gujarat, Uttarakhand, Uttar Pradesh, Assam and Madhya Pradesh. • 6 (Six) regional offices • 9 (Nine) owned depots, and • A Research & Development Centre in Bidadi, Karnataka • Britannia Nepal Private Limited (BNPL) • Al Sallan Food Industries Co. SAOC, Oman (ASFIC) • Strategic Food International Co. LLC, UAE (SFIC)



Conclusion

Based on the procedures performed and the evidence obtained, TÜV SÜD provides the following conclusion:

Reasonable assurance of selected GRI indicators

In our opinion, the selected non-financial sustainability disclosures (as listed in Annexure I to this assurance statement) relating to the GRI Indicators for the reporting period 01 April 2025 to 31 March 2026 have been prepared, in all material respects, in accordance with the applicable Reporting Criteria.

Limited assurance of remaining GRI indicators and additional metrics

Based on the procedures performed and evidence obtained, nothing has come to our attention that causes us to believe that the selected non-financial sustainability indicators and additional metrics (as listed in Annexure II to this assurance statement) disclosed in the Sustainability Report for FY 2025–26 have not been prepared, in all material respects, in accordance with the applicable Reporting Criteria.

Our conclusion applies only to the selected information specifically identified in this statement and does not extend to any other information presented in the Company's BRSR and Sustainability Report, Annual Report, website or other communications.

Limitations

The assurance process was subject to the following limitations:
The subject matter information covered by the engagement are described in the "scope of the engagement". Assurance of further information included in the sustainability reporting was not performed. Accordingly, TÜV SÜD do not express a conclusion on this information.

Financial data were only considered to the extent to check the compliance with the economic indicators provided by the GRI Standards and were drawn directly from independently audited financial accounts. TÜV SÜD did not perform any further assurance procedures on data, which were subject of the annual financial audit.

The assurance scope excluded forward-looking statements, product- or service-related information, external information sources and expert opinions.

Use of this Statement

The Company must reproduce the TÜV SÜD statement and possible attachments in full and without omissions, changes, or additions.

This statement is by the scope of the engagement solely intended to inform the Company as to the results of the mandated assessment. TÜV SÜD has not considered the interest of any other party in the selected sustainability information, this assurance report or the conclusions TÜV SÜD has reached. Therefore, nothing in the engagement or this statement provides third parties with any rights or claims whatsoever.

Independence and competence of the verifier

TÜV SÜD South Asia Pvt Ltd. is an independent certification and testing organization and member of the international TÜV SÜD Group, with accreditations also in the areas of social responsibility and environmental protection. The assurance team was assembled based on the knowledge, experience and qualification of the auditors. TÜV SÜD South Asia Pvt Ltd hereby declares that there is no conflict of interest with the Company.



Kolkata, 13 August 2026

Mr Prosenjit Mitra
General Manager- Verification, Validation
and Audit Management System Assurance

Ms Brotofi Das
Verification Team Leader, TÜV SÜD
Management System Assurance

Annexure I

Sl no.	GRI Topic Standard	GRI Disclosure
1	GRI 204: Procurement practices 2016	204-1
2	GRI 301: Materials 2016	301-1, 301-2
3	GRI 302: Energy 2016	302-1, 302-3, 302-5
4	GRI 303: Water & Effluents 2018	303-3, 303-4, 303-5
5	GRI 305: Emissions 2016	305-1, 305-2, 305-4, 305-5
6	GRI 306: Waste 2020	306-3, 306-4, 306-5
7	GRI 401: Employment 2016	401-1, 401-2, 401-3
8	GRI 403: Occupational Health and Safety 2018	403-1, 403-2, 403-3, 403-4, 403-5, 403-8, 403-9, 403-10
9	GRI 404: Training and Education 2016	404-1, 404-2, 404-3
10	GRI 405: Diversity and Equal Opportunity 2016	405-1, 405-2
11	GRI 406: Non-discrimination 2016	406-1
12	GRI 408: Child Labour 2016	408-1
13	GRI 409: Forced or Compulsory Labor 2016	409-1
14	GRI 417: Marketing and Labelling 2016	417-1
15	GRI 418: Customer Privacy 2016	418-1



Annexure II

Sl no.	GRI Topic Standard	GRI Disclosure
1	GRI 2: General Disclosures	2-1 to 2-30
2	GRI 3: Materiality Assessment	3-1, 3-2, 3-3
3	GRI 303: Water & Effluents 2018	303-1, 303-2
4	GRI 305: Emissions 2016	305-3
5	GRI 308: Supplier Environmental Assessment 2016	308-2
6	GRI 403: Occupational Health and Safety 2018	403-6
7	GRI 407: Freedom of Association and Collective Bargaining 2016	407-1
8	GRI 413: Local Communities 2016	413-1
9	GRI 414: Supplier Social Assessment 2016	414-2
10	GRI 416: Customer Health and Safety 2016	416-1, 416-2

Sl no.	Additional Metrics
1	Percentage reduction in sugar per serving
2	Percentage reduction in sodium per serving
3	Percentage increase in whole grains per serving
4	Distance travelled per trip for primary and secondary logistics operations
5	Percentage palm oil procured from RSPO members
6	Reduction in tons of plastic consumption
7	Percentage of recyclable laminates in packaging
8	Percentage consumption of recyclable plastics in total plastics consumption
9	EPR compliance



Britannia Industries

A Wadia Enterprise

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