



Inspiring Actions, Fostering Impact



As India navigates towards energy self-reliance and sustainable development, Cairn Oil & Gas, Vedanta stands at the forefront of transformative change. Driven by our vision to energise the nation responsibly, we remain steadfast in our commitment to transforming the way energy is explored, produced, and delivered, with sustainability embedded at the core of our operations.

At Cairn, sustainability is not merely a responsibility; it is a progressive journey of inspirations and commitments towards creating lasting impact. Every initiative we undertake is fuelled by the pioneering spirit of our people, as well as the inspiration drawn from the world around us.

The theme for this year-, **Inspiring Actions, Fostering Impact**, reflects Cairn’s commitment to lead by example, translate inspirations into actions, and drive meaningful change across our ecosystem.

Over the past 30 years of our operations, we continue to evolve with global sustainability landscape ranging from ambitious climate goals to rapid technological advancements and transformative digital innovations, thoughtfully challenging conventions and pioneering future-ready solutions that are firmly rooted in India’s socio-economic and environmental priorities.

Our leadership as the first Indian oil and gas company to join the **United Nations Environment Program on Oil & Gas Methane Partnership (OGMP 2.0)** reflects our resolve to act decisively to reduce methane emissions.

Through our bold actions, we enable positive impact among our partners, communities, and industry peers to drive sustainable progress across the energy value chain. Our aspiration to progress towards **Net Zero Carbon by 2030** reflects our proactive approach to India’s low-carbon future. While the path ahead is challenging, we are building on a growing portfolio of efforts including carbon capture pilots, renewable integration, and energy efficiency improvements.

The impact we foster goes beyond our operations. It is deeply rooted in our commitment to **advancing equity, inclusion, and community resilience**. We are consciously breaking societal and gender stereotypes by empowering women in our communities through targeted skilling and entrepreneurship, expanding access to digital education, and promoting inclusion. Through our community development programs, we are building stronger and more resilient communities, creating the foundation for sustainable societal progress.

As we move forward, Inspiring Actions, Fostering Impact remains more than a theme, it is a call to action. To be inspired. To inspire. And to leave behind a sustainable legacy.

We invite you to join us on this transformative journey, where **Inspiring Actions ignite change, and Fostering Impact ensures it endures**.

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ESG Performance Highlights

FY 2025



~305,220 tCO₂e

Reduction in GHG emissions in last 5 years



57%

Reduction in flaring volume of potential gas over last 5 years



3.11 million GJ

Energy conserved in last 5 years



0.792 million*

trees (incl. Mangroves) planted in the last 2 years
*~40% of 2030 goal of 2 million trees



1.17 million kL

Water conserved in the last 5 years



1.18

Net positive Water Impact (NPWI) index in FY 2025



>84%

Water recycling rate in FY 2025



97%

Produced water recycled through reinjection



98%

of hazardous waste diverted for gainful utilisation*
* Gainful utilisation either through co-processing for AFR (Alternate Fuel or Raw Material) or recycling/ reprocessing



132,220 bbls

Hydrocarbon recovered by Oily sludge processing in last 5 years



1st

Indian Company to join OGMP* 2.0 program by signing MoU with UNEP for methane mitigation
*(Oil & Gas Methane Partnership)



INR 11,044 crore

Net Revenue in FY 2025



INR 4,664 crore

EBIDTA in FY 2025



INR 10,195 crore

Contribution to the state and national exchequer in FY 2025



INR 250,815 crore (\$ 41.31 billion)

Cumulative Exchequer since inception



~195 million

Lives positively impacted through CSR interventions in last 5 years



2.75 million

Lives positively impacted through CSR interventions in FY 2025



INR 83.06 crores

Spent on community upliftment in last 5 years



INR 10.26 crores

CSR spent in FY 2025



INR 278 crores

Revenue generated by 63 Dairy co-operatives through Cairn Maru Sagar Program



22%

Gender Diversity (Full time Employee)



22%

Women in decision-making bodies (Full time Employee)



13%

Women in Leadership Positions (Full time Employee)



17%

Women in STEM positions



~20%

Women in revenue-generating positions



92%

Positions filled by internal candidates



78%

Procurement from local vendors (within same state of operations)



90%

Reduction in lost time injury frequency rate in last 5 years



0.03

LTIFR (lost time injury frequency rate)



0.38

TRIFR (total recordable injury frequency rate)



60%

Reduction in our total recordable injury frequency rate over the last 5 years



103,237 BOEPD

Average Gross Operated Production for FY 2025



RUDRA

New hydrocarbon discovery in North-East region, (EUR of ~6 mmboe)



~73,000 Sq. Km

Acreage across 63 blocks in India



34

wells drilled* and 26 wells brought online in FY 2025

* Includes 6 exploration wells



Message from Chairman, Vedanta

Dear Valued Stakeholders,

Energy is the lifeline of India's economy and the key to rising prosperity. India is charting its own, unique course towards a Viksit Bharat in which growth and sustainability will go side by side. I am pleased to present to you Cairn Oil & Gas' Sustainability Report 2025. This report reflects our continued commitment to responsible growth, shaping India's energy security, and building a resilient and a better tomorrow for all.

Driven by the Vedanta ethos of innovation and environmental stewardship, we have an ambitious vision of doubling our hydrocarbon production to 300,000 barrels per day with an aim to contribute 50% of India's domestic crude output. Our recent acquisition of 7 new blocks has helped us strengthen our portfolio. We have initiated deepwater exploration and expedited oil and gas E&P activities in the North-East region. With a strategic investment of \$ 3-4 billion over the next five years, we remain determined to be leaders in exploration & production across India's rich hydrocarbon basins.

We are embracing the future with technology and partnerships to usher in opportunities for growth, resilience, and shared prosperity.

We continue to operate responsibly and remain committed to our Net Zero Carbon Vision. Our environmental initiatives over the past two years, including the plantation of 7.92 lakh trees and preserving mangroves, have created vital carbon sinks while fostering rich biodiversity corridors. We have also maintained exemplary water stewardship, with an exceptional 97% of produced water reinjection, exceeding global benchmarks of International Association of Oil & Gas Producers (IOGP). With an NPWI Index of 1.18 in FY2024-25, Cairn continues to sustain water positivity impact from the last four years.

We are privileged to be in partnership with Kaziranga National Park & Tiger Reserve, the home of the iconic one-horned rhinoceros and a World Heritage Site. As a part of Mission Vanraksha, we are building a surveillance centre and dwelling units for forest rangers, who are on the frontlines of conservation.

For us, sustainability is holistic. It is about creating value that uplifts people and protects the planet. Cairn has positively impacted 195 million lives in the last five years, through focused contributions in health, education, infrastructure and livelihoods. With over 8,500+ Nand Ghars spanning across 15 states, Vedanta's flagship program has become a catalyst for women and children empowerment, sparking transformative change at the grassroots. In Barmer, Rajasthan alone, Cairn has established 124 fully operational centres, and through an MoU with the Rajasthan government, Vedanta is moving towards a mark of 25,000 Nand Ghars, a direct step in the direction of intergenerational progress.

We firmly believe that inclusion drives innovation. With 22% gender diversity, Cairn is aligned with the global oil and gas industry averages. We are ambitiously working towards 30% gender diversity by 2030, positioning us as pioneers in the industry. Our comprehensive policies champion equal opportunities while investing substantially in nurturing future leaders from diverse backgrounds. We are on a journey to build a safer workplace every day and have achieved a remarkable record in safety with a 60% reduction in Total Recordable Injury Frequency Rate (TRIFR) over the last five years.

Our journey from Rajasthan's oil fields to Kaziranga's conservation corridors reflects our role as a catalyst for positive change towards sustainable development.

As we look ahead, we envision Cairn as an exemplar of corporate excellence, where progress meets purpose, innovation happens with integrity, and sustainability & scale go hand-in-hand.

Your continued trust inspires us to pursue new horizons. It drives us to reach higher, work harder, and keep pushing boundaries with the goal of creating lasting value for India, and for every life we touch.



Our environmental initiatives over the past two years, including the plantation of 7.92 lakh trees and preserving mangroves have created vital carbon sinks while fostering rich biodiversity corridors.



Anil Agarwal

Chairman, Vedanta Limited





Leadership Insights

Standing at the forefront of India's Energy Transformation, Cairn Oil & Gas continues to orchestrate continuous momentum that transcends traditional boundaries of what an energy company can achieve. Our journey from a modest exploration venture in 1994 to becoming India's largest private oil and gas production and exploration, now contributing almost a quarter to the nation's domestic crude oil production, epitomises our unwavering commitment to 'Energising India' whilst pioneering sustainable excellence.

Fueling India's Path to Energy Independence

Advancing towards our Net Zero Carbon by 2030 commitment, we envision a future where Cairn Oil & Gas serves as the catalyst for India's energy security, all while safeguarding our planet's precious ecosystems. Our journey goes beyond corporate transformation; it symbolises India's potential to lead the global energy transition through innovation, sustainability, and inclusive growth.

We are embracing cutting-edge operational technologies such as the Alkaline Surfactant Polymer (ASP) Injection, aiming to enhance recovery and unlock the potential across satellite fields and deep-sea terrains. Our spirit of innovation extends to our ventures in Tight Oil and Tight Gas development, Shallow and deepwater exploration, and Satellite Field Monetisation, with each partnership embodying our collective drive to usher in a new era of energy self-reliance.

Securing seven new hydrocarbon blocks in the OALP round IX marks a milestone in our exploratory pursuits. Our plans for unconventional such as shale, tight oil and deepwaters bolstered by strategic collaborations, promise to redefine our operational landscape as we aim to delve deeper into sustainable energy enrichment.

Our vision goes beyond the traditional boundaries of energy production. It embraces the integration of cleaner alternatives across operations, resource efficiency, biodiversity conservation, community empowerment, technological innovation, and the health, safety & well-being of our people. This 360-degree approach positions Cairn as a cornerstone in India's sustainable development journey with new benchmarks established for corporate responsibility in the energy sector.

A Legacy of Transformational Achievement

Spanning over the last three decades, we have championed a remarkable evolution from an energy producer to a company deeply committed to sustainable operations and environmental stewardship.

Cairn is committed to advancing its operational performance in synergy with climate change mitigation, a clear focus on minimising emissions through process optimisation, energy efficiency, improved reliability, and the deployment of low-carbon technologies, as we pursue a clear path to become Net Zero Carbon by 2030. The multi-pronged, long-term strategy is underpinned by a meticulous plan that explores new opportunities while accelerating the adoption of low-solutions across our operations.

Our steadfast focus on decarbonising operations has enabled us to deliver an annual reduction of 3,05,220 tonnes of CO₂e over the last five years, this remarkable feat is equivalent to the carbon sequestration capacity of 15 million trees annually and demonstrates that environmental stewardship and operational excellence are not merely compatible but mutually reinforcing drivers of long-term value.

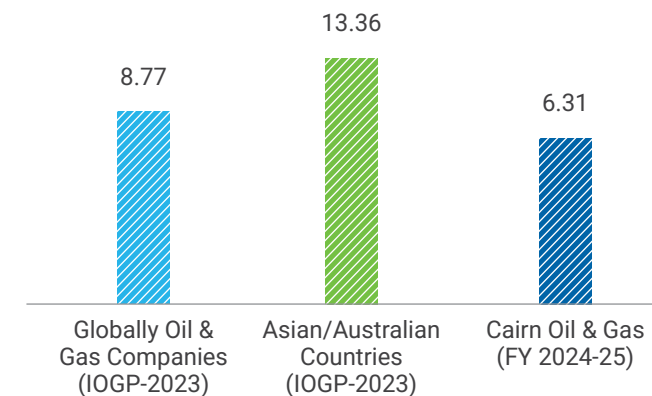
Our distinction as India's first oil and gas company to join the United Nations Environment Programme's Oil and Gas Methane Partnership 2.0 (OGMP 2.0) reinforces our vision of leading India's energy transition through measurable, science-based climate action. In line with this commitment, Cairn has pledged a 30% reduction in absolute methane emissions over the next five years. With this, we are not only addressing one of the most potent greenhouse gases but also shaping a new paradigm for methane emission management, positioning Cairn at the vanguard of global sustainability leadership.

Our technological edge continues to redefine industry standards. From electrifying steam-driven pumps and optimising turbine operations to driving fuel conservation, our efforts have delivered a reduction of 1,88,070 tCO₂e annually in the last five years. This achievement reflects our commitment to innovation-driven decarbonisation while strengthening operational reliability and efficiency.

Our flare gas reduction programme embodies the spirit of turning challenges into opportunities. Through a wide-ranging set of interventions, including the installation of recycled gas compressors and ejectors, laying of gas transportation pipelines from stranded fields, gas cascading and bottling, process optimisation, and the deployment of

advanced digital solutions such as digital twin technology, we have transformed flare gas management into a benchmark of efficiency and sustainability. These integrated efforts, supported by gas-based power generation, have enabled a 57% reduction in flaring volumes of potential gas over the last five years, underscoring our commitment to innovation-driven environmental stewardship.

Flaring Intensity (Potential Gas)



[IOGP Environmental Performance Indicators - 2023 data report](#)

Our multifaceted renewable energy strategy encompasses not merely adoption but transformation. We have signed a Power Delivery Agreement for sourcing of 25 MW round-the-clock renewable energy, commencing delivery from FY 26, while also advancing Waste to Energy projects and exploring Carbon Capture, Utilisation & Storage (CCUS).

Looking forward, we aim to unlock new opportunities through breakthrough technologies and alternate applications that accelerate India's sustainable energy transition and reinforce our commitment to achieving Net Zero by 2030.

~305,220 tCO₂e
Reduction in GHG emission in last 5 years

57%
Reduction in flaring volume of potential gas since 2020

3.1 million GJ
Energy conserved in last 5 years

Regenerating Ecosystems, Nurturing Biodiversity

By transcending traditional conservation approaches, our ecological restoration initiatives embrace regenerative development to create a lasting positive impact. The plantation of 7,92,000 trees and mangroves across Rajasthan, Gujarat, and Andhra Pradesh since 2022 represents our commitment to achieving "No Net Loss" while striving for a "Net Positive Impact." Our species-specific conservation programme demonstrates unprecedented commitment to preserving India's natural heritage, including the revival of ecologically significant Khejri trees in the Thar Ecosystem and also the proliferation of globally endangered Commiphora Wightii (Guggal) plants in Rajasthan. Our operations are fortified by initiatives like Mission Vanraksha, where we have deepened our commitment towards wildlife conservation by partnering with Kaziranga National Park in Assam. This initiative marks a significant step to protect endangered species with our pledge of contributing Rs 6 Crore over the next three years. Our goal is to protect the protectors by establishing a dedicated surveillance centre and construct multi-storey residential units for the forest frontline staff in Bokakhat.

~4,000 acres
of greenbelt including mangroves across operations

0.792 Million
Trees Planted (40% of the 2 million goal by 2030)

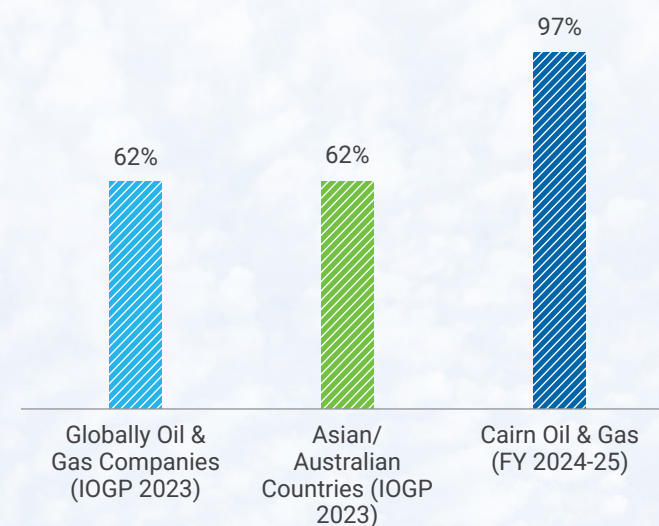




Revolutionising Water Stewardship

Our water management philosophy exemplifies circular economy principles at their finest, achieving a remarkable Net Water Positive Impact index of 1.18 in FY 2025. Our strategic framework for water stewardship focuses on maximising water reuse and recycling, enabling us to achieve a 97% recycling rate of the water we produce. Our community watershed programs across the Barmer district in Rajasthan showcase our commitment to water security and operational excellence, with an annual rainwater harvesting potential of 2.6 million kL developed through around 1170 rainwater harvesting structures.

