BHORUKA
A YKK AP COMPANY

BHORUKA EXTRUSIONS PRIVATE LIMITED

Sustainability **Progress Report** 2026

A YKK AP Company
Mysuru, Karnataka, India

AN INFINITELY RECYCLABLE METAL,
A BUSINESS LEARNING TO MATCH IT.

IN THIS REPORT

Contents

FY 2025-26

90.17%
Renewable electricity

0.33
tCO_2e per tonne of production

100%
Aluminium recycled

↓17.44%
Total waste vs FY 2024-25

682
Employees

Zero
Fatalities

BHORUKA
A YKK AP COMPANY

THE YEAR IN NUMBERS

FY 2025–26 at a glance

90.17%
Renewable share of plant electricity
UP FROM 88.34%

0.33
Operational emission intensity tCO_2e per tonne
DOWN FROM 0.34

3,895
Total operational emissions tCO_2e (Scope 1 + 2, market)
DOWN FROM 3,937

100%
Aluminium recycled back into production
HELD FOR A SECOND YEAR

5.26
Waste intensity kg per tonne
DOWN FROM 6.43

15,620
Treated water reused kilolitres
UP FROM 14,721

682
Employees across India
UP FROM 670

Zero
Fatalities and high-consequence injuries
THIRD YEAR RUNNING

2,447
Training hours delivered
3.59 hours per employee
UP FROM 2,110

54%	503	25.81%	2.01%
CAMPUS GREEN COVER	ACTIVE SUPPLIERS	RECYCLED WATER SHARE	WOMEN IN MANAGEMENT

01 ABOUT THIS REPORT
Introduction

Aluminium can be melted and re-formed without end, losing none of its properties on the way. Our task is to make the business that shapes it behave the same way.

Bhoruka Extrusions Private Limited is a leading manufacturer in India's aluminium extrusion industry, driven by precision engineering, customer-focused innovation, and operational excellence. Our solutions serve sectors including construction, infrastructure, electric vehicles, rail and metro, renewable energy, and industrial automation, contributing to national development and to the global supply chains our customers depend on.

This report presents our progress across Environmental, Social and Governance priorities for the financial year 2025-26. It captures the developments, performance outcomes and progress made across our sustainability priorities over the year, and reports three years of comparative data throughout so that direction of travel, not a single year's snapshot, is what the reader takes away. Through this report, we reaffirm our commitment to responsible growth by integrating sustainability into our operations, our decision-making, and our relationships with the people and communities connected to our business.

The report also sets out our forward-looking sustainability agenda, reflecting how Bhoruka continues to align with evolving stakeholder expectations and with global sustainability frameworks, including the GRI Standards referenced throughout this document.

> *This report moves from who we are and how we're governed, through our environmental and social performance, to our approach to ethics, sourcing and community. Each section marks not just where we stand today, but the direction we intend to keep moving.*

02 WHO WE ARE

About Bhoruka Extrusions

One of India's leading manufacturers of precision-engineered aluminium extrusions, and a wholly owned subsidiary of YKK AP Inc., Japan.

Established in 1979, Bhoruka Extrusions Private Limited manufactures aluminium profiles and value-added products from a single, vertically integrated campus in Mysuru, Karnataka. A network of sales offices across India supports responsive, customer-centric service and technical support close to the project.

Vertical integration is what allows us to control quality and, increasingly, environmental performance. Extrusion, die production, CNC machining, powder coating, anodizing and thermal-break technology sit on one site, which means process scrap returns to our own remelt rather than leaving the boundary.

Integrated capability

Extrusion
Multiple press lines producing precision profiles to customer specification and tight dimensional tolerance.

In-house die shop
Die design, manufacture, correction and nitriding, shortening development cycles and reducing scrap.

Surface finishing
Powder coating and anodizing lines delivering durable, high-quality architectural finishes.

Fabrication & CNC
CNC machining, cutting and fabrication for ready-to-install components.

Foundry
Oil-fired in-house furnace casting billets from process rejection, closing the loop from scrap back into raw material.

IWIN systems
Aluminium doors and windows listed in the GRIHA Product Catalogue.

Sectors served

Architectural systems & façades · Infrastructure · Electric vehicles · Rail & metro · Renewable energy · Industrial automation · Consumer durables · General engineering

OUR VISION

> *To be the extruder of choice for iconic projects, delivering products and services that reduce our customers' total cost of ownership through innovative technology and a commitment to sustainability.*

Certifications, memberships and credentials

Third-party certification is how a claim becomes checkable. The following are current as at the date of this report.

ISO 9001:2015

Quality management system certification, underpinning the precision and consistency of our extrusion, finishing and fabrication processes across the Mysuru facility.

ISO 14001:2015

Environmental management system certification for the Mysuru facility.

GRIHA Council

Product certification covering IWIN aluminium doors and windows and aluminium extrusions, valid June 2026 to June 2028.

IGBC

Annual member of the Indian Green Building Council, supporting the use of our products in green-building projects.

REACH & RoHS

Independent testing confirms mill-finish, powder-coated and anodised products meet EU restricted-substance requirements.

Top 10

Recognised among India's Top 10 aluminium product manufacturers.

1979	2020	1	7
ESTABLISHED	YKK AP SUBSIDIARY	MANUFACTURING CAMPUS	SALES OFFICES

03 REPORTING BOUNDARY
Scope & Approach

01 Reporting period

1 April 2025 to 31 March 2026, with comparatives for FY 2023-24 and FY 2024-25.

02 Organisational boundary

Environmental performance covers the Mysuru manufacturing facility and, for electricity and Scope 2 emissions, the Bengaluru sales office. Remaining sales offices are excluded from environmental reporting as they occupy shared commercial premises with a negligible footprint. Social indicators cover the entire organisation.

03 Reporting framework

Prepared in alignment with the Global Reporting Initiative (GRI) Standards (2021).

04 Monitoring & Measurement

Data underpinning this report is collected via utility invoices, calibrated meters, registers, statutory documents and internal management systems, with figures reconciled at each reporting cycle to keep the basis for every disclosure traceable to source.

Contact for this report

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No. 1, KRS Road, Metagalli, Mysore – 570016,
Karnataka, India.

04 STAKEHOLDER ENGAGEMENT Materiality

In FY 2020-21 Bhoruka carried out a materiality assessment through a structured survey of employees, management, customers and suppliers, scoring environmental and social topics on their importance to stakeholders and to management.

We have retained the same material focus areas for FY 2025-26. Continuity is deliberate: it allows year-on-year comparison against an unchanged frame, and nothing in our operating context, product mix or regulatory environment has shifted materially enough to justify a redefinition. A full reassessment is scheduled once the responsible-sourcing framework has produced its first cycle of supplier assessment data, which we expect will raise the position of supply-chain topics.