Produced Water Reinjection IOGP benchmark



[IOGP Environmental performance indicators – 2023 data report](#)

Inspiring Purposeful Actions

Our social impact initiatives represent a paradigm shift from corporate philanthropy to transformational community partnership. Since our inception, we have been inspiring communities through intensive and need-based interventions, encouraging them to advance the purposeful endeavours that define our mission. These efforts underscore our unwavering commitment to fostering genuine, lasting change and cultivating a legacy of shared progress. Our ambitious commitments—positively impacting one million people through sustainable livelihood opportunities, educating nine million students through digital programmes, and uplifting 20 million women and children demonstrate our vision of community first approach.

We have already surpassed on digital education target much ahead of time and reaching 23.5 million students against the target of 9 million by 2030.

Our agricultural transformation programmes, including soil health initiatives benefiting thousands of farmers, exemplify our commitment to rural development and food security. Our educational excellence initiatives, encompassing 151 Information and Communication Technology (ICT) laboratories and pioneering technology empowerment programmes for rural women, represent strategic investments in India's human capital.

The establishment of the Cairn Enterprise Centre (CEC) in 2013 has profoundly impacted the Barmer community, providing a foundation for aspiring rural youth to develop crucial skills and gain job exposure. By offering a diverse range of industry-aligned courses, from basic computer literacy to mobile handset engineering and electrical work to solar electrician, banking etc, the Centre underscores our unwavering dedication to enhancing employability and fostering entrepreneurship. The expansion of our programme, by including Soft Skills and Digital Literacy classes for Barmer ITI students, ensures equitable access to employability training and promotes inclusive growth through education and skill development traits.

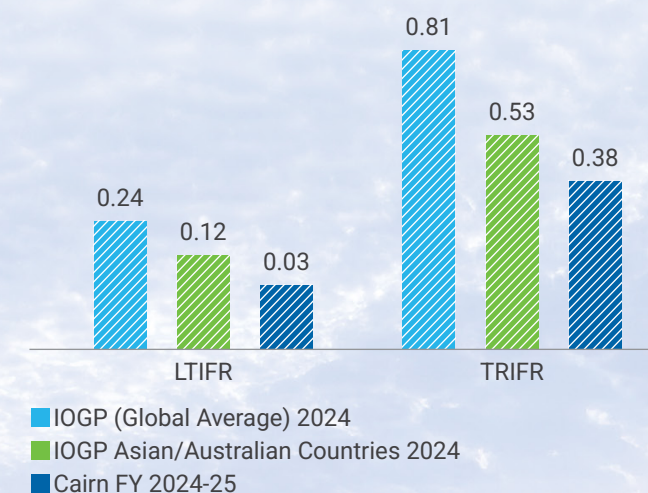
Equally compelling is our commitment to women empowerment, exemplified by initiatives such as the establishment of the JIJI Bai Centre in Barmer. By enabling rural women to generate income through national and international sales of handcrafted products, this programme underscores our dedication to fostering sustainable livelihoods and nurturing women-led microenterprises. Complemented by the Maru Udaan initiative's integration of mental health support, entrepreneurship, and skill development, our endeavours illustrate a holistic approach to socio-economic transformation. Alongside our support for rural entrepreneurship through Self-Help Groups, these actions vividly portray our ambition to drive inclusive economic growth and foster resilient communities.

>23 million

lives transformed through digital education and holistic development of women & children

Fostering Excellence in Governance and Safety

Cairn's unwavering commitment to governance excellence and safety leadership has garnered esteemed global recognition, as evidenced by the prestigious RoSPA Gold Award 2024.



[IOGP Safety Performance Indicator-2024 data report.](#)

Our distinction as one of India's Top 10 Best Companies for Women and our certification as a Great Place to Work, further underscore our dedication to fostering a diverse and inclusive workplace environment. These accolades reflect our dedication to creating a workplace environment that prioritises safety, inclusion, and excellence.

Over the past five years, our transformative safety initiatives have led to a 90% reduction in Lost time injury frequency rate (LTIFR) and a 60% reduction in total recordable injury frequency rate (TRIFR), reinforcing our commitment to building a safer and more resilient workforce.

Our transformative safety initiatives and diversity programmes have achieved 35% diversity hires in FY 2025, with aspirational targets of 30% women in employee workforce, 40% women in leadership, and 50% women leaders in decision-making bodies by 2030. Our governance framework, recognised through multiple prestigious awards including consecutive 'Excellence in Human Resource Management – Company of the Year at FIPI Awards, encompasses rigorous ESG supplier evaluation, transparent reporting, and unwavering commitment to ethical business practices.

We continue to foster emotional well-being and promote healthy lifestyle programmes, complemented by initiatives that encourage environmentally conscious and sustainable living. These efforts are designed to nurture individual growth and overall well-being, while advancing ecosystem health and a more sustainable future. By building a healthier and more resilient workforce, Cairn is contributing meaningfully to the larger goal of nation-building.

A Clarion Call for Collective Action

The achievements of the past year form the foundation for our continuing transformational journey. As we stand poised at the vanguard of India's energy renaissance, we eagerly anticipate engaging with our stakeholders in this inspiring endeavour. Our ambitions are boundless, as we aspire to shoulder 50% of India's domestic production through one of the nation's most significant exploration undertakings. This ambitious venture, encompassing a richly diversified portfolio of both conventional and unconventional projects, epitomises our drive for excellence. Concurrently, we are steadfast in our dedication to harmonising our quest for expansion with a profound commitment to sustainability. Our path ahead underscores the belief that sustainability and profitability can work in harmony, generating considerable value for society, the environment, and our shareholders.

We are committed to advancing with purpose and shared vision, energising India while nurturing our planet. Our legacy will be defined not only by the energy we produce but by the sustainable future we cultivate—a future where technological advancement benefits humanity, economic growth enhances environmental stewardship, and corporate success drives societal transformation. The future of energy is sustainable, diverse, and innovative, and at Cairn Oil & Gas, that future has already begun.

Corporate Overview

Under the leadership of our Chairman, we are launching a \$5 billion investment initiative to increase reserves by 5 billion barrels of oil equivalent and achieve production capacity of 500,000 barrels per day. Our strategy focuses on five Key Growth Projects: Tight Oil and Tight Gas Development, Shale Exploration, Deep Water Exploration and Development, Alkaline Surfactant Polymer Injection, and Satellite Field Monetisation.

Through strategic partnerships with global technology leaders, Cairn has undertaken impactful exploration and development initiatives across onshore and offshore portfolios. These collaborations leverage cutting-edge technology to drive operational excellence and long-term energy self-reliance, securing a sustainable and resilient energy future for India through responsible innovation.

Our Vision

Contribute 50% of India's domestic oil and gas production

Our Values

At the core of our organisation lies a compass of values that steers our course in every endeavour, fueling our drive to make informed decisions and maintain high standards of ethics and quality.

Trust

Entrepreneurship

Innovation

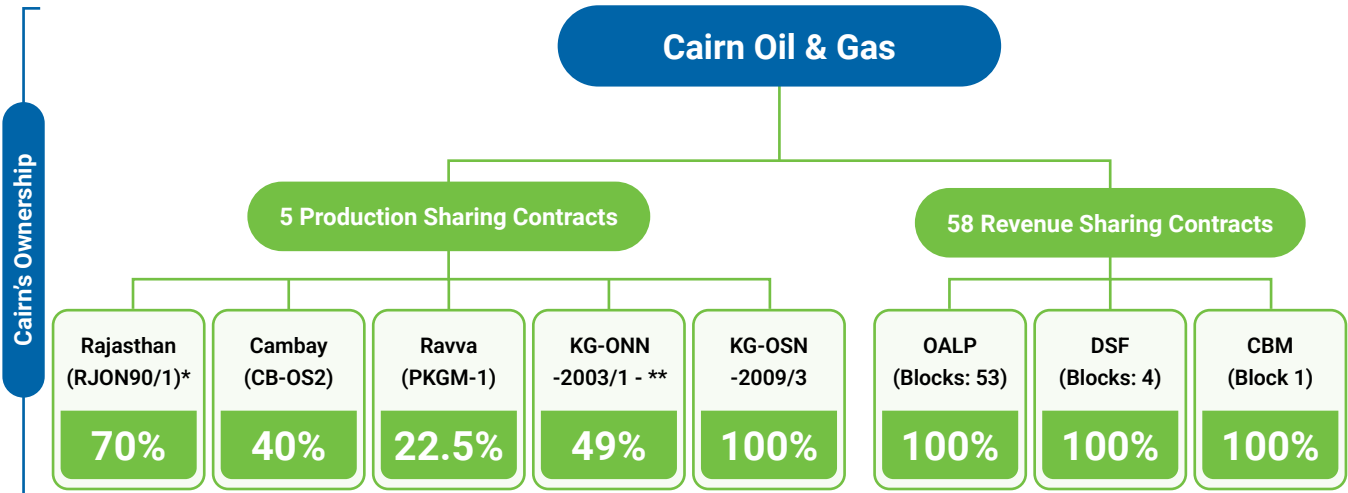
Excellence

Integrity

Respect

Care

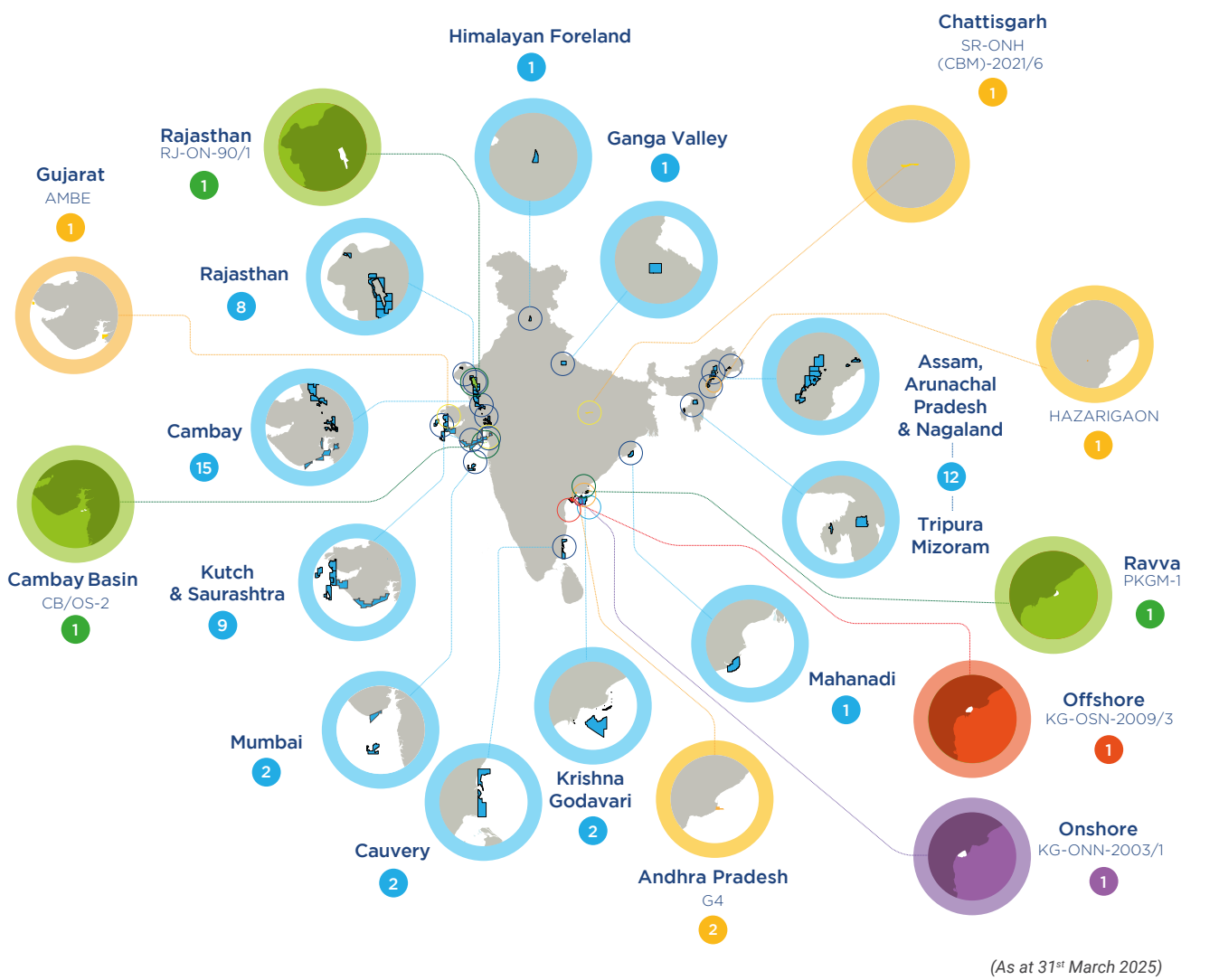
Crafting a Premier Asset Portfolio



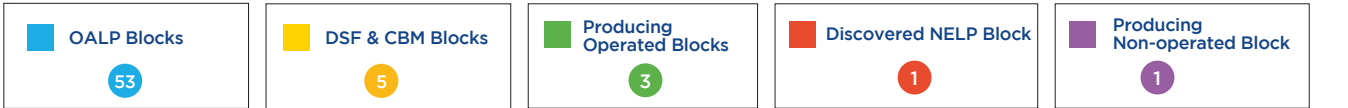
*50% of shares in the RJ block is held by a subsidiary of Vedanta Limited
**Non-operating asset

Exploring to Expand India's Energy Resource Base

In alignment with India's vision to become Energy Aatmanirbhar, Cairn has developed a robust and diversified asset portfolio spanning 73,446 square kilometers across 63 blocks. This extensive asset base amplifies our dedication to enhancing national



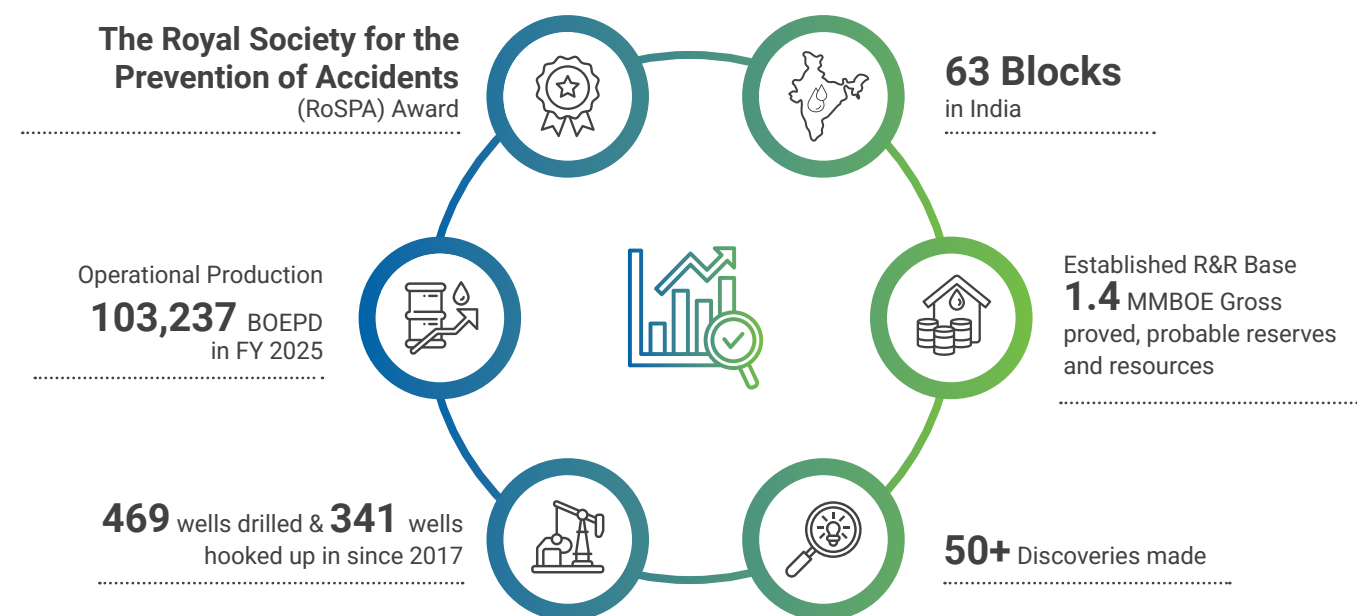
Largest private oil & gas acreage holder in the country 63 blocks, Acreage >73,000 sq. km.



*Block boundaries are for graphical representation only.



Driven by Excellence, Powered by Impact



Unleashing Advance technologies

In an era defined by rapid technological advancement and heightened environmental consciousness, Cairn Oil & Gas has positioned itself at the forefront of India's energy evolution through strategic technology partnerships. These collaborations amplify Cairn's commitment to harnessing cutting-edge innovations to enhance operational efficiency, drive sustainable practices, and secure a competitive edge in the dynamic oil and gas sector. By aligning with global leaders, we are strengthening our exploration and production capabilities while setting new standards for transparency and environmental responsibility in the oil and gas sector.



Deep Water Exploration



High Performance Drilling Rig



Offshore Projects



Environmental Excellent



Recovery Enhancement through ASP



Monetise Deep water block development in KG Basin



Ramp up production from Tight Oil Reservoirs



Monetising the first DSF block



Maximising Reserves and Production of the Shale field via technology

Producing Blocks



Rajasthan Block (RJ-ON-90/1), Barmer, Rajasthan

The Rajasthan block, designated as RJ-ON-90/1, covers an expansive 3,111 square kilometers in the Barmer district. This pipeline spans ~705 kilometres, carrying the oil to a coastal facility in Bhogat, Gujarat.

Production Volume:

- FY 2025: 106,469 BOEPD
- Total till 31st March 2025: 781 MMBOE
- Crude Oil: 736 MMbbls
- Natural Gas: 269 BCF

LTI free manhours (in million)

- RJ North: 19.52
- RJ South: 21.59



Ravva (PKGM -1) Andhra Pradesh

Situated in the Krishna Godavari Basin's shallow offshore area, the Ravva block has pioneered novel technologies, including 4D seismic technology and Ocean Bottom Cable (OBC) seismic surveys, setting an industry benchmark in innovation and recovery practices since its redevelopment.

Production Volume:

- FY 2025: 10,104 BOEPD
- Total till 31st March 2025: 394 MMBOE
- Crude Oil: 318 MMbbls
- Natural Gas: 454 BCF

LTI free manhours (in million): 6.89



Cambay, Gujarat

The Cambay region in Gujarat is a significant hub for India's oil and gas exploration and production activities. It hosts two prominent blocks—CB/OS-2 (Suvali) and CB-ONHP-2017/2 (Jaya)—each contributing uniquely to the region's energy landscape.

Cambay, CB/OS-2 (Suvali)

Production Volume:

- FY 2025: 5,052 BOEPD
- Total till 31st March 2025: 98 MMBOE
- Crude Oil: 54 MMbbls
- Natural Gas: 264 BCF

LTI free manhours (in million): 2.35



Cambay, CB-ONHP-2017/2 (Jaya)

Production Volume:

- FY 2025: 3,361 BOEPD
- Total till 31st March 2025: 2 MMBOE
- Natural Gas: 8 BCF
- Condensate: 0.44 MMbbls

LTI free manhours (in million): 0.20



Hazarigaon, Assam (AA/ONDSF/HAZARIGAON/ 2018)

Cairn became the first company to start operations from a DSF block in North-East India, specifically in Golaghat district, Assam. Since 2023, it has supplied gas from its Hazarigaon site to local tea estates, boosting production and promoting cleaner energy. Cairn also supports the Assam government's clean energy initiative by fueling 100 CNG buses in Guwahati.

Production Volume:

- FY 2025: 445 BOEPD
- Total till 31st March 2025: 0.2 MMBOE
- Natural Gas: 1.18 BCF

LTI free manhours (in million): 0.35



Sustainability at Cairn

Catalysing transformative impact as we steadfastly pursue our vision to contribute 50% of India's domestic oil and gas production, not merely through intent, but through resolute and purposeful actions. Our guiding journey is infused with the ethos of inspiring actions and fostering impact, underscoring the symbiotic relationship between progress and responsibility that embodies Cairn's comprehensive ESG endeavours.

At the heart of our approach lie four fundamental commitments that define our path forward: Behaving Responsibly towards the Environment, Behaving Responsibly to People (Employee & Business Partners), Behaving Responsibly to Communities, and Responsible Governance. These pillars serve as the cornerstone of our sustainability framework, ensuring that every decision we make and every action we take aligns with our commitment to creating lasting value for all stakeholders while advancing India's energy security goals.

Our ESG architecture is strengthened by adherence to internationally recognised standards such as ISO 14001, ISO 45001, ISO 27001, and ISO 50001, reinforcing our pledge to a sustainable future.

Transforming Responsibly for Securing India's Energy Future

Pillars

Commitments

Transforming the Planet

- Achieving Net Zero Carbon by 2030
- Sustain Net Water Positive impact
- Planting 2 million trees by 2030
- Protecting and enhancing biodiversity throughout the project lifecycle

Transforming Communities

- Positively impact 1 million people by 2030 through sustainable livelihood opportunities
- Educating ~9 million students by 2030 through digital education programs
- Uplifting 20 million women and children through Education, Nutrition, Healthcare and Welfare

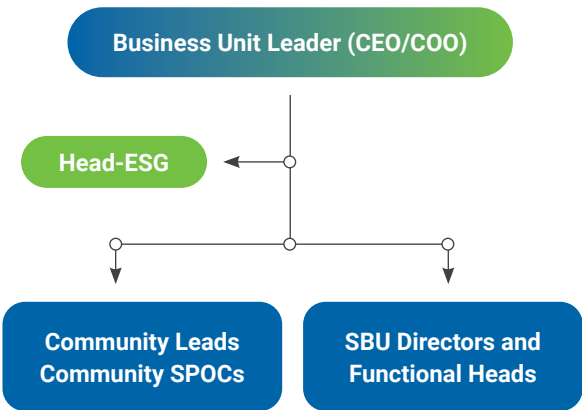
Transforming the Workplace

- Prioritising safety and health of all employees and business partners
- Promote gender parity, diversity and inclusivity
- Align with global standards of corporate governance

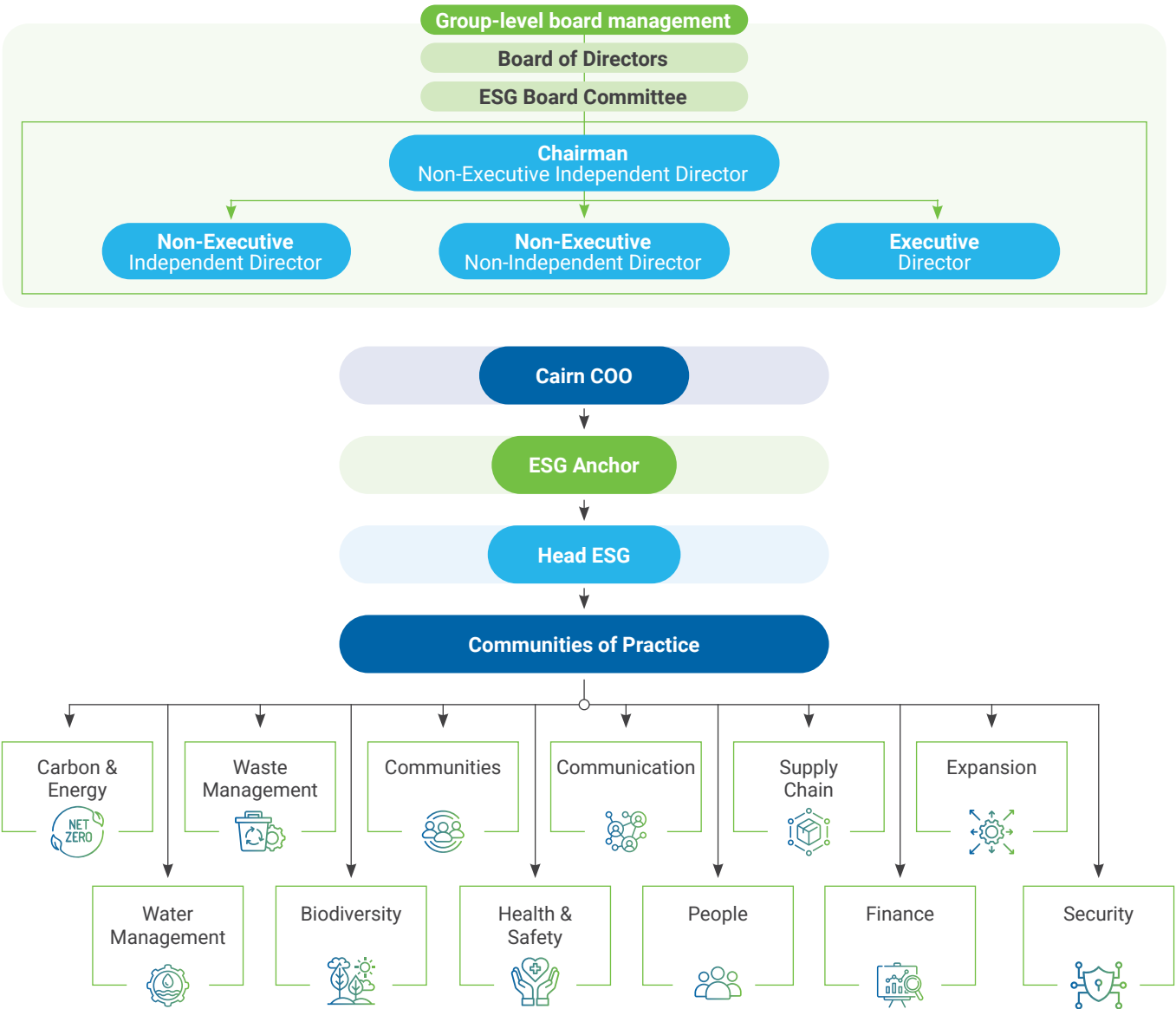
Sustainability Governance

Cairn's sustainability agenda is underpinned by a robust ESG Governance framework, led by the Business Unit ESG Transformation Office. This central body ensures the seamless integration of ESG principles across the organisation through structured quarterly reviews, KPI monitoring, and oversight of high-impact initiatives.

A key pillar of this framework is the network of Communities of Practice (CoPs), comprising over 150 members across all Business Units. These cross-functional groups foster collaboration, facilitate knowledge sharing, and empower site-level teams to drive ESG performance. Regular engagement with the Head of ESG ensures alignment across all levels, reinforcing Cairn's commitment to its sustainability vision.



Structure





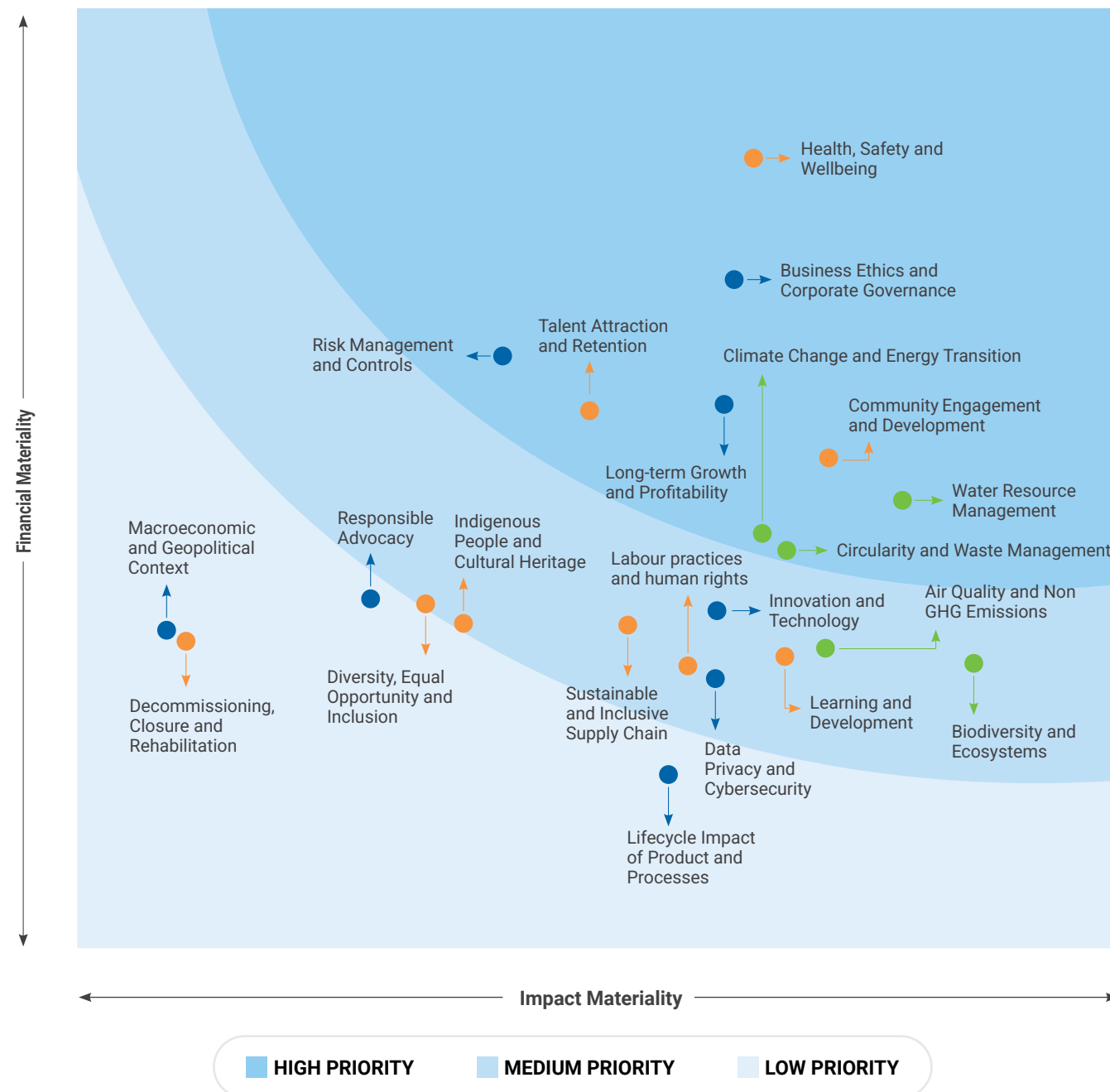
Materiality Assessment

As we move toward the 2030 'Decade of Action,' this period marks a pivotal window to meet the UN Sustainable Development Goals and act decisively on climate change. Recognising its significance, Cairn Oil & Gas conducted a Double Materiality assessment in 2025 to reassess ESG priorities. This covered both Financial Materiality issues with potential financial impact and Impact Materiality issues affecting people and the environment. The findings shape

Cairn's sustainability strategy, with ESG targets embedded in governance and linked to executive compensation, driving accountability and long-term value.

The 2025 Materiality Assessment outcomes has been approved and signed off by Cairn's Executive Leadership Team (ELT), including the Chief Operating Officer (COO), reaffirming its alignment with business priorities.

Cairn Oil & Gas Materiality Matrix



HIGH PRIORITY MATERIAL TOPICS

- Health, Safety and Well-being
- Business Ethics and Corporate Governance
- Water Resource Management
- Community Engagement and Development
- Long-term Growth and Profitability
- Talent Attraction and Retention
- Climate Change and Energy Transition
- Circularity and Waste Management
- Risk Management and Controls

LEAD AND SHAPE

- These are topics can significantly impact the overall business performance, both sustainability and financial.
- Cairn should look at setting the industry benchmarks across these topics to ensure that a strategic, balanced and forward-looking approach is adopted.

MEDIUM PRIORITY MATERIAL TOPICS

- Biodiversity and Ecosystems
- Air Quality and Non-GHG Emissions
- Innovation and Technology
- Learning and Development
- Sustainable and Inclusive Supply Chain
- Labour Practices and Human Rights
- Data Privacy and Cybersecurity
- Indigenous People and Cultural Heritage
- Diversity, Equal Opportunity and Inclusion

ALIGN AND AMPLIFY

- Cairn should align with industry best practices on these topics.
- The impacts, risks and opportunities underlying these topics should be closely monitored to reshape strategy if any of them transition into "High Priority" category in the future.

LOW PRIORITY MATERIAL TOPICS

- Responsible Advocacy
- Lifecycle Impact of Product and Processes
- Decommissioning, Closure and Rehabilitation
- Macroeconomic and Geopolitical Context

MANAGE AND COMPLY

- Whilst these topics are low priority, they are still relevant to the business, and therefore Cairn must continue to manage and monitor them.
- Regulatory compliance, if any, must be ensured for these topics.

● Environment ● Social ● Governance



Transforming the Planet

At Cairn, our dedication to sustainable development is anchored in a profound sense of responsibility and purposeful action. Reflecting the evolving needs of our planet and communities, our vision aligns with global efforts to combat climate change. Each initiative reinforces our legacy

of sustainability, innovation, and responsibility. Despite the complexities, we pursue our path with unwavering sincerity and consistency, shaping a sustainable future through thoughtful action and collaboration.