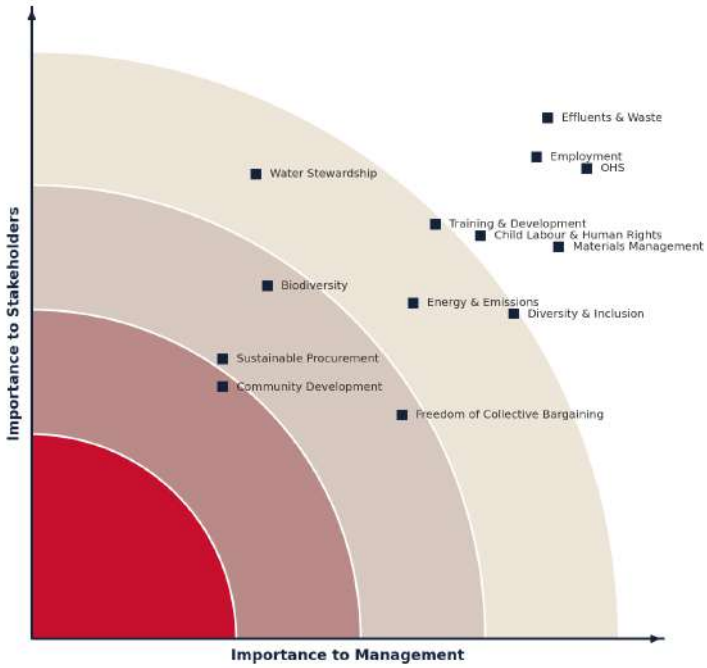


Figure 1 · Materiality matrix. Topics are positioned by importance to management (horizontal) against importance to stakeholders (vertical). Assessment conducted FY 2020-21 and retained for the current cycle.

How materiality drives this report

Every material topic in the matrix carries a goal set by the company, designed to embed that topic into our strategy rather than leave it as a survey result. Each goal carries its own targets, and each target is tracked through KPIs designed in line with the GRI Standards, so progress can be monitored consistently year over year. As this framework matures, it is intended to move Bhoruka from reporting performance to actively shaping it, sharpening our targets each year as new data, technology and stakeholder expectations evolve.

05 SDG ALIGNMENT
Our Sustainability Goals

Our goals are drawn directly from the material topics identified in the assessment and mapped to the UN Sustainable Development Goals they advance. Each is shown with its objective, target, the SDGs it contributes to, and this year's progress.

Materials & Waste

Being circular: increasing recycled material input and achieving Zero Waste status.
Target 50% packaging reduction by 2030 · maintain 100% aluminium recycling · commission biogas facility.

Aluminium recycling held at 100%. Packaging material has been reduced by 30% against the 2030 target of 50%, already more than halfway there. Total waste fell for a third consecutive year to 61.98 tonnes and intensity improved to 5.26 kg/tonne, with biogas commissioning the next milestone.

Energy & Emissions

Moving towards carbon neutrality.
Target 80% operational (Scope 1+2) and 30% value-chain (Scope 3) reduction by 2030 against FY 2013-14.

Emission intensity improved to 0.33 tCO_2e/tonne and total operational emissions eased to 3,895.24 tCO_2e on a 90.17% renewable share. Our reduction targets have been revised to align with YKK AP's Science Based Targets initiative commitment, setting the pace for the remainder of the decade.

Water & Effluents

Optimising water usage and achieving Zero Liquid Discharge.
Target Maximise treated-water reuse and process-water recycling · reduce ETP sludge · implement ZLD.

Treated water reuse rose to 15,620 kL and the recycled-water share to 17.00%. Zero Liquid Discharge is planned for commissioning in FY 2026-27, and technical analysis to reduce ETP sludge is already underway.

Employee Engagement

Employee retention and work-life balance.

Target Stable workforce flows and improved work-life balance.

Headcount grew to 682 with 18 new hires. Structured engagement continues to identify improvement areas.

Diversity & Inclusion

Equity for all.

Target Increase representation of women in management roles.

Women in management rose to 2.01% from 1.82%. Women's share of the total workforce eased to 6.16%. A women's internship programme continues to build an early-career pipeline.

Occupational Health & Safety

ISO 45001 alignment and safety best practice.

Target Align to ISO 45001 · maintain zero fatalities and zero high-consequence injuries.

Zero fatalities and zero high-consequence injuries maintained across employees and contract workmen for a third year. 25 high risks identified and mitigated through HIRA. Certification planning for ISO 45001 is underway, targeting completion by FY 2026-27.

Training & Development

Improve skills and training, with special exposure for women.

Target Increase per-employee training hours by 20% over baseline.

Training rose to 2,447 hours, or 3.59 hours per employee, with women averaging 3.61 hours. Post-module assessment scores ranged from 90.0% to 96.3%. A dedicated Learning & Development Manager has been appointed, and a structured training platform has been introduced to systematise training delivery going forward.

Human Rights & Child Labour

Awareness of human rights within operations and the supply chain.

Target Regular due diligence and progression to supply-chain assessment.

Our Supplier Code of Conduct extends human rights and child labour compliance requirements to suppliers, with adherence to the Code built into the contract itself, and a framework is being developed to systematise periodic vendor assessment against it.

06

PLANET

Environment

Reducing energy and greenhouse-gas intensity, conserving water, closing the loop on waste, and enhancing biodiversity on and around the Mysuru campus.

- 6.1 Energy and greenhouse gas emissions
- 6.2 Water stewardship
- 6.3 Waste and material management
- 6.4 Biodiversity

6.1 ENERGY & EMISSIONS
Powering the plant

Electricity reaches the Mysuru plant from three sources: off-site renewable generators, the Karnataka State Grid, and on-site diesel generator sets used for backup. In FY 2025-26 the plant drew 12,708.45 MWh, of which renewables supplied 90.17%, the third consecutive annual increase and up from 84.64% two years ago.

Thermal energy is a harder problem than electricity. Furnace oil, piped natural gas, LPG and diesel drive melting, homogenising and ageing, and it is these fuels, not the grid, that now account for the overwhelming majority of our carbon. The continued substitution of PNG for LPG and diesel has reduced the emission factor of each unit of process heat, but heat demand itself grew with production.

Renewable electricity share

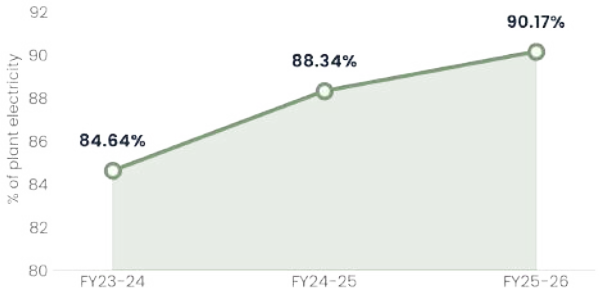


Figure 2 · Renewable share of Mysuru plant electricity, sourced from off-site renewable generators.