Key Material Topics

- Climate and Energy Transition
- Emissions
- Water
- Waste Management
- Biodiversity

Purposeful Goals with Lasting Impact

- Achieving Net Zero Carbon by 2030
- Sustaining Net Water Positive Impact
- Planting 2 Million Trees by 2030
- Protecting and Enhancing Biodiversity

UN SDGs



Energy and Emission

Our commitment to combating climate change is rooted in innovative energy and emissions management strategies. As trailblazers, we became the first Indian company to join the Oil and Gas Methane Partnership (OGMP) 2.0, highlighting our leadership in mitigating methane emissions and reducing flare venting. This decisive action reinforces our commitment to achieving Net Zero carbon emissions by

2030, with a targeted 20% reduction in absolute emissions (Scope 1 and Scope 2) over five years from the baseline of FY 2020-21, significantly impacting global greenhouse gas reduction efforts. Cairn has pledged 30% reduction in absolute methane emissions in next 5 years and committed to maintain Near Zero methane intensity.

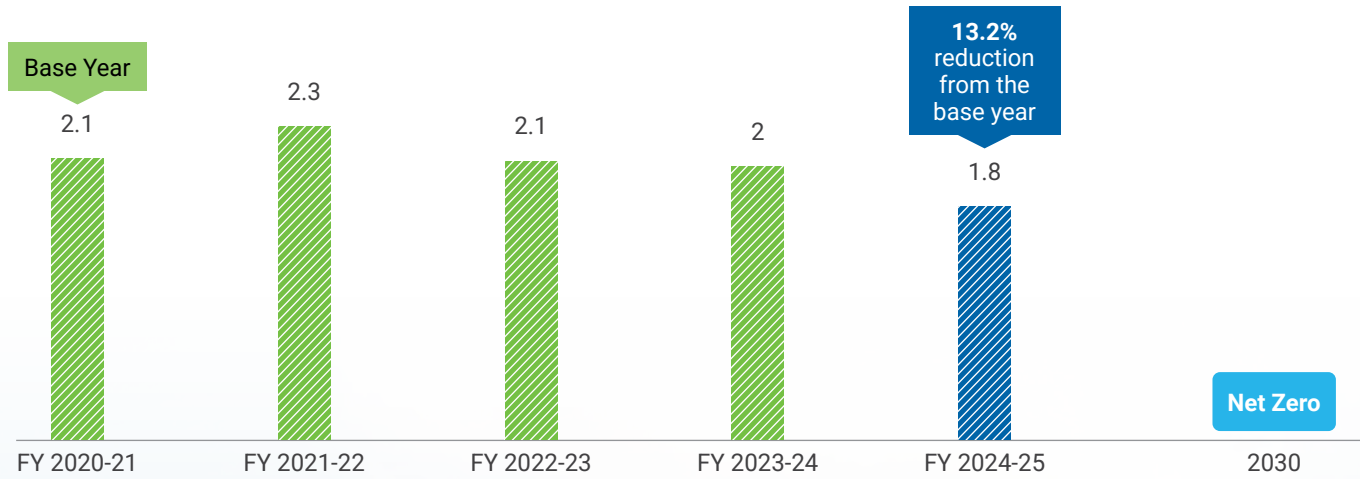
Our Goal	...influences our strategic direction	...which we deliver through our targeted initiatives/ plan	...leading to an inspiring impact
Net Zero Carbon by 2030	Renewable energy sourcing of 25 MW by FY 2025 and 70 MW by FY 2030 Renewable energy integration through Power Delivery Agreement (PDA), solar rooftops, and streetlights. Planting 2 million trees by 2030 Mass plantation of native/ indigenous species to support local biodiversity and ecosystem services.	Net Zero Strategy - Renewable Energy - Flare Gas Reduction - Electrification and Energy Efficiency - Electric Mobility - Setting up of CCUS - Carbon Offset through Carbon Sink - Innovative/ New Technologies Climate Risk Assessment - Physical and Transition Risk Assessment - Climate Adaptation Plan	11% reduction in GHG emission in last three years 11% reduction in scope 3 emissions in last three years ~29% reduction in Non-Renewable Energy (FY 2022) 0 incidents environmental violations or non-compliance INR 3.2 Crore allocated & spent on R&D projects aimed at enhancing the environmental performance of the products INR 34.5 Crore invested in decarbonisation initiatives





GHG Emission Performance in FY 2024-25

GHG Emission-Scope-1 & 2 (MMtCO₂e)



Scope 1 and Scope 2 GHG emissions from energy sources

GHG Emissions (MT of CO ₂ e)	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
Gas combustion	14,84,068	12,44,240	12,39,643	9,62,220
Flaring-Venting	5,46,757	4,53,395	4,43,412	4,06,925
Grid Electricity	2,54,145	3,44,655	3,39,470	4,16,926
Diesel	44,618	79,185	45,638	41,662
LPG/Propane	358	341	347	411
Refrigerants	-	-	-	6,078
Total GHG Emissions*	23,29,946	21,21,816	20,68,509	18,28,144
GHG Emission Intensity – Scope 1 and Scope 2 (tCO ₂ e/’000 MT of HC produced)	0.256	0.261	0.284	0.291
GHG Emission Intensity – Scope 1 and Scope 2 (kgCO ₂ e/boe)	34.6	35.2	38.02	40.44
GHG Emission Intensity – Scope 1 and Scope 2 (tCO ₂ e/Gross Revenue in INR million)	7.14	5.49	6.86	7.62

*To capture uncertainties or unaccounted insignificant direct GHG emissions, we have considered a correction factor of +5% on Scope 1 GHG emissions. Additionally, for FY 2024–25, we have included refrigerants. Though their impact is minimal, this reflects our commitment to best practices

Break-down of total gross Scope 1 emissions activities by greenhouse gas type

GHG Emissions (tCO ₂ e)	FY 2023-24	FY 2024-25
Scope-1 Carbon dioxide emission (MT of CO ₂)	1,680,106	1,364,032
Scope-1 Methane emissions (MT of CH ₄)	1,653.0	1617
Scope-1 N ₂ O emissions (MT of N ₂ O)	10.0	8.6
Propane and other Refrigerants and SF ₆ *	-	6,078
Total Gross Scope 1 GHG emissions (MT of CO₂e)	1,729,040	1,417,296

For FY 2024–25, we have included refrigerants in our reporting. Though their impact is negligible, this reflects our commitment to best practices.

Scope 3 Emissions (tCO₂e)

Parameters	FY 2021–22	FY 2022–23	FY 2023–24	FY 2024–25
Category 1 – Purchased Goods & Services	-	-	1,55,714	212,141.5
Category 3 – Fuel & Energy Related	26,191	63,437	1,80,241	224,661.6
Category 5 – Waste in Operations	2,547	949	10,732	1,249.6
Category 8 – Electricity Leased Office	1,078	848	832	824.8
Category 10 – Processing of Sold Products	18,22,720	14,98,990	13,18,433	1,578,183.4
Category 11 – Use of Sold Products	24,949,853	21,684,256	18,356,230	15,731,490.5
Overall	26,802,389	23,248,480	20,022,182	17,748,551

Air Emission Management Measures

Air pollutants pose severe risks to public health and the environment, with some contributing to climate change through their greenhouse gas potential. At Cairn Oil and Gas, we recognising that responsible air emission management extends beyond compliance, requiring comprehensive strategies to minimise our environmental impact while supporting India's energy needs.

Air Emission (in MT)

Emission type	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
SOx	137	55	142	79
NOx	722	1,495	696	594
VOC	0.08	0	0	0
PM	42	256	42	35

ODS Emission (in KG)*

Criteria	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
ODS Emission (R-11 equivalent)	29.67	30.73	28.94	39.12

*R-22 Refrigerant actual consumption multiplied with R-22 ODS potential (CFC-11 equivalent) 0.055: FY 2024-25: 711 Kgs; FY 2023-24: 526 Kgs; FY 2022-23: 559 Kgs; FY 2021-22: 539 Kgs"

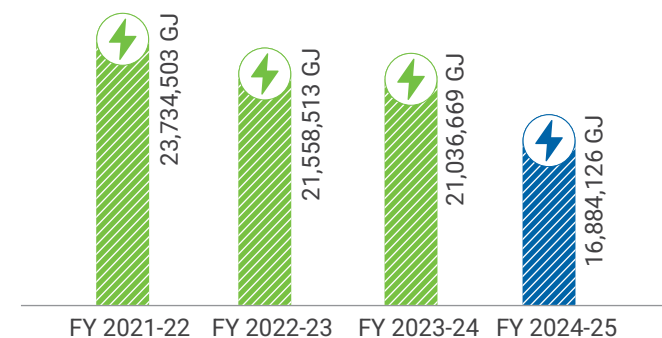




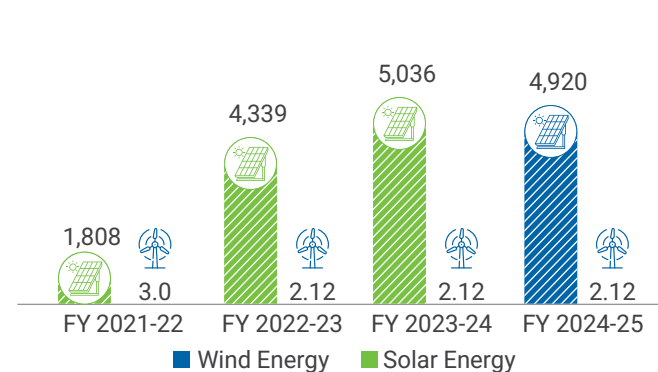
Decarbonisation of Our Operational Processes through Low-Carbon Electricity

In our pursuit of sustainability, we are transforming renewable energy into the backbone of our operations by sourcing 70 MW through Power Delivery Agreements. As of FY 2025, we have secured 25 MW of renewable electricity, actively reduced our carbon footprint, and are driving impactful changes towards a greener planet. Negotiations for the remaining 45 MW are underway, with completion anticipated by year-end.

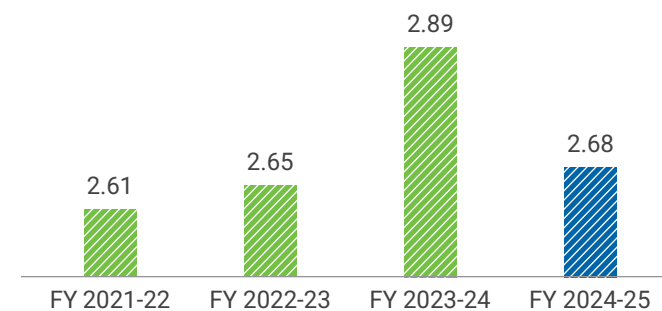
Non-Renewable Energy (GJ)



Renewable Energy Consumption (GJ)



Sp. Energy Consumption (GJ/MT of HC produced)



The increase in specific energy consumption is primarily attributable to higher water cut levels in ageing reservoirs, which require processing of larger fluid volumes to maintain hydrocarbon output. Despite these operational challenges, we have been able to contain energy intensity at broadly comparable levels through optimisation of fuel use, conversion of steam-driven pumps to motorised systems, deployment of energy-efficient technologies, and process optimisation across assets.

16,884,126 GJ
Energy Consumption from Non-Renewable Sources (FY 2024-25)

4,922 GJ
Energy Consumption from Renewable Sources (FY 2024-25)

Transforming Methane Practices

At Cairn, we are steadfast in our commitment to reducing methane emissions as part of our broader sustainability goals. Recognising the significant impact of methane on climate change, we have joined the Oil & Gas Methane Partnership (OGMP) 2.0, a pioneering initiative from the Climate and Clean Air Coalition and the United Nations Environment Programme.

Cairn has pledged **30%** reduction in absolute methane emissions in next 5 years and committed to maintain Near Zero methane intensity.

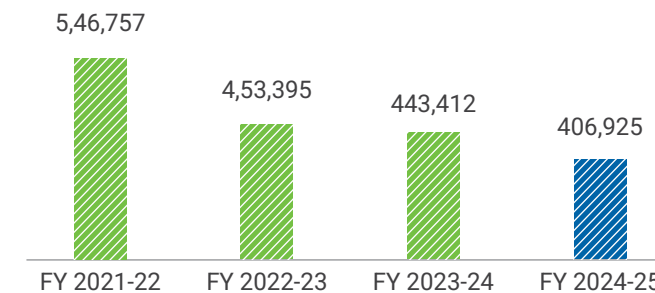
In November 2024, we became the first Indian company to join this important initiative. Building on this, Cairn has pledged a 30 per cent reduction in absolute methane emissions over the next five years and is committed to maintaining near-zero methane intensity*. These efforts reflect our ambition to achieve Net Zero by 2030 and lead the transition to more sustainable energy practices. Every step we take reinforces our dedication to innovation, collaboration, and a cleaner future.

*Methane emission intensity is defined as 'tonnes of methane emitted/'thousand tonnes of produced gas

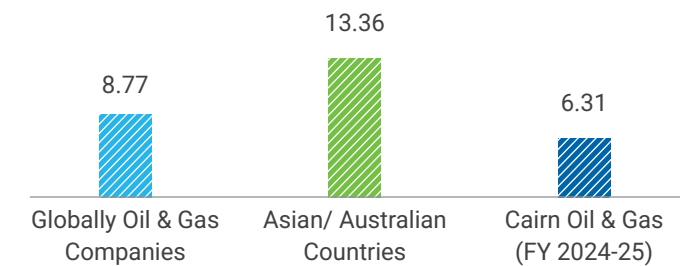
Flare Gas Reduction

We have committed to achieving Zero Routine Flaring to address the issue of burning off excess natural gas produced during oil extraction, releasing greenhouse gases into the atmosphere. In FY 2025, we implemented a range of projects across our sites focused on reducing flaring. These initiatives include process enhancements and digital solutions designed to optimise operational parameters, lower flare gas volumes, and repurpose captured gas for use within our operations.

Flare-Venting Emissions (tCO₂e)



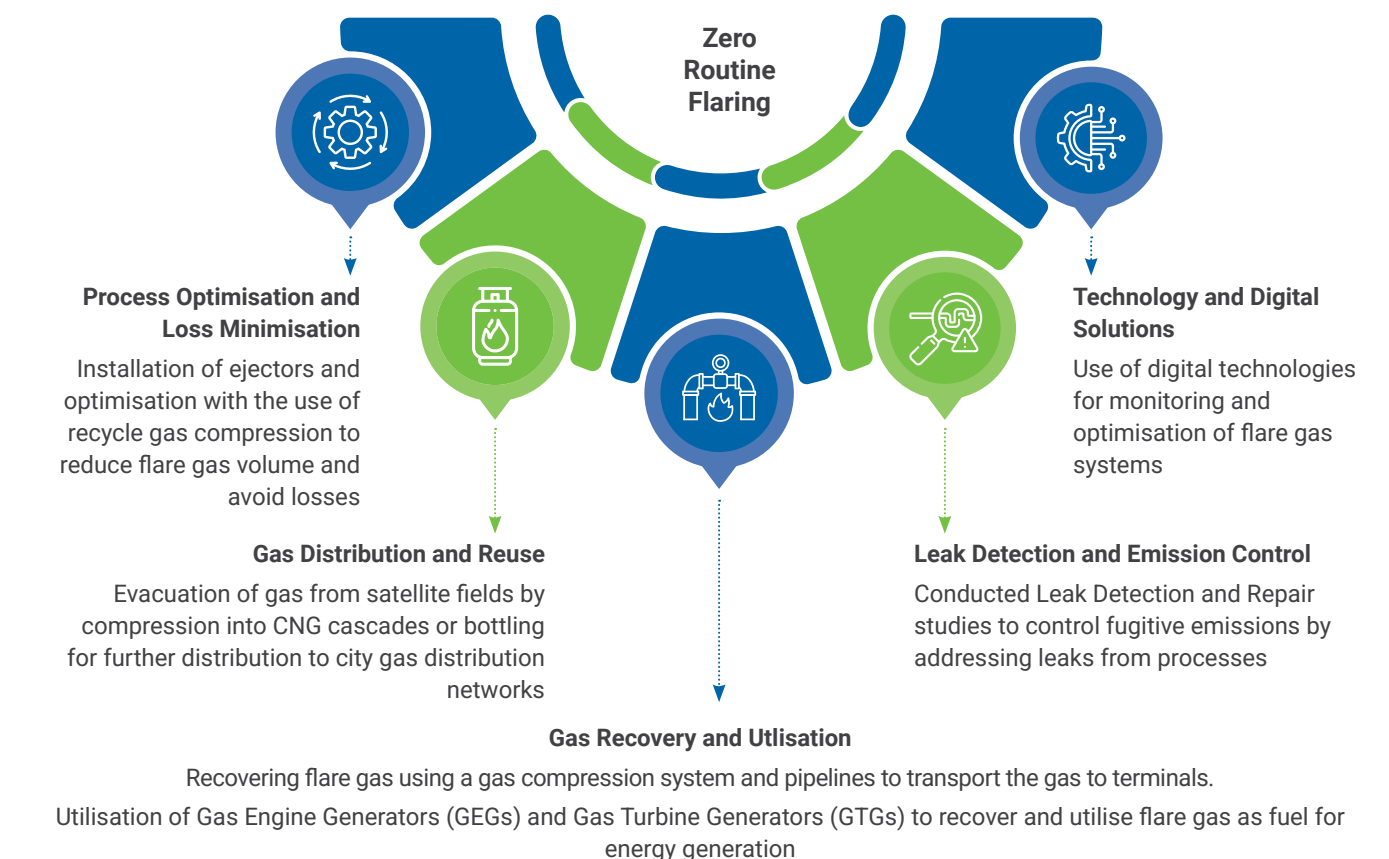
Potential Gas Flaring Intensity (Tonnes of Gas Flared/ 1000 Tonnes of HC Produced)



[IOGP Environmental performance indicators – 2023 data report](#)

Zero Routine Flaring

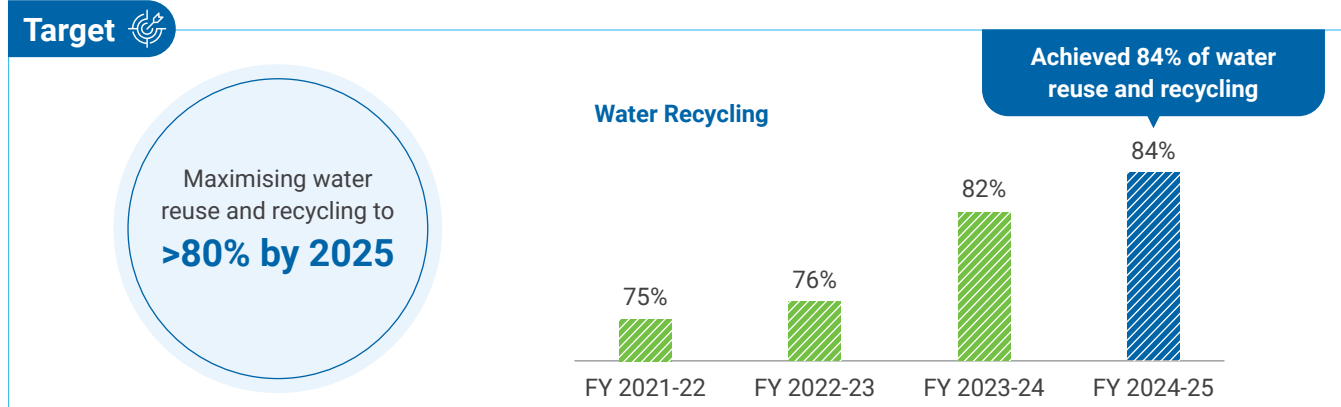
Cairn Oil & Gas joined OGMP 2.0, an initiative by UNEP and the Climate and Clean Air Coalition, becoming the first Indian company to commit to its framework for reducing methane emissions. As part of this, Cairn targets a 30% cut in absolute methane emissions over five years while maintaining near-zero methane intensity. We have also received the Gold Standard pathway certificate in the very first year of reporting.





Water Management

We aim to balance operational needs with the preservation of water resources, ensuring sustainability for present and future generations.



Water Withdrawal by Source (kL)

Water Withdrawal (kL)	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
Surface water (including harvested rainwater & consumed)	46,468	30,517	36,336	44,824
Third-Party water (including mineral water)	121,412	151,666	87,996	77,041
Groundwater	11,605,301	10,007,554	8,130,027	6,990,010
Produced Water	40,775,601	37,109,961	36,987,289	35,613,439
Total volume of water withdrawal	52,548,782	47,299,698	45,241,648	42,725,314

*Water includes water sourced from Tapti River via tankers.

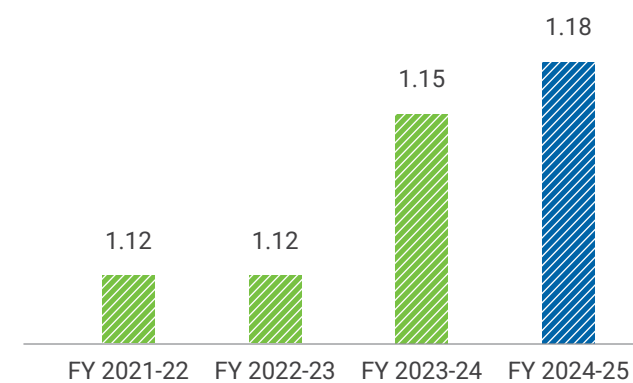
Water Consumption (kL)

Particulars	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
Total Water Withdrawal	52,548,782	47,299,698	45,241,648	42,725,314
Total Water Discharge*	1,572,000	1,661,409	1,532,177	1,357,792
Net Water Consumption	50,976,782	45,638,289	43,709,471	41,367,522

*Water Disposed off in dump-wells in a geographically isolated area, at a depth of approx. 2000 meters deep are not considered as discharge, since it remains permanently contained and doesn't re-enter the hydrogeological cycle.

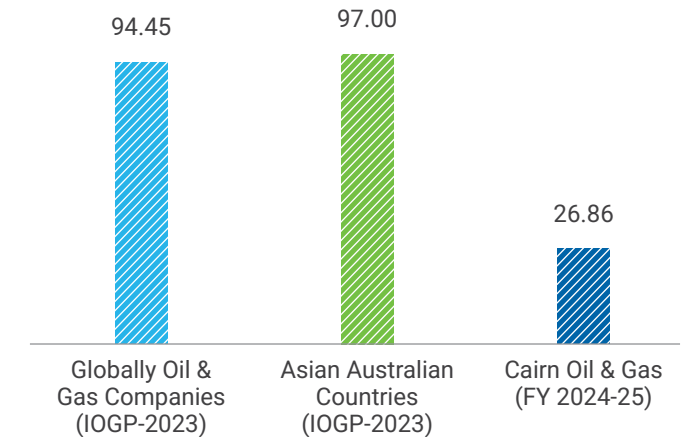
#Water discharged/disposed from all the sites via various modes is salty having TDS of more than 2500 mg/L

Cairn Water Positivity (NPWI) Index.



*NPWI- Net positive water impact

Sp. Fresh Water* Intensity (kL/1000 tonnes of HC Produced)



*Fresh Water defined as TDS <2500 ppm

[IOGP Environmental performance indicators – 2023 data report](#)

1.18 Net positive Water Impact (NPWI) Index in FY 2025

Fresh Water consumption (including rainwater & purchased mineral water) for FY 2025 was **169,531** kL

Our Goal

Sustain Net Water Positive Impact

- Reduction in freshwater withdrawal rates and water sourcing from saline aquifer
- Maximising water reuse and recycling to >80% by 2025
- Increasing produced water recycling to >97% by 2025
- Community Water shed programs: Development of 300+ structures in barmer district community area by 2025 for harvesting of 3 MM kLoF rainwater.



...influences our strategic direction

...which we deliver through our targeted initiatives/plan

- Water Reduction**
Optimised water usage, and adoption of water-efficient technologies
- Water Reuse**
Recycling wastewater to reduce reliance on freshwater sources
- Rainwater Harvesting**
Lessening pressure on groundwater source
- Water Reinjection**
Efficient water management

Net Positive Water Impact (NPWI) Index of **1.18**

84% Water Recycling Rate

1.36 million kL/year water saved through strategic initiatives

99% of water requirement is met through saline water aquifers

The overall produced water recycling rate is **97%** and for onshore (RJ North), it is **99.8%**.

Developed **250+** rainwater harvesting structure with annual potential of **2.6** million kL in Barmer community area.

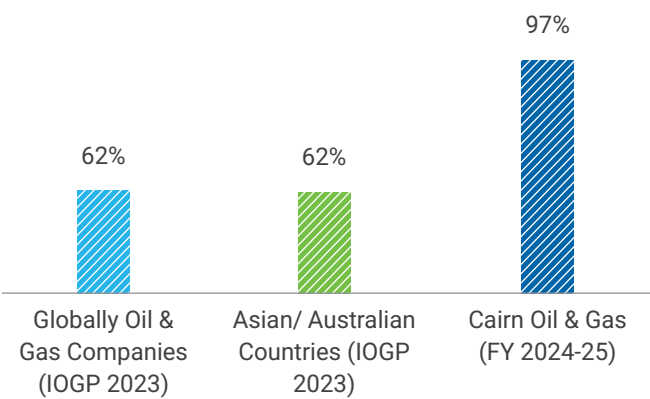
Zero water related incidents occurred in last four years

Continuing our efforts on reinjecting produced water into the reservoir for void replacement, we have sustained 97% of produced water recycling.

Volume and Disposal of Produced Water

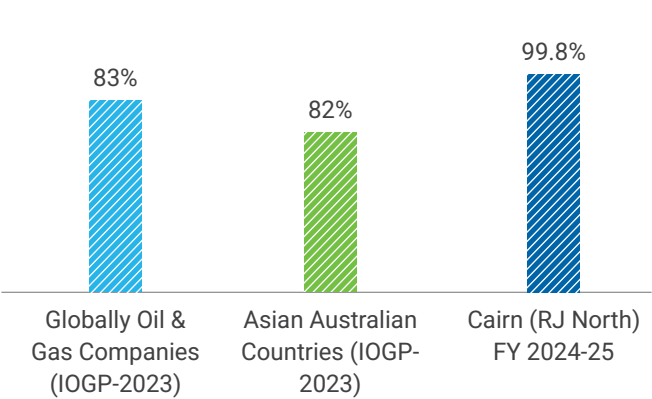
Parameters	FY 2021–22	FY 2022–23	FY 2023–24	FY 2024–25
Produced Water generated	40,775,601	37,109,961	36,987,289	35,613,439
Produced water reinjected back into the reservoir	39,217,563.37	35,590,577.52	35,591,057.72	34,474,544
% of PW recycle through reinjection	96.2%	95.9%	96.2%	96.8%

Overall Produced water reinjection



[IOGP Environmental performance indicators – 2023 data report](#)

Produced Water Re-injected (Onshore)



[IOGP Environmental performance indicators – 2023 data report](#)

In FY 2024–25, Cairn built 8 RWH structures in schools, along with 4 Nadis and 105 Khadins. Since August 2022, the initiative has delivered 38 Nadis, 1,038 Khadins, and 95 RWHs, enabling 2.6 million kL of annual water conservation



Biodiversity Management

Our proactive approach goes beyond mitigation. It is a pledge to restore and rejuvenate adjacent ecosystems, exemplified by our recent Memorandum of Understanding with the Kaziranga National Park authority. This partnership is transformative, serving as a beacon of hope and progress toward wildlife conservation. Aligned with global aspirations, we pledge to plant 2 million trees by 2030, demonstrating our dedication to the Kunming-Montreal ‘30 by 30’ target.



Our Goal

Protect and enhance biodiversity throughout the project lifecycle.

...influences our strategic direction

Planting 2 million trees by 2030
 Mass plantation of native/ indigenous species to support local biodiversity and ecosystem services

Achieve “No Net Loss” and strive for “Net Positive Impact”

- Proliferation of native and ecologically sensitive species
- Protection of endangered species.

...which we deliver through our targeted initiatives/plan

- Screening**
Initial assessment to direct and indirect impact on and of biodiversity elements
- Assessment**
Comprehensive assessment of the biodiversity risks across area of operations
- Management Plan**
Avoid, Reduce, Rehabilitation, Restoration; Biodiversity Offsets
- Actions and Impact**
Conservation projects to mitigate and conserve biodiversity

...leading to an inspiring impact

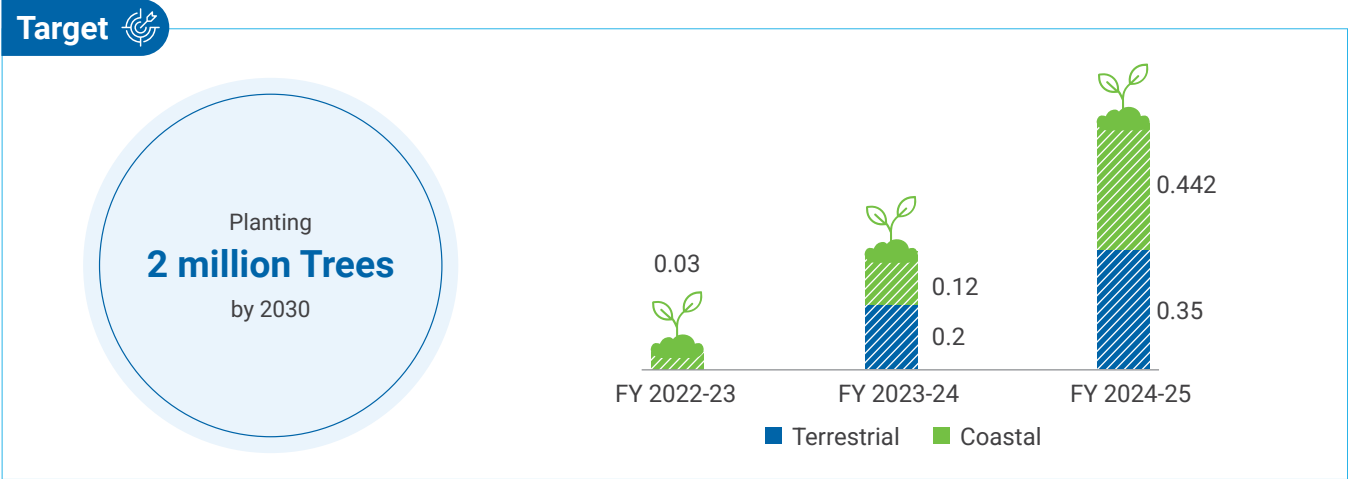
0.35 million trees plantation over 700 Ha in Barmer

0.38 million mangroves along the coast of Surat

0.06 million mangroves in the KG basin, AP

Planted 33,026 saplings of Khejri trees

Planted 950 saplings of Guggal trees



**The initial target for plantation of Commiphora wightii (Guggal) saplings has been revised from 2025 to 2030. Despite sustained efforts, the survival rate of the species in the Barmer region has been considerably low owing to its highly sensitive nature and specific ecological requirements. We have made multiple attempts with scientific interventions and on-ground support; however, the challenges of ensuring long-term survival persist. In view of this, we have extended the timeline to 2030 to allow for further research, collaboration with experts, and adaptive measures to improve the survival and growth of Guggal plantations in the region. This approach will enable us to achieve the objective more sustainably and effectively.*



Plantation

Terrestrial Plantation

Extensive plantation efforts have been undertaken around operational areas to restore degraded land, prevent soil erosion, and enhance biodiversity. By introducing native species that support local ecosystems, these initiatives contribute to long-term ecological health and environmental sustainability.

Areas covered

Barmer, Rajasthan

Impact

0.35 trees planted

Coastal Plantation

Major coastal restoration initiatives are underway with a focus on mangrove ecosystems. Known for their exceptional carbon sequestration capacity and natural protection against shoreline erosion and storm surges, mangroves are central to strengthening coastal resilience and advancing climate goals.

Areas covered

Coast of Surat in Gujarat, KG Basin off the coast of Andhra Pradesh

Impact

0.442 trees planted

Conservation Efforts in Kaziranga

- Contributing to the rehabilitation of degraded areas within the park to rebuild ecosystems and improve conditions for wildlife
- Collaborating with local communities through education programmes and awareness campaigns that promote conservation and foster long-term stewardship.
- Funding scientific studies and monitoring efforts to track species health, population trends, and ecological changes, enabling informed conservation strategies
- Restoring natural vegetation and enhancing biodiversity across affected zones to strengthen the park's ecological resilience

Outlined below are some of our core initiatives aimed at biodiversity preservation

- Installation of Medium Voltage Covered Conductor (MVCC) and Medium Voltage Line Cover (MVLC) at ~ 2,500 pole crossings to prevent bird electrocution. Additionally, 120 bird caps and 1,422 spikes have been installed on double poles across a 140 km overhead line (OHL) network to deter birds from perching.
- Developed a self-sustained drinking water facility with solar operated submersible water pump for wild animals at Reserve Forest Gangali and Dhorimanna Hilly Forest to ensure water availability throughout the year
- Provided Rescue vehicles with required tools and tackles for District Forest Office, Barmer, for the handling and safe transportation of injured wild animals
- Habitat conservation and restoration for Fishing Cat & Smooth Coated Otter in association with Forest Department
- Conducted awareness sessions for local communities to prevent the hunting of lizards and carried out habitat identification assessments.
- Developed floral diversity plans and monthly nectar-pollen calendars to ensure year-round availability, along with surveys of honeybee hives to support pollinator health and biodiversity planning.
- Installation of warning signage in the RJ block area for wildlife crossing to prevent road incidents
- Signed MoU with Andhra Pradesh Forest Department and District Administration for conservation of Marine and Coastal Biodiversity in KG basin around Ravva operations.