Electricity consumption & intensity

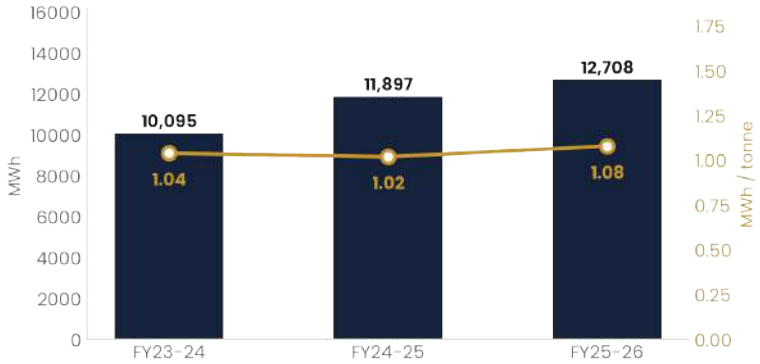


Figure 3 · Total plant electricity against intensity per tonne of production.

12,708
MWh total electricity

90.17%
renewable share

1.08
MWh per tonne

85,206
GJ total energy

Operational emissions: Scope 1 & Scope 2

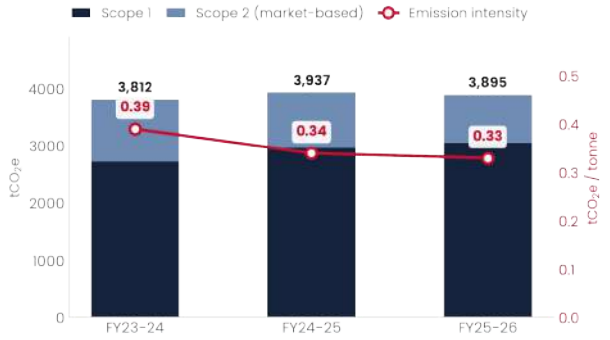


Figure 4 · Scope 1 and Scope 2 (market-based) emissions with operational emission intensity. Mysuru plant and Bengaluru office.

The result is a divergence worth stating clearly. Scope 1 emissions increased to 3,051.43 tCO2e as output increased. Scope 2 on a market basis declined to 843.81 tCO2e reflecting a higher renewable share. The two moved in opposite directions and, on balance, total operational emissions eased to 3,895.24 tCO2e, while intensity, the measure that adjusts for growth, improved for the third year running to 0.33 tCO2e per tonne.

3,051
tCO_2e Scope 1

844
tCO_2e Scope 2, market-based

0.33
tCO_2e per tonne

8,976
tCO_2e Scope 2, location-based

Value-chain emissions: Scope 3

As part of our commitment to align with YKK AP's Science Based Targets initiative ambition, we have begun comprehensively mapping our value-chain emissions, and are reporting Scope 3 for the first time in this cycle, covering FY 2023-24 and FY 2024-25. Primary aluminium is carbon-intensive at the smelter, which means a significant share of the footprint attached to our products sits upstream of our own gate, and bringing this into view is an important step in understanding where our value-chain reduction effort needs to be focused.

We continue to refine our methodology and monitoring systems to capture this data with greater precision, and mapping for FY 2025-26 is already underway, to be incorporated once the underlying data for the year has been fully collected and verified. This progressive approach reflects our intent to build a Scope 3 inventory the business can rely on year after year, and it will form the evidence base for the value-chain reduction target.

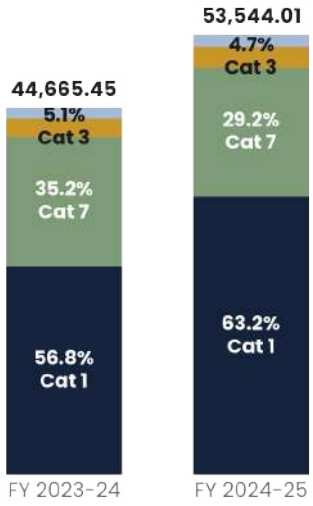


Figure 5 · Scope 3 value-chain emissions by dominant category, FY 2023-24 and FY 2024-25.
Absolute values are in tCO_2e

6.2 WATER STEWARDSHIP
Closing the water loop

The Mysuru plant draws water from the municipal supply connected to the Cauvery River, supplemented by recycled water from on-site treatment. A 35 KLD Effluent Treatment Plant and a 30 KLD Sewage Treatment Plant handle industrial and domestic wastewater respectively.

Total withdrawal in FY 2025-26 was 43,454 kL, down from 46,161 kL. Both years sit far above the 24,243 kL drawn in FY 2023-24, and the reason is construction: campus expansion consumed water that does not return in future years but has not yet fully worked its way out of the figures. Consumption intensity of 3.81 kL per tonne should therefore be read as a construction-period number, not a process one.

The process story is better. Treated water reuse increased for the third year to 15,620 kL, lifting recycled water to 25.81% of consumption. Every litre of treated effluent is reused inside the premises, principally for gardening and cooling make-up. No water is discharged outside the boundary.

15,620 kL
treated water reused, a third consecutive annual increase

25.81%
of water consumed is recycled water

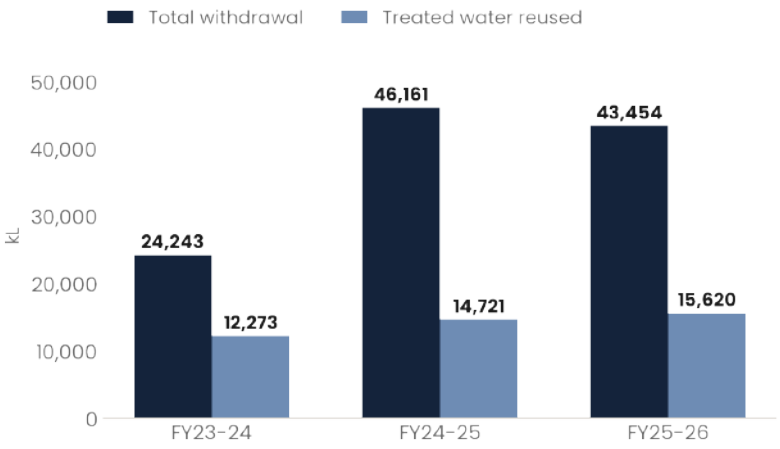


Figure 6 · Total water withdrawal against treated water reused.

Treatment

35 KLD
Effluent Treatment Plant

30 KLD
Sewage Treatment Plant

FY 2026-27
ZLD implementation

6.3 WASTE & MATERIALS
Keeping metal in the loop

Total waste generation declined for a third consecutive year, to 61.98 tonnes, and waste intensity improved to 5.26 kg per tonne from 10.91 two years ago. The reduction is real rather than a reclassification: hazardous waste, which dominates our profile through ETP sludge and foundry waste, decreased from 102.07 to 57.92 tonnes over the same period.

What changed most is where the waste goes. Landfill took 70.10 tonnes in FY 2023-24 and 21.08 tonnes in FY 2025-26. Recycling is now the primary disposal route at 60% of all waste, with a small stream diverted to reuse as animal feed and a negligible quantity incinerated. Commissioning the biogas facility is the next lever, converting the organic fraction that currently has no better route than landfill.

Upstream of disposal sits the more consequential number. Aluminium recycling held at 100% for a second year: process scrap, offcuts and rejected profiles return to our own remelt rather than leaving the boundary. Recycled aluminium requires a fraction of the energy of primary metal, so every tonne kept in the loop is an emissions decision as much as a waste one.

100%
of aluminium process scrap returns to our own remelt, for a second consecutive year

Generation & intensity

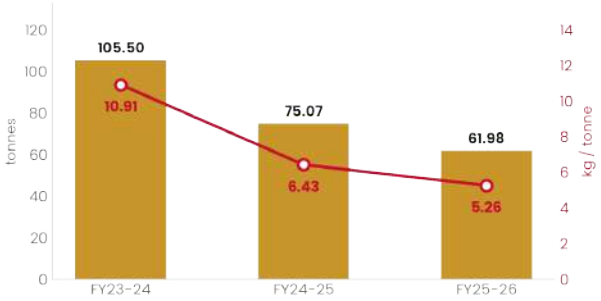


Figure 7 · Total waste generated against waste intensity per tonne of production.

Where the waste goes

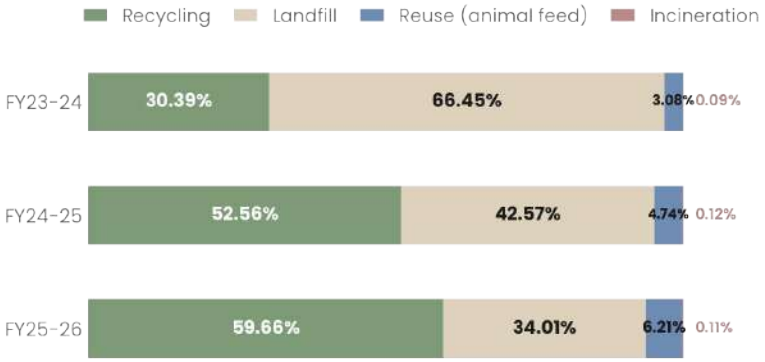
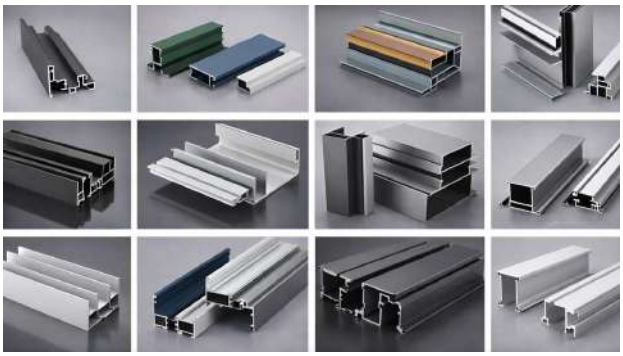


Figure 8 · Treatment route as a share of total waste. Landfill fell from 66.45% to 34.01% over three years.

Product and material stewardship

Material stewardship does not end at our gate. Independent testing confirms that mill-finish, powder-coated and anodised products comply with EU REACH SVHC and RoHS restricted-substance requirements, which matters to customers specifying for European and export-linked projects. Our aluminium extrusions and IWIN range of doors and windows are listed in the GRIHA Product Catalogue, and we hold GRIHA Council product certification valid to June 2028. Annual membership of the Indian Green Building Council supports the specification of our products in rated green-building projects.



Extrusions and IWIN door and window systems are listed in the GRIHA Product Catalogue.

REACH SVHC
Independent testing confirms compliance for mill-finish, powder-coated and anodised products.

GRIHA Council
Product certification covering IWIN doors and windows and aluminium extrusions, to June 2028.

RoHS
Restricted-substance conformity for products supplied into electronics-linked applications.

IGBC member
Annual membership supporting specification in rated green-building projects.

6.4 Biodiversity

The Mysuru campus maintains green cover across 54% of its total area, well above the 33% required under Indian industrial siting norms, and tree-planting drives continue as an employee-led activity that strengthens the ecological character of our site year on year.

Our operations sit within an established industrial area, not in or adjacent to a formally protected area or a site of recognised high biodiversity value. We see our greenbelt as a platform to build on, and intend to deepen our approach over time, moving from landscape management toward a more structured view of the biodiversity value our campus can support.

54%
campus green cover, against a 33% regulatory requirement

07

LABOUR & HUMAN RIGHTS

People

A workforce of 682 across a manufacturing campus and seven sales offices, and the systems that keep it safe, capable and fairly treated.

- 7.1 Workforce profile
- 7.2 Diversity and inclusion
- 7.3 Training and development
- 7.4 Occupational health and safety
- 7.5 Human rights and child labour

7.1 WORKFORCE PROFILE
Who works here

Bhoruka employed 682 people in FY 2025-26, up from 670. The split between permanent employees and temporary or contractual staff is close to even at 348 and 334, a structure that reflects the demand variability of extrusion order books. Contract workmen are engaged at the Mysuru plant only; sales offices are staffed entirely by permanent employees.

The management-level profile has been shifting steadily. Senior and middle management together grew from 16.6% of headcount in FY 2023-24 to 23.6% in FY 2025-26, while the worker category contracted from 36.9% to 29.9%. That is the signature of a business adding technical and supervisory capability as it adds capacity, and it has implications for training design that we take up.

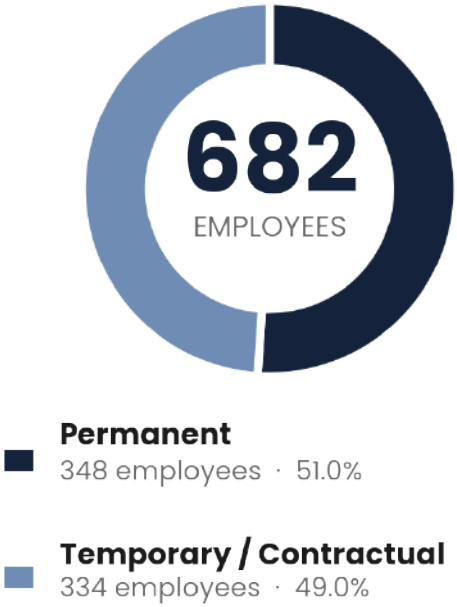
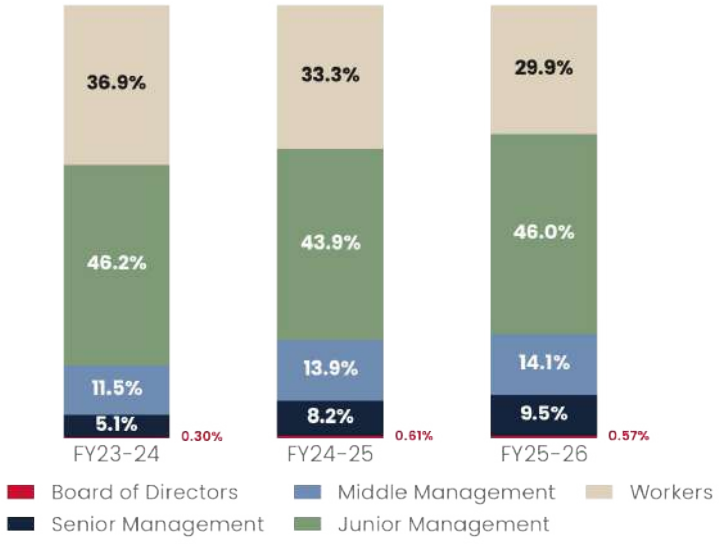


Figure 9 · Workforce composition, FY 2025-26.