Waste Management and Circularity

Guided by the principles of the circular economy, we follow a comprehensive Life Cycle Approach rooted in the philosophy of 'Zero Waste, Zero Discharge'. This framework prioritises source reduction, resource optimisation, and the reuse, recycling, reprocessing, and recovery of materials and energy. Incineration and landfill disposal are considered only as last-resort options.



PREVENT

Eco-friendly exploration techniques



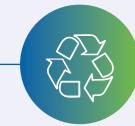
REDUCE

Efficient production processes



REUSE

Repurposing materials in refining



RECYCLE

Segregation and recycling in distribution



RECOVER

Energy recovery from waste



DISPOSE

Safe disposal of hazardous waste

More than **98%** of Hazardous Waste is diverted for gainful utilisation from material recovery or energy recovery in FY 2025

156,756 MT of waste sent for co-processing since FY 2016-17*

*Incinerable and Drilling waste

132,216 bbls of Hydrocarbon recovered in last five years



Outlined below are some of our core initiatives aimed at waste management

- Vertical Cutting Dryer plays a vital role in treating synthetic oil-based drill cuttings during drilling operations. The VCD enables us to efficiently process drill cuttings, reduce oil content from 15% to below 4%, and recover valuable drilling mud for reuse.
- Hydrocarbon Recovery through Oil Skimming and Oily Sludge Processing resulted in a cumulative total of 40,297 barrels of hydrocarbons being recovered during FY 2024–25, contributing significantly to resource conservation and sustainable waste management.
- Adopted co-processing of hazardous waste with the cement industry as a sustainable alternative to conventional disposal. This reduces landfill pressure, lowers emissions, and replaces traditional fuel and raw materials—advancing circular economy goals. By FY 2025, we dispatched 156,756 MT of waste, including 138,227 MT of drilling waste and 18,529 MT of incinerable waste, reinforcing responsible waste management and resource efficiency.
- Off-spec polymer waste is sent to the CETP (Common Effluent Treatment Plant), Balotra, for beneficial use as a flocculant
- 100% of WBM (Water-Based Mud) is utilised for subgrade activities and backfilling of low-lying areas



Hazardous Waste

Particulars (in MT)	FY 2021–22	FY 2022–23	FY 2023–24	FY 2024–25
Waste generated	25,777	37,462	28,898	19,816
Waste diverted from disposal (gainful utilisation)	20,642	31,367	19,923	11,486
Waste directed to co-processing for energy recovery (gainful utilisation)	3,376	3,467	9,352	7,932.5
Waste directed to disposal (landfill and incinerator)	1,666	2,525	366	394

Non-Hazardous Waste

Particulars (in MT)	FY 2023–24	FY 2024–25
Waste generated	6,746	8,897
Waste diverted from disposal (gainful utilisation)	5,898	8,906
Waste directed to disposal (landfill and incinerator)	34	36

Sustainable Material Management

To uphold the principle of resource conservation in our use of raw materials, we have implemented several key initiatives:



Recovery of synthetic oil from drill cuttings



Reprocessing of used oil to extend its lifecycle



Extraction of hydrocarbons from skimmed oil and oily sludge



Recycling of produced water to maintain reservoir pressure



Utilisation of reject water streams for operational needs



Use of associated gas for power generation



Operation of vapor recovery units to capture fugitive gas emissions



Environmentally responsible disposal of hazardous waste through co-processing in cement industries, serving as an alternative fuel or raw material

These initiatives reflect our integrated approach to sustainable resource management, ensuring that environmental stewardship remains at the core of our operations.

Life Cycle Assessment (LCA)

Cairn conducted cradle-to-gate Life Cycle Assessments (LCAs) for crude oil and natural gas using the ReCiPe methodology and SimaPro software, aligned with ISO 14040 and 14044 standards. The assessments covered 18 environmental impact parameters across extraction, processing, and transportation stages. Key findings highlighted carbon-intensive hotspots in upstream

operations and efficiency opportunities in midstream, with downstream water and waste initiatives reducing overall impact. These insights are now integrated into Cairn's ESG roadmap, guiding low-carbon technology adoption and resource efficiency improvements across Scope 1, 2, and 3 emissions.

Transforming Communities

Our CSR philosophy is deeply intertwined with our mission to transform communities, aligning seamlessly with our ambition for Net Zero and expanding production capabilities in an equitable and fair manner. By harnessing innovation and collaboration, we aim for impactful outcomes that distinguish our approach through tailored strategies for each community we engage with. At Cairn, CSR is a dynamic process supported by continuous needs and impact assessments, reflecting our dedication to making a positive

impact by addressing gaps and understanding individual and community aspirations. Prior to operations, we conduct detailed social impact assessments to establish baselines, and every three years, we perform comprehensive needs-based studies to identify emerging focus areas and enhance current interventions. This proactive approach allows us to foster shared value, promoting well-being and improving the quality of life for local communities through strategic CSR projects focused on key thematic areas.

Key Material Topics



Community Engagement & Development



Indigenous People and Cultural Heritage

Purposeful Goals with Lasting Impact



Positively impact 1 million individuals by 2030 through sustainable livelihood opportunities



Educating ~9 million students by 2030 through digital education programmes



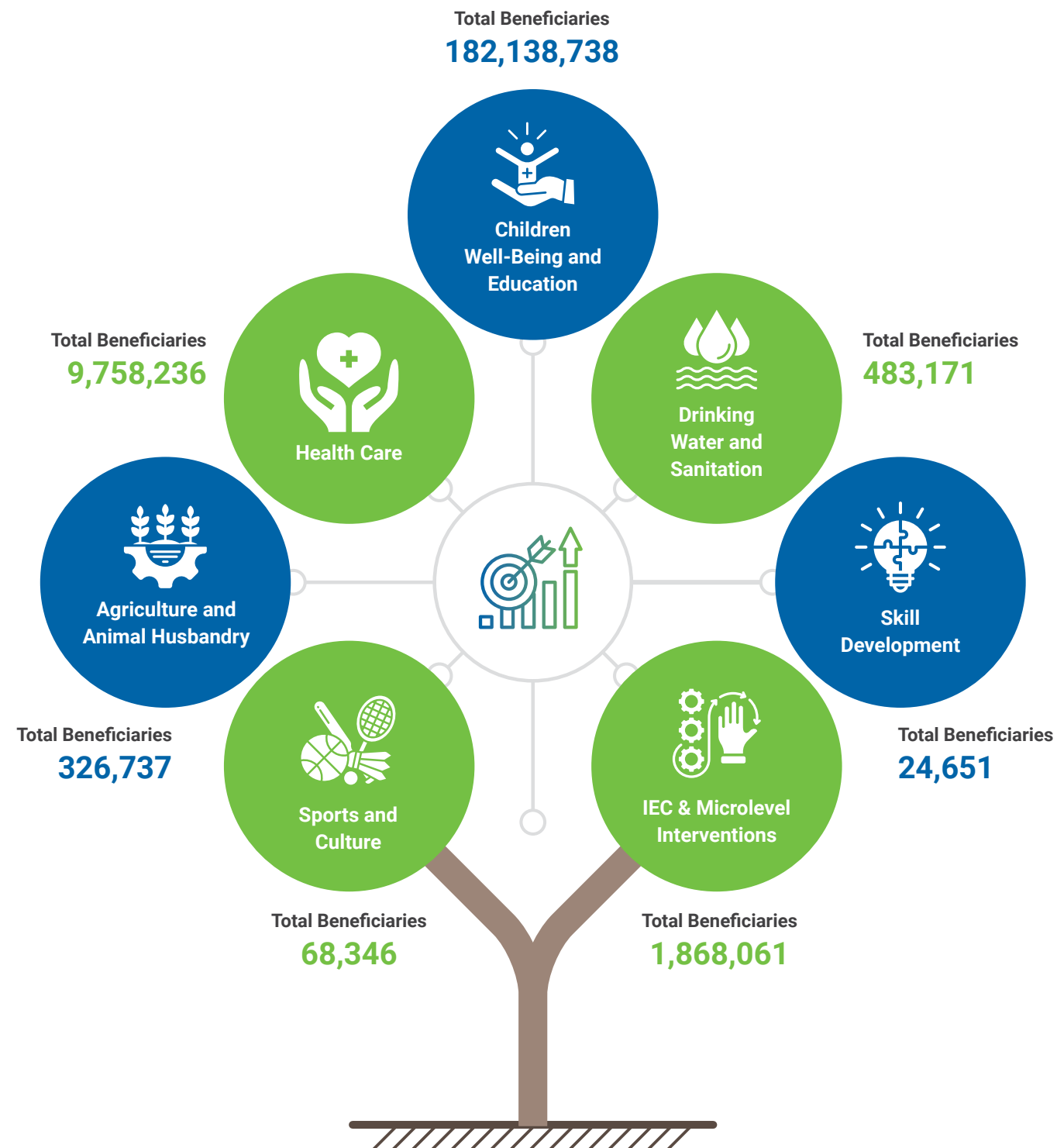
Uplifting 20 million women and children through Education, Nutrition, Healthcare, and Welfare

UN SDGs





Key Thematic Areas and Impact (FY 2020-21 to FY 2025)



IN FY 2024-25, we have positively impacted **27.52** lakh individuals across **18** districts and **433** villages.

Our Goal

Positively impact 1 million individuals by 2030 through sustainable livelihood opportunities



...influences our strategic direction

- Exploring Farm and non-farm livelihood opportunities (Agri, dairy, livestock etc.)
- Youth Training (Vocational training and non-technical training)
- Skill development programs
- Inculcating sports and culture

...which we deliver through our targeted initiatives/plan

- **Jiji Bai Centre**, a women-led microenterprise in Barmer, Rajasthan
- **Soft Skills and Digital Literacy** classes for ITI students in Barmer, Rajasthan
- **Industry-aligned courses** at Cairn Enterprise Centre (CEC) in Barmer, Rajasthan
- **Soil Health Testing** via Mobile Helath Vans to improve soil quality for better yield
- **B.Tech. in Agriculture Course** in Cairn Centre of Excellence in Jodhpur, Rajasthan

...leading to an inspiring impact

Impacted **0.60** million lives through sustainable livelihood programs



Our Goal

Educating ~9 million students by 2030 through digital education programmes



...influences our strategic direction

- E-kaksha project (Digital Education Programme)
- Establishing smart classes & digital education
- Improved infrastructure and capacity building training of teachers

...which we deliver through our targeted initiatives/plan

- **151** Information & Communication Technology labs in Barmer
- Setting up smart classrooms, upgrading school facilities, training teachers, and supporting scholarships assured holistic, tech-enabled learning for all
- Project Ujjawal for infrastructure upgrades and soft skill interventions benefited **7,500+** students annually

...leading to an inspiring impact

Educated **~23.5** million students via E-kaksha and other digital education initiatives, surpassing the set target of **9** million students

Our Goal

Uplifting 20 million women and children through Education, Nutrition, Healthcare, and Welfare



...influences our strategic direction

- Nutrition and Healthcare initiatives and programs
- Safe drinking water initiatives
- Women Empowerment programs
- Early Childhood Care and Pre-education

...which we deliver through our targeted initiatives/plan

- Launched the Maru Udaan Campaign—empowering **3,550** women through wellness, skill development, and entrepreneurship.
- Cairn CSR & ASRLM empowered **3,000** rural women in Assam via Jacquard Handloom Centre training in market-driven designs & linkages.
- **21.85+** lakh lives reached through timely and quality hygiene services at the Barmer District Hospital.
- **200+** Nand Ghars established in 2024 across Barmer and Jalore districts, delivering Early Childhood Care & Education (ECCE)

...leading to an inspiring impact

Holistic development of **8.4** million women & children focusing on nutrition, healthcare and pre-education

Marquee Projects

• **Symphony of Progress: The Maru Udaan Empowerment Saga**

Maru Udaan Campaign, a transformative women empowerment initiative, launched in collaboration with Barmer District Administration, focusing on enhancing mental and physical well-being, skill development, and entrepreneurship, reaching 3550 Women's

• **Jacquard Handloom Centre: Weaving Livelihoods, Empowering Communities in Assam**

Cairn CSR, in partnership with ASRLM, established a Jacquard Handloom Centre last year to empower 3,000 rural women in Assam and continues to provide training in market-driven designs and linkages; a similar initiative is underway at the Rudra 1 wellsite in Jorhat.

• **Jiji Bai – Empowering Women, Redefining Destinies**

Established the Jiji Bai Centre in Barmer, enabling 10 rural women to earn income more than 2.5 lakhs through global sales of more than 150 kgs of millet cookies, creating a scalable model for sustainable livelihoods and women-led microenterprise



Agriculture and Dairy Development

Barmer Unnati

The Barmer Unnati Project implements essential livelihood and value chain interventions to enhance community members' income.

112 rainwater harvesting

structures created, contributing significantly to water conservation.

161 orchards (Waadis) established

for long-term income sustainability through diversified fruit cultivation.

10 institutions and government departments

partnered with to enhance crop productivity and agricultural technical knowledge.

8,000+ saplings planted

to improve and enhance the green belt region.

7,388 lives impacted

Maru Sagar

It supports dairy farmers in Rajasthan through improved procurement systems, modern technologies, and veterinary care, boosting productivity and creating a resilient ecosystem.

387 women empowered

via 33 SHGs, saving ₹19.52 lakh and accessing soft loans through ICICI Bank

2,190 farmers supported

with modern fodder solutions, benefiting over 6,834 animals

43,756 cattle treated

through Mobile Veterinary Vans, directly helping 3,474 families

₹4 Crore bonus

distributed to 39 cooperatives through collaboration with Banas Dairy

44,590 lives impacted



Healthcare

Mobile Health Vans

We deployed seven Mobile Health Vans across 212 villages in Rajasthan and Gujarat, staffed with MBBS doctors, ANMs, and pharmacists. This initiative delivers essential primary, curative, and referral healthcare to remote and underserved communities.

97,961 community members served

with a variety of preventive and curative healthcare services, illustrating the reach of mobile medical care.

2,130+ individuals benefited

from specialist health camps with consultations from gynecologists, pediatricians, dermatologists, and orthopedic specialists.

221 home visits conducted

for immobile elderly and critically ill patients, ensuring inclusive healthcare access.

97,961 lives impacted

Support to District Hospital, Barmer

To enhance healthcare in Barmer, we implemented a hospital cleaning program with 62 dedicated staff and stationed specialist doctors, ENT, general surgeon, and dentist at the CHC in Baytu, improving care quality and access.

31,244+ community members reached

through specialized medical services, improving healthcare access in Barmer.

21.85 lakh individuals served

at District Hospital through enhanced medical and hygiene services.

1st rank achieved

by District Hospital in Rajasthan for facilities and hygiene for three consecutive years.

2,216,838 lives impacted

Support for Community and Primary Health Centre

Partnered with the Department of Health & Medical Office to strengthen emergency response and ensure essential medical supplies, while upgrading infrastructure at local health centres like PHCs.

35,000 residents now served by a dedicated General Ward at CHC Kawas, improving inpatient care access.

60-70 daily outpatients receive medical supplies at PHC Suvali, supporting primary care for over 1.2 lakh people.

54,636 lives impacted



Children Wellbeing and Education

Nand Ghar

As part of Vedanta's flagship CSR initiative, over 200 Nand Ghars were set up in Barmer and Jalore to strengthen the ICDS program, offering improved early childhood care, education, and holistic development for children aged 3–6 years.

200+ Anganwadi centres transformed

into modern Nand Ghars offering education, nutrition, healthcare, and women's skill development.

100+ centres underwent baseline surveys

to identify gaps and drive evidence-based improvements.

Community hubs created through Nand Ghars, empowering future generations at the grassroots level.

Project Ujjwal

We partnered with 38 Government Schools in Gujarat to enhance educational outcomes through comprehensive infrastructure improvements, smart classroom introductions, teacher capacity building, and behavioral development sessions, creating a supportive learning environment that boosts student retention and academic performance.

Upgraded infrastructure with separate washrooms, drinking water, and renovated classrooms to foster inclusivity and hygiene.

10 government schools received drinking water

and sanitation facilities, promoting a healthier learning environment.

26 schools received counselling sessions

during exams to support stress management and communication.

1,000+ children engaged

in summer camps across Gujarat, encouraging creativity and holistic growth.

6,549 lives impacted

ICT Labs

Cairn, in collaboration with the Rajasthan State Government and State Education Department, established Information, Communication, and Technology (ICT) Labs in Government Senior Secondary Schools in Barmer District under the Public-Private Partnership model to promote digital education. Cairn continues to conduct regular surprise visits to ensure accountability and maintain quality operations despite officially handing over the project.

Impact: 151 ICT Labs installed,

continuing to equip students with 21st-century digital skills.





Skill Development

Cairn Enterprise Centre (CEC)

Established in 2007, the Cairn Enterprise Centre in Barmer equips rural youth with industry-ready skills through courses like computer education, mobile engineering, and electrician training, along with soft skills and digital literacy classes at Barmer ITI

1,806 students trained

for job opportunities across diverse sectors.

80% placement rate achieved,

reflecting high training quality and strong industry partnerships.

<1% dropout rate maintained

with 70% job retention, showcasing effective engagement and skill development.

4,722 lives impacted

Cairn Centre of Excellence (CCoE)

Established in 2013, the Centre of Excellence (CCoE) in Jodhpur builds on Cairn's vocational training success, offering advanced skill-based education for rural youth. In partnership with Agriculture University, CCoE now serves as a future-ready agri-skill hub, offering AICTE-approved courses in Agricultural Engineering and short-term farm sector programs—supporting ESG goals to impact 1 million lives by 2030.

2,000+ students trained

in high-demand trades such as welding, renewable energy, IT, and automotive.

1,000+ students supported

in AICTE-approved courses in Agricultural Engineering and farm sector training.

6,114 lives impacted



Micro Level Interventions

Cairn's CSR strategy emphasises continuous engagement with communities to ensure our initiatives align with their real needs. We believe that local, community-based actions can spark lasting positive change. Through micro-level interventions across Rajasthan, Gujarat, Northeast India, and Andhra Pradesh, we address immediate needs—spanning health awareness, infrastructure upgrades, agricultural support, and access to clean drinking water—benefiting thousands in our operational areas.

260,000+ lives impacted
100+ villages covered

Transforming the Workplace

At Cairn, we are committed to promoting diversity and inclusion. In line with the UN SDGs, we create long-term value for stakeholders—employees, workers, and suppliers—by fostering a safe, fair, and supportive work culture. We provide equal opportunities for skill development, career growth,

and personal excellence, empowering individuals to take on new responsibilities. Our goal is to build an environment that welcomes and embraces people from diverse backgrounds, driving innovation and sustainable growth.

UN SDGs



Key Material Topics



Labor Practices



Talent Attraction and Retention



Diversity, Equal Opportunity, and Inclusion



Learning and Development



Health, Safety and Well-Being

Purposeful Goals with Lasting Impact



Prioritising safety and health of all our employees and business partners



Promoting gender parity, diversity, and inclusivity



Align with global standards of corporate governance





Our Goal

To be in top quartile in HSE performance amongst E&P industries (IOGP)



...influences our strategic direction

- Safety Culture Transformation
- Strengthening Process Safety Management
- Strengthening Occupational Health Management and upgrading medical facilities
- Leveraging technology and digitalisation for safety

...which we deliver through our targeted initiatives/plan

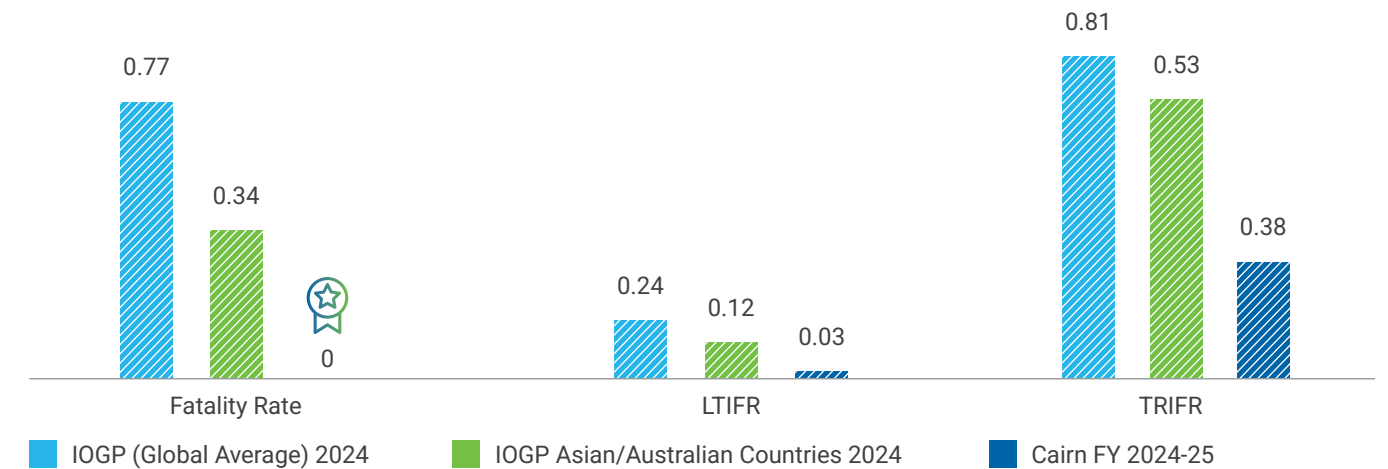
- ISO 45001 certified Health and Safety Management System
- 100% training on health and safety
- External training on Oil spill response and management IMO Level 1, 2 & 3 at Ravva.
- "RoSPA (The Royal Society for the Prevention of Accidents) Gold Award 2024 in Occupational Health and Safety Category
- Technological upgradations (AI-based surveillance systems, E-Work Permit System

...leading to an inspiring impact

0.03 LTIFR in FY 2025 (90% reduction since FY 2020)

0.38 TRIFR in FY 2025 (60% reduction since FY 2020)

Cairn's Performance against IOGP Global Average and IOGP Asian/Australian Average



[IOGP Safety Performance Indicator-2024 data report.](#)

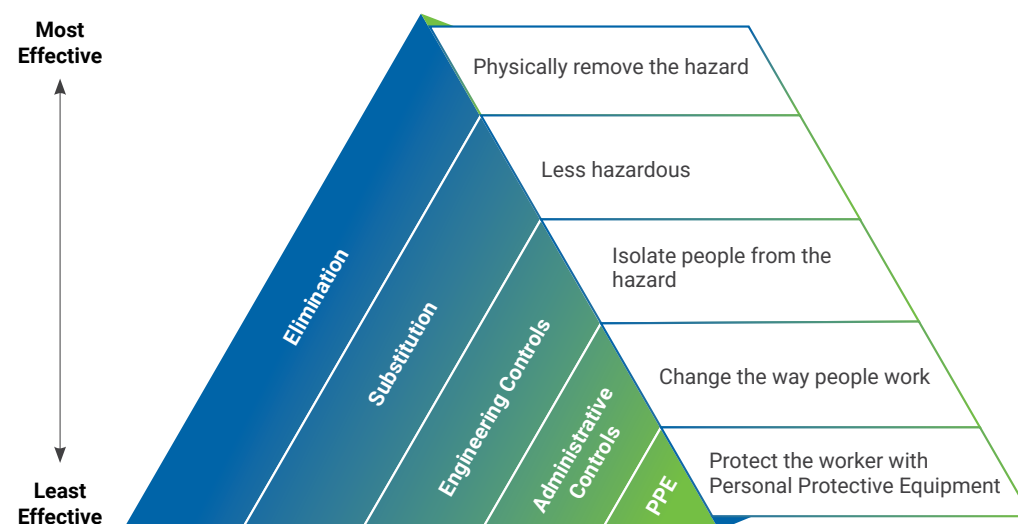
Health and Safety KPIs

Safety KPIs	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
Fatality	0	0	0	0
LTIs	7	1	4	1
LTIFR	0.2	0.03	0.10	0.03
TRIs	13	9	9	13
TRIFR	0.38	0.24	0.22	0.38

Health and Safety

As one of the largest private oil and gas operators, we are committed to the "Zero Harm" goal. To achieve this at our premises, we continually enhance our health and safety management system, ensuring a secure and reliable environment for all. As per internal benchmarking with peer companies referring IOGP safety performance report of 2024, Cairn stands amongst the top 10 companies in safety performance.

Hierarchy of safety risk controls



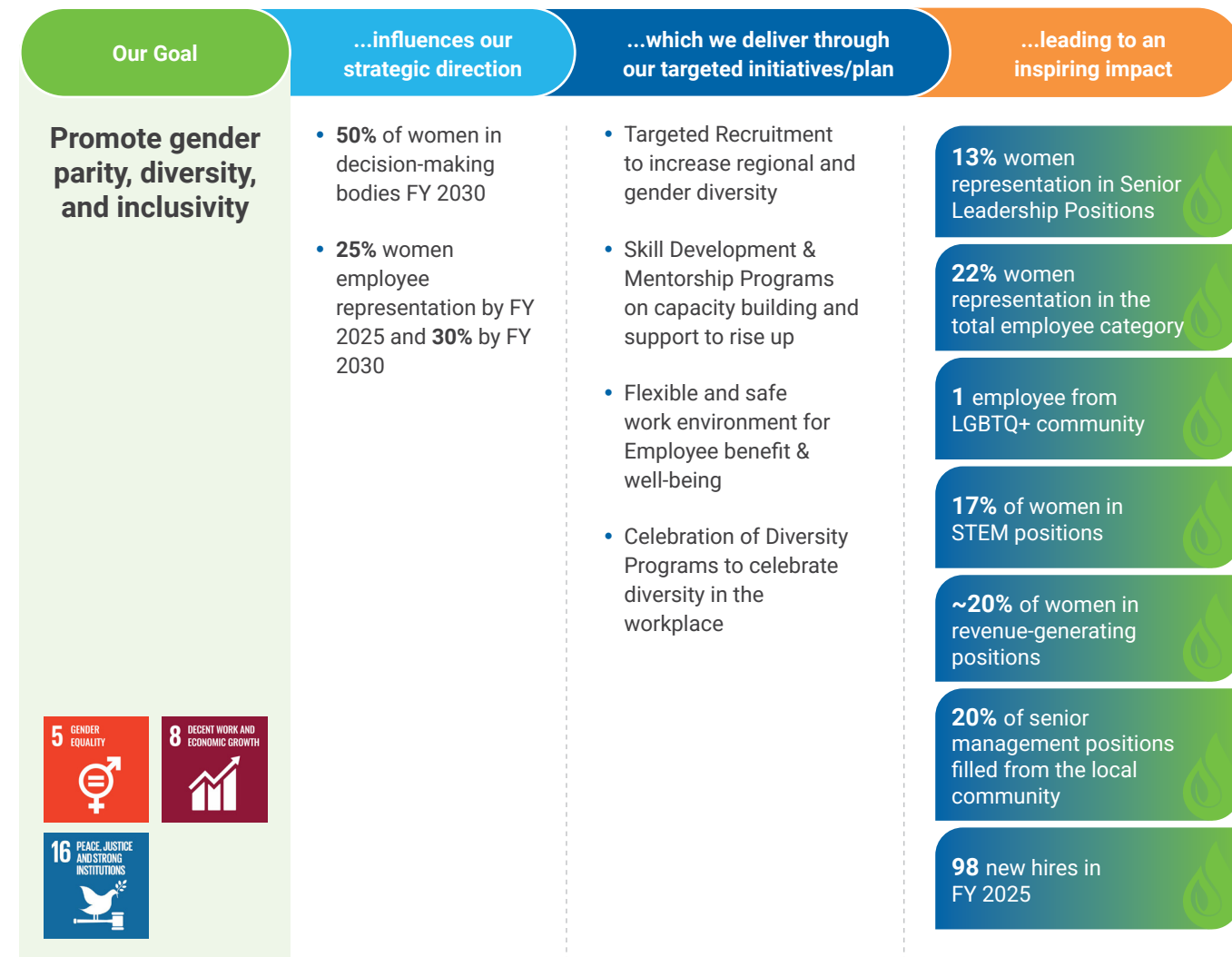
Outlined below are some of our core initiatives aimed at maintaining utmost level of health and safety

- External training on Oil spill response and management, IMO Level 1, 2 & 3 at Ravva.
- State-level mock drill conducted at RJ North for 'Fire in crude storage tank' scenario on 10th October 2024 in coordination with District Administration as per National Disaster Management Authority.
- Organised cardiopulmonary resuscitation (CPR) training across sites, including corporate office. A total, 2882 employees, including business partners, have been trained.
- Artificial Intelligence-based safety surveillance across cairn operations: 166 cameras enabled with AI to identify the unsafe acts & conditions.



Diversity and Inclusion

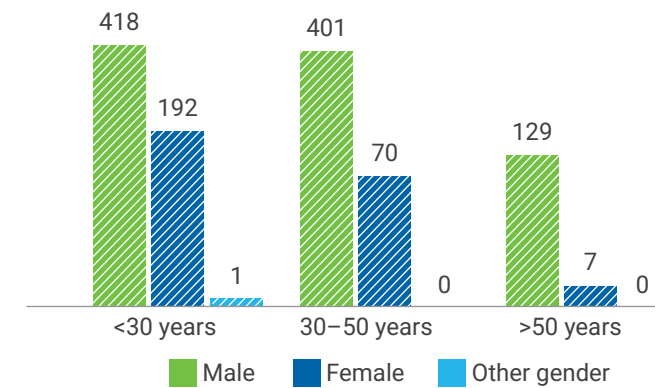
We recognise that diversity and inclusion are vital to creating a dynamic and innovative workplace. Our vision is to foster a culture that enhances employee engagement, ignites innovation, drives high performance, and facilitates overall growth. We are committed to embedding these values deeply within our organisational framework.



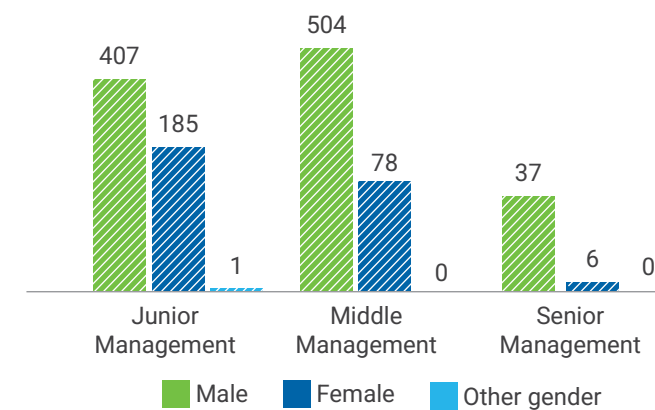
Total Employees

Parameters	FY 2021-22		FY 2022-23		FY 2023-24		FY 2024-25		
	Male	Female	Male	Female	Male	Female	Male	Female	Other
Full Time Employees	1,125	226	1,109	245	1,084	282	948	269	1
Business Partner Employees	5,380	92	7,829	124	7,333	121	11,399	111	1
Other Permanent Employees	121	7	95	9	91	6	81	7	0
Overall	6,626	325	9,033	378	8,508	409	12,428	387	2

Total Employees – By Age Group



Total Employees – By Management Levels



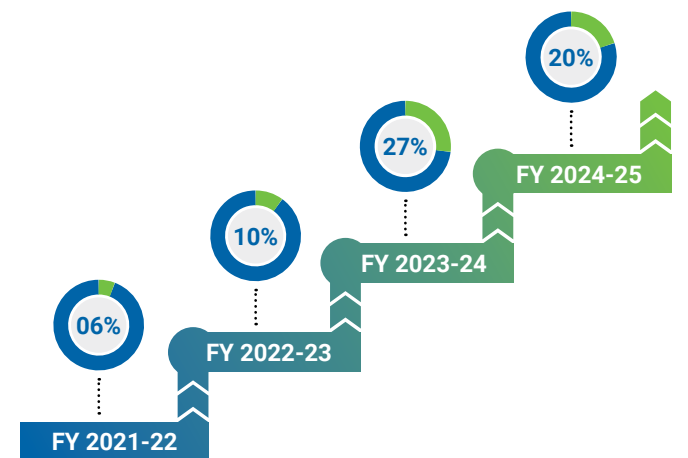
*This includes the Full Time Employees

100% retention rate and return to work ratio for all female employees in FY 2024-25

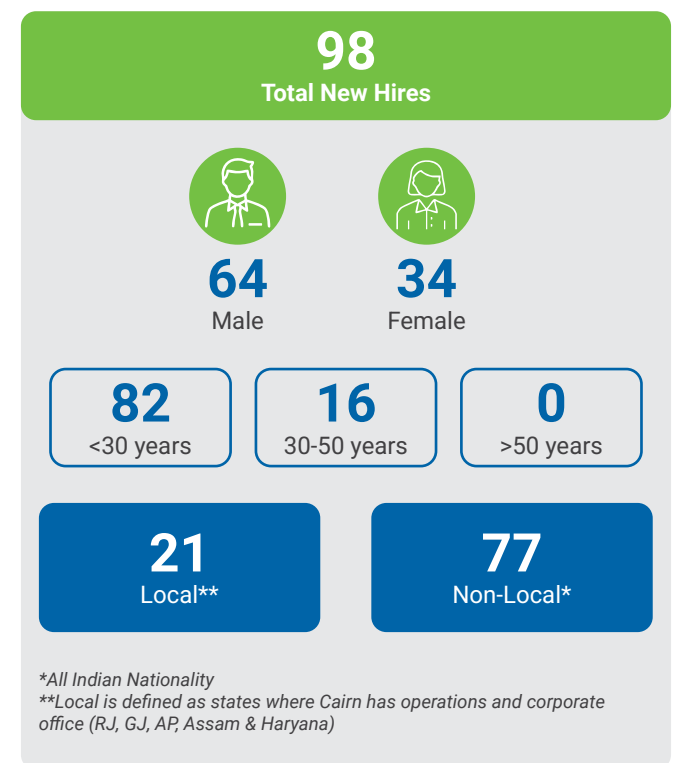
82% retention rate and 100% return to work rate for all male employees in FY 2024-25.