Distribution by management level



682
total employees

348
permanent

334
temporary / contractual

7
sales offices

Figure 10 · Share of headcount by management level. Senior and middle management grew from 16.6% to 23.6% over three years.

Age distribution

Figure 11 · Workforce by age band.

Hires and separations

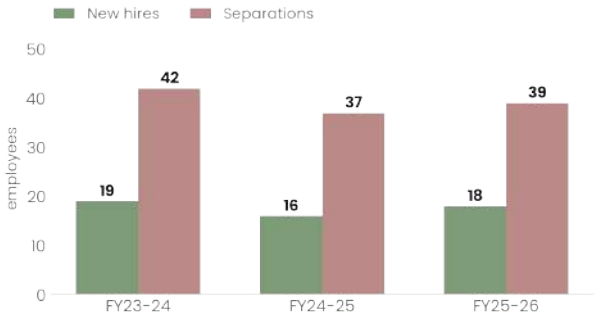


Figure 12 · New hires against separations, all categories.

Employee benefits

Benefits are one of the clearest signals of how an employer values continuity. Ours are structured around the events that most often destabilise a household.

Medical insurance

Coverage for permanent employees and dependants.

Gratuity

Future gratuity coverage funded for eligible employees.

Festival advance

Interest-free advance ahead of major festivals.

Emergency loans

Short-notice financial support for personal emergencies.

Maternity benefits

Statutory and policy-based maternity leave and benefits.

Flexible working

Work-from-home options for eligible, primarily office-based roles.

7.2 DIVERSITY & INCLUSION
Progress that compounds

Women's representation in management, defined as middle management and above, has more than doubled in two years, from 0.91% to 2.01%. That is genuine movement from a very low base, and it is the metric we set as our target because it is the one that compounds: senior women change hiring patterns beneath them.

Women's share of the total workforce declined from 6.57% to 6.16%. The decline is arithmetic rather than a change in hiring stance, driven by growth in contract engagement in shop-floor roles where the available candidate pool is overwhelmingly male. It nonetheless leaves us well short of where we intend to be, and we have not set an offsetting narrative around it.

Closing that gap starts earlier than the hiring decision itself, which is why our efforts sit on two fronts. Our Equal Opportunity and Prohibition of Discrimination Policy addresses non-discrimination, pay parity and the inclusion of employees with disabilities across the existing workforce. Alongside it, a dedicated women's internship programme gives women students early exposure to a manufacturing workplace, intended to widen the candidate pool at entry level over time, where the current shortfall actually originates.

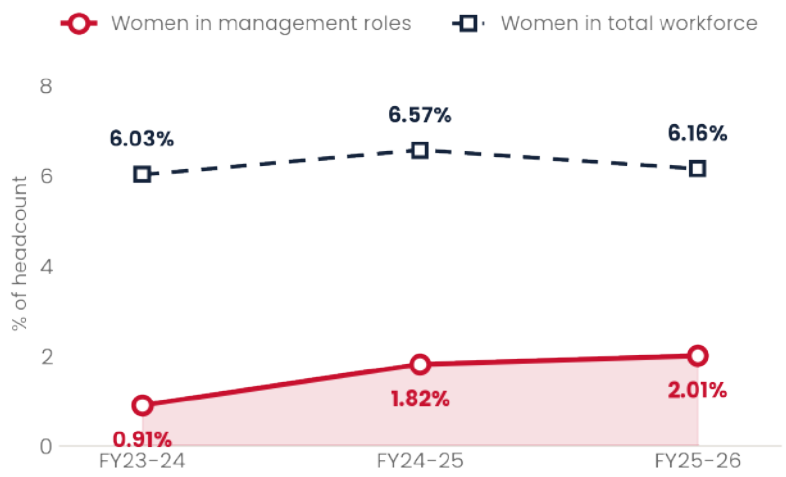


Figure 13 · Women as a share of management roles (middle management and above) against women as a share of total headcount.

2.01%
women in management roles, more than double the 0.91% recorded in FY 2023-24

6.16%
women in the total workforce, easing from 6.57% the previous year

7.3 TRAINING & DEVELOPMENT
Building capability

We delivered 2,447 hours of training in FY 2025-26, or 3.59 hours per employee, recovering from 2,110 hours the previous year but still below the 3,493.5 hours recorded in FY 2023-24. Delivery runs through three streams: induction for new joiners, annual policy and compliance modules, and in-plant safety training.

Women averaged 3.61 hours against 3.59 for men, a marginal difference but a deliberate one, since exposure for women is an explicit objective of the training goal. Employees completed structured knowledge assessments after key modules, returning average scores of 96.3% on company policies, 93.8% on compliance and 90.0% on safety.

One hundred and sixty-three employees received a formal performance and career development review during the year. Employees excluded from the cycle were recent joiners, probationers and trainees who had not completed the minimum service tenure.

Train knowledge assessment scores

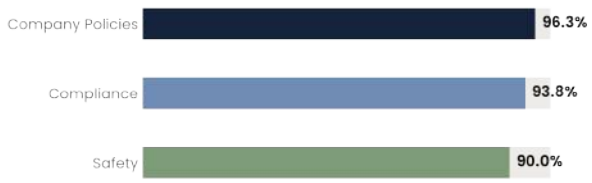


Figure 14 · Average knowledge-assessment scores by training stream, FY 2025-26.

Hours delivered

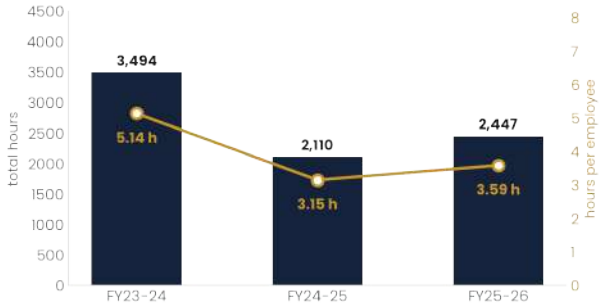


Figure 15 · Total training hours against hours per employee.

Hours by delivery mode

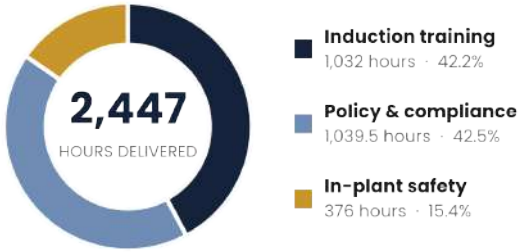


Figure 16 · FY 2025-26 training hours by stream.

7.4 HEALTH & SAFETY
Three years, zero fatalities

For a third consecutive year Bhoruka recorded zero work-related fatalities and zero high-consequence injuries, for both employees and contract workmen. One recordable injury occurred in each workforce.

The management system rests on hazard identification and risk assessment, safety inspections, mock drills, worker interviews and structured review of routine and non-routine work practices. Twenty-five high risks were identified and mitigated through HIRA during the year. A health and safety committee meets monthly, and workers participate through safety patrols, shop-floor meetings, toolbox talks and periodic health check-ups. Contract workmen are inside the system, not adjacent to it.

Recordable injury rates increased to 2.048 for employees and 1.994 for contract workmen, from 1.385 and 1.445 The injury count did not change; hours worked fell substantially, and a rate with a smaller denominator moves.

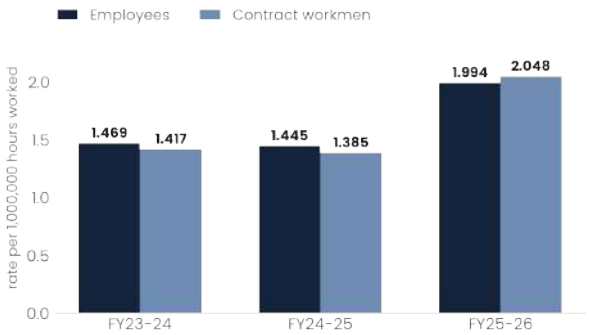


Figure 17 · Recordable injury rate per 200,000 hours worked.

0	0	2	25
FATALITIES	HIGH-CONSEQUENCE INJURIES	RECORDABLE INJURIES	HIGH RISKS MITIGATED

How the system works

01 Identify
HIRA covering routine and non-routine tasks, safety inspections and worker interviews.

02 Control
Hierarchy of controls applied from elimination through to personal protective equipment.

03 Participate
Safety patrols, shop-floor meetings, toolbox talks and health check-ups, contract workmen included.

04 Review
Monthly health and safety committee reviewing incidents, near misses and control effectiveness.

WHAT COMES NEXT

Formal ISO 45001 certification is the stated target for the occupational health and safety goal. The system is already built around its principles; the outstanding work is documentation, internal audit cycle completion and certification-body assessment.

HUMAN RIGHTS

7.5 A workplace built on rights

Our human-rights commitments are codified rather than aspirational. The Child, Adolescent and Forced Labour Policy prohibits the engagement of child or forced labour in any form. It is enforced through pre-engagement age verification for every direct hire and every contractor placement, supported by regular internal audit of contractor records.

The Prevention of Sexual Harassment at Workplace Policy and the Anti-Harassment Policy establish an Internal Committee, complaint routes and defined investigation procedures. Annually IC members received dedicated case-management training, on the reasonable view that a complaint mechanism is only as good as the people who run it.

No complaints related to human rights were recorded across our operations during FY 2025-26, a reflection of the awareness mechanisms the company has set out. We are extending the same standard outward: equivalent expectations are now governed through detailed guidelines within our Supplier Code of Conduct, with compliance clauses built directly into vendor agreements themselves, rather than left as a separate expectation. This integration is what allows us to hold our own operations and our supply chain to one coherent standard of accountability.

Governing policies

- Policy on Prohibition of Child, Adolescent & Forced Labour
- Anti-Harassment Policy
- Prevention of Sexual Harassment at Workplace Policy
- Equal Opportunity & Prohibition of Discrimination Policy
- Disciplinary Policy & Procedure
- Maternity Leave & Benefits Policy
- Stakeholder Engagement Policy
- Whistle Blowing Policy

Own-operations safeguards

Age verification
Documentary age verification before engagement for every direct hire and every contractor placement.

Internal audit
Regular audit of contractor records to confirm verification has been carried out in practice.

Internal Committee
Constituted POSH Internal Committee with members trained in case management during FY 2025-26.

Complaint routes
Defined complaint, investigation and resolution procedures under the Anti-Harassment and POSH policies.

Whistle-blowing
Confidential channel with protection from retaliation, open to employees and third parties.

Equal opportunity
Non-discrimination, pay parity and inclusion of employees with disabilities under policy.

08

INTEGRITY & VALUE CHAIN

Governance, Sourcing & Community

A codified policy framework, assigned accountability, and a confidential route for raising concerns, extended from our own operations into the supply chain.

- 08 Governance and ethics
- 09 Responsible sourcing and supply chain
- 10 Community and shared value

08 INTEGRITY Governance & Ethics

Governance at Bhoruka is anchored by a Code of Conduct and Ethics and an integrated compliance handbook, supported by a suite of standalone policies covering the specific risks a manufacturing business carries. Responsibility for implementation is assigned, not assumed: the Board of Directors, Managing Director, HR, Legal, Procurement, Internal Audit and line management each hold defined roles within the compliance framework.

Anti-bribery and anti-corruption controls run through mandatory employee training, third-party due diligence before engagement, a gift and hospitality register, and periodic corruption risk assessment of our own operations, reviewed by the Board. The Anti-Money Laundering Policy adds transaction screening, suspicious-activity reporting and record-keeping requirements. The Anti-Trust and Fair Competition Policy governs conduct in dealings with competitors, distributors and industry bodies.

Managing information responsibly and ethically has become one of the most critical needs of recent times, and Bhoruka treats it with the same discipline applied to our environmental and safety performance. Our Information Security Policy and Intellectual Property Management Policy, both newly effective this year, apply the same target-and-review structure used elsewhere in this framework: annual information security risk assessment reported to the Board, a signed non-disclosure agreement for every employee and third party with access to company IP, and defined incident-response timelines, with data security incidents reported to the IT Head within 24 hours and resolved or escalated within 72. Our Website Privacy Policy and Cookies Policy extend the same principle outward, governing how personal data from customers and website visitors is collected, used and protected.

A confidential whistle-blowing mechanism allows employees and third parties to raise concerns with protection from retaliation, with investigation and resolution tracked to closure. The company targets zero confirmed incidents of bribery, corruption and fraud.

22

company-wide policies in force

Zero

- Bribery, corruption or fraud
- Code-of-conduct violations
- Harassment complaints received
- POSH complaints received
- Whistleblower reports

Accountability for implementation

A layered governance structure, from strategic oversight down to daily practice, with independent assurance running across every tier.

Tier 1 — Board of Directors

Sets policy direction, approves the framework, and reviews risk and compliance performance at governance level.

Tier 2 — Managing Director & Leadership Team

Sets the tone from the top, allocates resources for implementation, and owns escalation for matters beyond function-level resolution.

Tier 3 — Function Owners

HR, Legal, EHS, Procurement and Information Security. Each function owns the policies within its domain, translating them into procedures, training and day-to-day decisions.

Tier 4 — Line Managers & Employees

Implement policy in daily work, raise concerns through defined channels, and are the first point of practical compliance across the organisation.

Internal Audit

CROSS-CUTTING

Sits outside the hierarchy and tests all four tiers independently, providing assurance that the framework works as designed rather than just as documented.

Our policy architecture

Twenty-two policies, grouped by the risk they address. Each is owned by a named function, reviewed on a defined cycle, and cross-references the others rather than duplicating their content.

Business integrity

- Code of Conduct & Ethics
- Anti-Bribery and Corruption Policy
- Anti-Money Laundering Policy
- Anti-Trust and Fair Competition Policy
- Conflict of Interest Policy
- Whistle Blowing Policy
- Information Security Policy
- Intellectual Property Management Policy
- Website Privacy Policy

People & workplace

- Anti-Harassment Policy
- Prevention of Sexual Harassment at Workplace
- Equal Opportunity & Prohibition of Discrimination
- Policy on Prohibition of Child, Adolescent & Forced Labour
- Maternity Leave & Benefits Policy
- Leave Policy (Staff and Workmen)
- Remuneration Policy
- Disciplinary Policy & Procedure

Environment, health & safety

- Environmental Policy
- Safety and Health Policy

Supply Chain Management

- Sustainable Procurement Policy
- Supplier Code of Conduct
- Stakeholder Engagement Policy

22	4	1	0
POLICIES IN FORCE	RISK PILLARS	CODE OF CONDUCT	CONFIRMED INCIDENTS

09 SUPPLY CHAIN
Responsible Sourcing

Bhoruka engaged approximately 503 active suppliers in FY 2025-26, up from 454. Local sourcing accounted for 96.71% of supplier spend. Long relationships are the norm rather than the exception, and that tenure is an asset when introducing new environmental and social requirements: it is easier to raise a standard with a supplier of fifteen years than to specify it into a new one.

Seventy-two suppliers now hold ISO 9001 certification and twelve hold ISO 14001, both up on the prior year. These figures are the honest starting point for supply-chain ESG measurement. They are certifications the supplier obtained independently, not assessments we conducted, and we present them as evidence of a base to build on rather than as screening coverage.

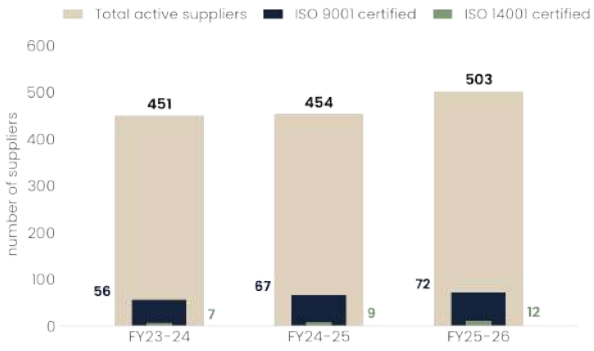


Figure 18 · Active supplier base with ISO 9001 and ISO 14001 certified suppliers shown as subsets of that base.

The framework being built

01 Supplier Code of Conduct
Consolidating labour, human-rights, environmental and ethical expectations into a single instrument issued to all suppliers.

02 Contractual clauses
Compliance of Supplier Code of Conduct clauses embedded in purchase terms so expectations are enforceable rather than advisory.

03 Supplier assessment
Risk-tiered assessment of new and existing suppliers against environmental, social and anti-corruption criteria.

04 Buyer training
Training procurement staff on sustainable sourcing so criteria are applied at the point of decision.

05 Due diligence & KYC
Third-party screening driven by the Anti-Bribery and Anti-Money Laundering policies, integrated with onboarding.

06 Corrective action
Defined route from identified non-conformance to agreed corrective action and re-assessment.

10 SHARED VALUE
Community & CSR

Our community programme is deliberately small, local and employee-delivered. Both initiatives this year were carried out voluntarily by Bhoruka employees in and around Mysuru, and the hours recorded are hours people gave rather than hours purchased. INR 90,000 was allocated to CSR initiatives in FY 2025-26, continuing the Sustainable Development focus established in prior years.

SUSTAINABLE DEVELOPMENT

Tree-Planting Event — A CSR Initiative

Employee-led planting undertaken as a CSR initiative, extending the greenbelt in and around the factory premises.

100 beneficiaries served · 60 volunteer hours

SUSTAINABLE DEVELOPMENT

Litter-Cleaning Activities

Employee-led litter-cleaning activity conducted in the areas surrounding the factory.

100 beneficiaries served · 75 volunteer hours

INR 90,000	135	200	100%
CSR CONTRIBUTION	VOLUNTEER HOURS	BENEFICIARIES SERVED	EMPLOYEE-LED

A

CONSOLIDATED ESG DATA

Annexure A

The tables that follow consolidate three years of indicator data underpinning the narrative and charts in this report. Environmental indicators cover the Mysuru manufacturing facility unless otherwise noted; social indicators cover the entire organisation. A dash indicates that the indicator was not collected on a comparable basis for that year.

ENVIRONMENTAL INDICATORS

Indicator	Unit	FY 2023-24	FY 2024-25	FY 2025-26
Energy				
Total energy consumption	GJ	68,330.01	81,302.11	**85,206.35**
Total renewable energy consumption	GJ	30,762.00	37,836.00	41,253.67
Total electricity consumption	MWh	10,095.19	11,896.86	**12,708.45**
Renewable electricity share	%	84.64	88.34	**90.17**
Electricity intensity	MWh / tonne	1.04	1.02	**1.08**
Emissions				
Scope 1 emissions	tCO_2e	2,722.52	2,970.17	**3,051.43**
Scope 2 emissions – market-based	tCO_2e	1,089.14	966.59	**843.81**
Scope 2 emissions – location-based	tCO_2e	7,303.97	8,425.40	**8,976.36**
Total operational emissions (S1 + S2 market)	tCO_2e	3,811.66	3,936.76	**3,895.24**
Operational emission intensity	tCO_2e / tonne	0.39	0.34	**0.33**
Scope 3 emissions	tCO_2e	44,665.45	53,544.01	–
Scope 3 Upwnstream emissions	tCO2e	43,717.60	52,421.13	–
Scope 3 Downstream emissions	tCO_2e	947.85	1,122.88	–
Water				
Total water withdrawal	kL	24,243.00	46,161.00	**43,454.00**
Operational water consumption	kL	8,664.00	11,074.00	**12,111.00**
Other water consumption	kL	15,113.00	32,465.00	**32,787.00**
Water consumption intensity	kL / tonne	2.46	3.73	**3.81**
Treated water reused	kL	12,273.00	14,721.00	**15,620.00**
Recycled water share of consumption	%	34.04	25.27	25.81

Indicator	Unit	FY 2023-24	FY 2024-25	FY 2025-26
Waste & materials				
Total waste generation	tonne	105.50	75.07	61.98
Hazardous waste	tonne	102.07	71.11	57.92
Non-hazardous waste	tonne	3.43	3.96	4.05
Waste intensity	kg / tonne	10.91	6.43	5.26
Waste directed to landfill	tonne	70.10	31.96	21.08
Waste directed to recycling	tonne	32.06	39.46	36.98
Waste directed to reuse (animal feed)	tonne	3.25	3.56	3.85
Waste directed to incineration	tonne	0.09	0.09	0.07
Aluminium recycled back into production	%	98	100	100
Production				
Total goods produced	tonne	9,667	11,678	11,777.21

SOCIAL, SOURCING & GOVERNANCE INDICATORS

Indicator	Unit	FY 2023-24	FY 2024-25	FY 2025-26
Workforce				
Total employees	No.	680	670	682
Permanent employees	No.	331	330	348
Temporary / contractual employees	No.	349	340	334
Women in total workforce	%	6.03	6.57	6.16
Women in management roles	%	0.91	1.82	2.01
New employee hires	No.	19	16	18
Employee separations	No.	42	37	39
Age distribution				
Under 30 years	%	27.19	26.97	24.14
30 – 50 years	%	51.36	55.15	56.32
Over 50 years	%	21.45	17.88	19.54
Management level				
Board of Directors	%	0.30	0.61	0.57
Senior management	%	5.14	8.18	9.48
Middle management	%	11.48	13.94	14.08
Junior management	%	46.22	43.94	45.98
Workers	%	36.86	33.33	29.89

Indicator	Unit	FY 2023-24	FY 2024-25	FY 2025-26
Training & development				
Total training hours	hours	3,493.5	2,110	2,447
Average training hours per employee	hours	5.14	3.15	3.59
Average training hours per female employee	hours	—	—	3.61
Average training hours per male employee	hours	—	—	3.59
Assessment score – company policies	%	—	—	96.30
Assessment score – compliance	%	—	—	93.84
Assessment score – safety	%	—	—	90.00
Employees receiving performance review	No.	146	164	163
Employees eligible for performance review	No.	—	220	220
Occupational health & safety – employees				
Work-related fatalities	No.	0	0	0
High-consequence injuries (excl. fatalities)	No.	0	0	0
Recordable work-related injuries	No.	1	1	1
Hours worked	hours	136,178	138,414	100,296
Recordable injury rate (per 200,000 h)	rate	1.469	1.445	1.994
Occupational health & safety – contract workmen				
Work-related fatalities	No.	0	0	0
High-consequence injuries (excl. fatalities)	No.	0	0	0
Recordable work-related injuries	No.	1	1	1
Hours worked	hours	141,178	144,395	97,680
Recordable injury rate (per 200,000 h)	rate	1.417	1.385	2.048
Responsible sourcing				
Total active suppliers	No.	451	454	503
Local suppliers	%	96.99	96.04	96.22
Suppliers ISO 9001 certified	No.	56	67	72
Suppliers ISO 14001 certified	No.	7	9	12
Local supplier spend	%	99.68	97.95	96.71
Suppliers with ESG clauses in contracts *(% calculated based on spend)*	%	—	—	83
Suppliers with signed Supplier Code of Coduct *(% calculated based on spend)*	%	—	—	91

Indicator	Unit	FY 2023-24	FY 2024-25	FY 2025-26
Governance & ethics				
Confirmed incidents of bribery or corruption	No.	0	0	**0**
Confirmed incidents of fraud	No.	0	0	**0**
Code-of-conduct violations reported	No.	0	0	**0**
Whistleblower reports received	No.	0	0	**0**
PoSH & Harassment complaints received	No.	0	0	**0**

B

CHANGES FROM PRIOR CYCLES

Restatements

This annexure records where figures or targets in this report differ from those published in prior cycles, and why. Restatements arise from improved methodology, revised targets or a change in presentation basis, not from a change in underlying performance. Each item below states what changed and the reason for the change.

Scope 1 & Scope 2 emissions — FY 2023-24 and FY 2024-25

Scope 1 and Scope 2 emissions for FY 2023-24 and FY 2024-25 have been restated following a re-verification of our GHG accounting methodology, aligning it with the methodology applied for FY 2025-26. Both scopes now apply an updated emission-factor database that was not available at the time of original reporting, using emission factors more closely aligned with our current input-data monitoring metrics, which reduces the uncertainty previously introduced through unit conversion. While the resulting change is under 5% in every case, we wanted to transparently disclose this methodology update. All figures in tCO_2e.

Scope 1	Prior Value	Restated Value	% Change
FY 2023-24	2,668.95	2,722.52	+2.01%
FY 2024-25	2,923.49	2,970.17	+1.60%
Scope 2	**Prior Value**	**Restated Value**	**% Change**
FY 2023-24	1,072.21	1,089.14	+1.58%
FY 2024-25	990.17	966.59	-2.38%

GHG reduction targets — alignment with parent company SBTi commitment

Our GHG reduction targets have been revised to align with YKK AP's Science Based Targets initiative (SBTi) commitment. This brings our operational (Scope 1+2) and value-chain (Scope 3) reduction targets onto the same trajectory and timeframe as the parent company's validated targets, replacing the previously stated goal.

Biogas facility commissioning timeline

The biogas facility was originally targeted for commissioning in 2025. Commissioning is currently in progress and is now planned for FY 2026-27. This is a timeline revision rather than a change in scope or ambition, and the Zero Waste goal it supports remains unchanged.

ISO 45001 alignment timeline

Our target to align workplace health and safety practices with ISO 45001 was originally set for 2025. Certification work is currently in progress and is now planned for completion by FY 2026-27.

C

PREPARED WITH REFERENCE TO GRI

GRI Content Index

This report has been prepared with reference to the GRI Standards. The index below maps each Standard to where it is addressed in this report.

GRI Standard	Report reference
GRI 2 – General Disclosures 2021	Sections 1 – 3, 7 – 9, Annexure
GRI 3 – Material Topics 2021	Sections 4 and 5
GRI 302 – Energy 2016	Section 6.1, Annexure
GRI 305 – Emissions 2016	Section 6.1, Annexure
GRI 303 – Water and Effluents 2018	Section 6.2, Annexure
GRI 306 – Waste 2020	Section 6.3, Annexure
GRI 304 – Biodiversity 2016	Section 6.4, Annexure
GRI 301 – Materials 2016	Section 6.3, Annexure
GRI 401 – Employment 2016	Section 7.1, Annexure
GRI 404 – Training and Education 2016	Section 7.3, Annexure
GRI 405 – Diversity and Equal Opportunity 2016	Section 7.2, Annexure
GRI 403 – Occupational Health and Safety 2018	Section 7.4, Annexure
GRI 408 / 409 – Child and Forced Labour 2016	Section 7.5
GRI 205 – Anti-corruption 2016	Section 8, Annexure
GRI 308 – Supplier Environmental Assessment 2016	Section 9, Annexure
GRI 414 – Supplier Social Assessment 2016	Sections 7.5 and 9, Annexure
GRI 413 – Local Communities 2016	Section 10

BHORUKA
A YKK AP COMPANY

Sustainability
Progress Report 2026

This report covers the financial year 1 April 2025 to 31 March 2026 and has been prepared with reference to the GRI Standards.

REGISTERED OFFICE

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