Senior management from local community*



*Local is defined as states where Cairn has operations and corporate office (RJ, GJ, AP, Assam & Haryana)



*All Indian Nationality

**Local is defined as states where Cairn has operations and corporate office (RJ, GJ, AP, Assam & Haryana)

Local Employment*

Particulars	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
% of local employment (within the same state)	55%	57%	60%	64%

*It includes Business partners employee/contractors



Employee Benefits and Well Being

We recognise the crucial role that supportive policies and employee well-being practices play in fostering diversity and inclusion within our organisation. To this end, we have introduced targeted policies and programs designed to offer essential support to our diverse workforce, including women, specially-abled employees, and those who identify as LGBTIQA+. In FY 2025, we invested INR 27.3 Crore in employee well-being initiatives.

Flexible Working Arrangement



Childcare Leaves

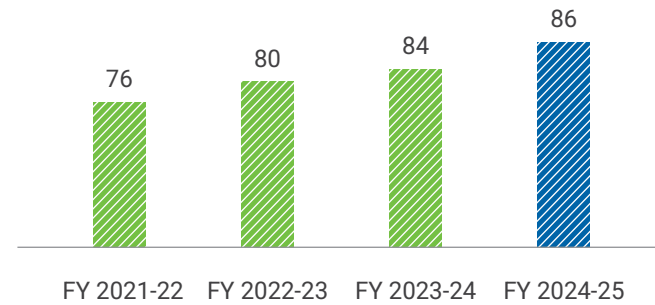
Maternity Benefits



Childcare Support

Employee Engagement

Employee Engagement Index



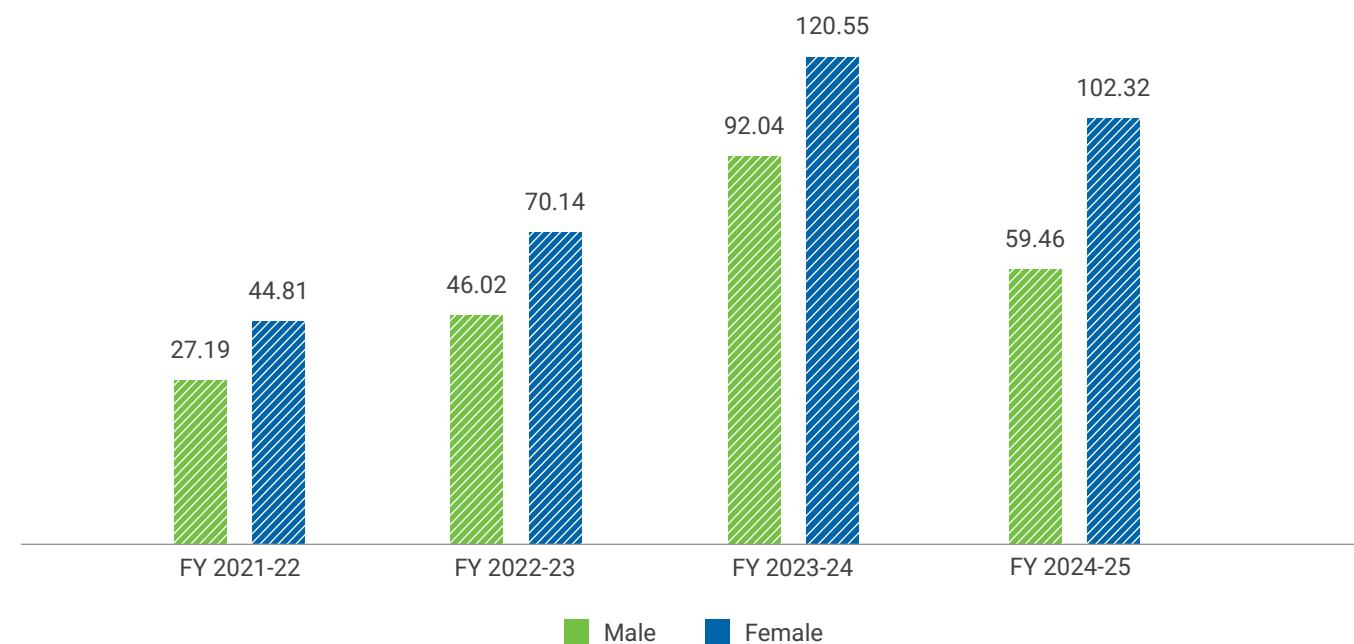
(As per the Kincentric survey conducted by Cairn)

Learning and Development

Our structured educational programs are meticulously designed to cultivate essential leadership skills and technical expertise. This focus on fostering 'leaders from within' aligns seamlessly with our business objectives, equipping our teams with the tools necessary for sustained learning, growth, and innovation.

In FY 2025, we delivered 73 hours of training per FTE with an investment of approximately **INR 53,200** per FTE on training and development.

Average hours of training per employee (Including expats and TPCs)



Protection of Human Rights



Code of Business Ethics

Our Code of Business Ethics complies with the following international conventions and principles:

- United Nations Declaration on Human Rights
- UN Guiding Principles of Business and Human Rights (the 'Ruggie Principles')
- Universal Declaration of Human Rights (UDHR)
- International Covenant on Civil and Political Rights (ICCPR)
- International Covenant on Economic, Social, and Cultural Rights (ICESCR)
- International Bill of Rights, International Labour Organisation

We remain committed to upholding and promoting human rights across all areas of our operations. Central to our human rights strategy are our Code of Business Ethics and

Suppliers Code of Conduct, which establish our pledge to protect human rights within our operations and supply chain. Our policies are formulated to align with all relevant regulations and international conventions, demonstrating our dedication to ethical standards.

Our policies explicitly prohibit discrimination, child labor, and forced labor, ensuring safe and fair working conditions throughout the organisation. We are devoted to respecting and safeguarding the human rights of our employees and workers. With robust human rights mechanism, we successfully ensured zero human rights violations in FY 2025, reinforcing our commitment to a workplace characterised by dignity and respect.

Going forward, we are preparing to undertake a comprehensive human rights assessment. This proactive initiative will help us identify potential risks, strengthen our existing frameworks, and ensure that our practices continue to evolve in line with global standards and stakeholder expectations.

Zero Cases of

Child Labour

Discrimination

Forced Labour

Human Rights

Particulars	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
Security personnel trained in Human Rights	88.24%	100%	100%	100%

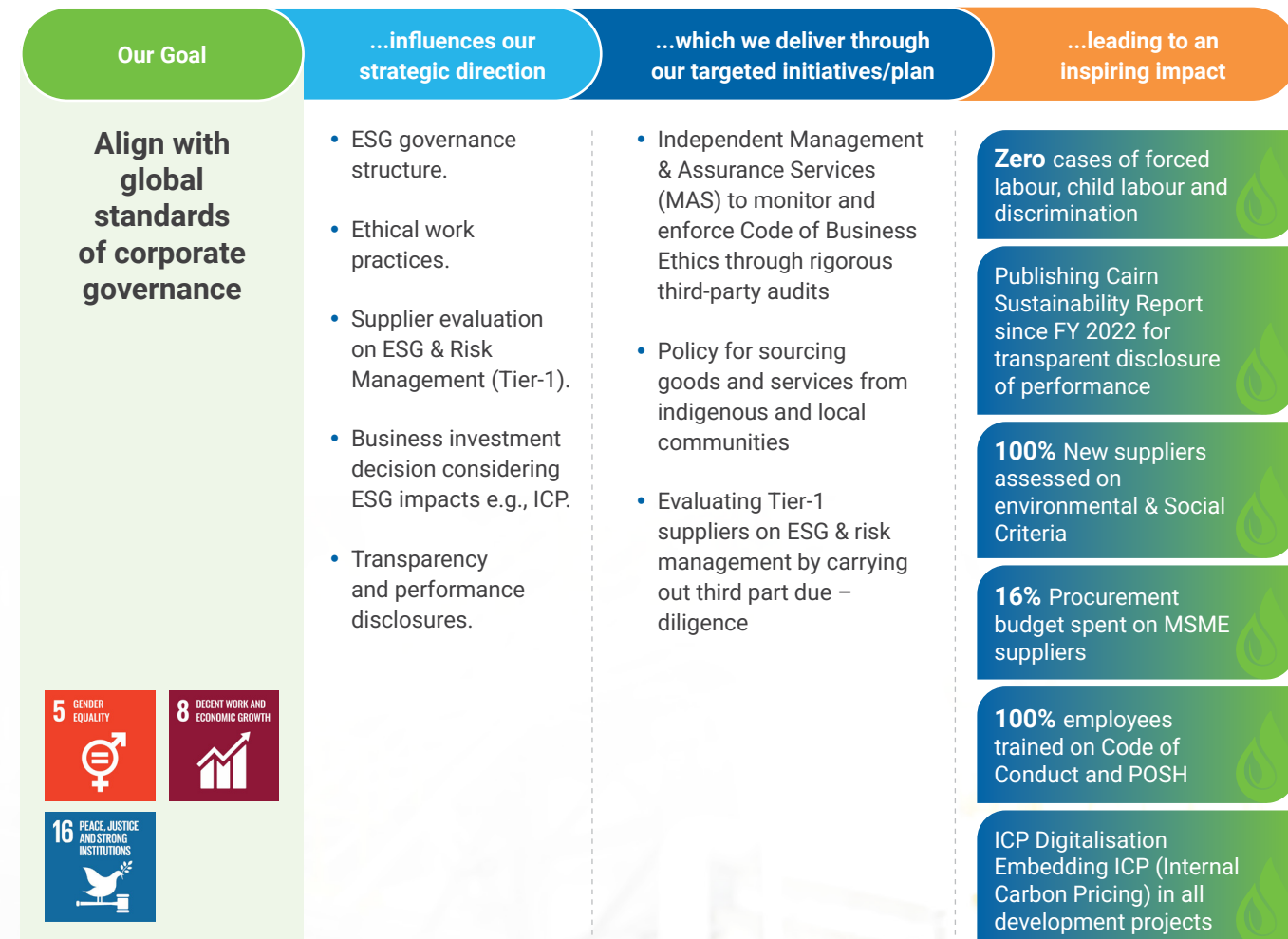




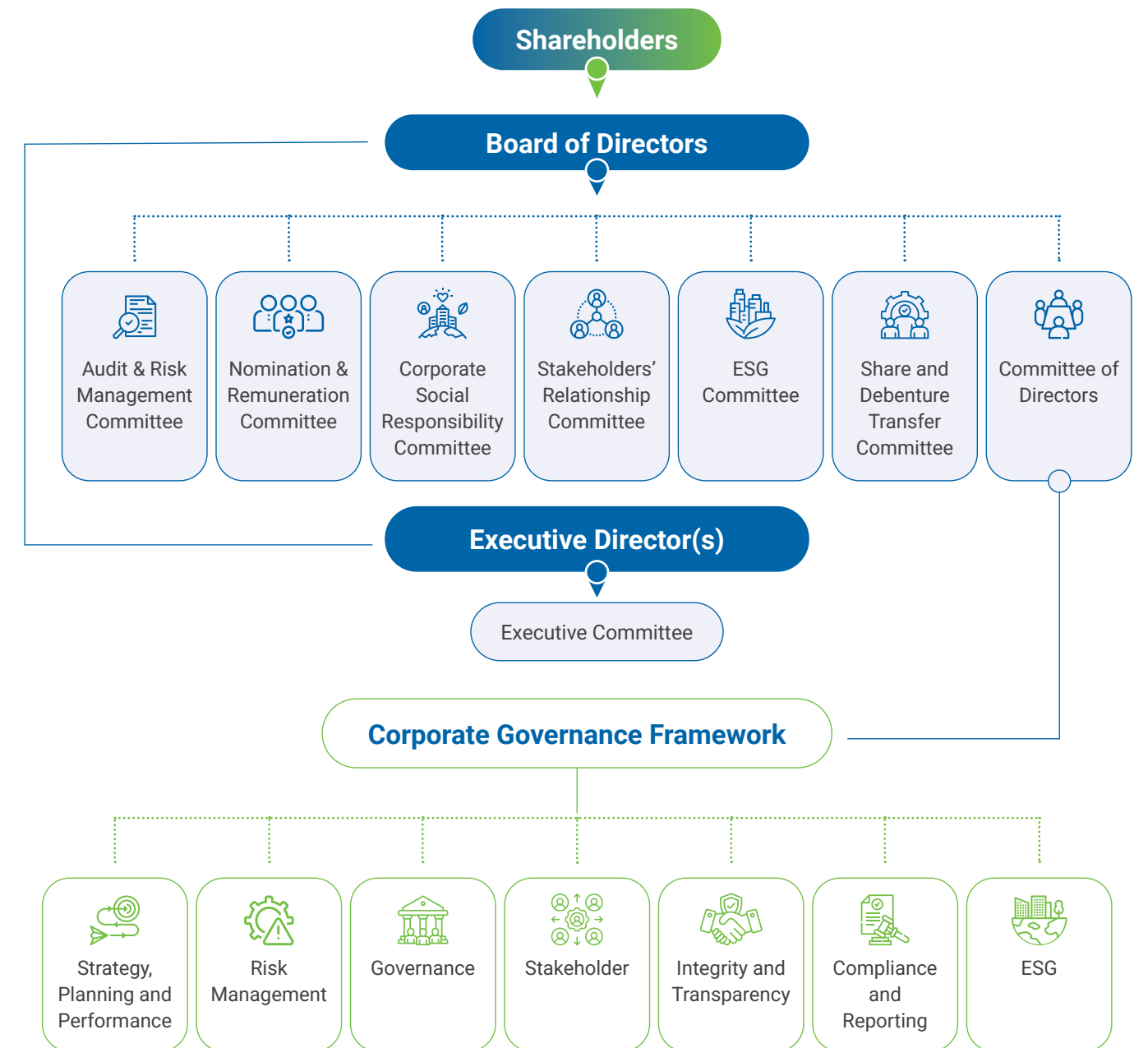
Responsible Governance

Effective leadership and the creation of long-term value hinge on the establishment of robust governance standards. Our commitment is grounded in the integration of the utmost ethical standards, transparency, accountability, and superior governance mechanisms. These principles are instrumental

in fostering enduring relationships with our stakeholders. To ensure the sustainability of these relationships and navigate evolving challenges, including those arising from climate change, we have implemented a comprehensive set of policies and management systems.



GOVERNANCE STRUCTURE



3.97 Years
Average Tenure of the Board



>93% of the Directors attended the Board Meeting



25% of female Directors in the Board



5 Non-Executive & Independent Directors have relevant metal & mining industry experience.

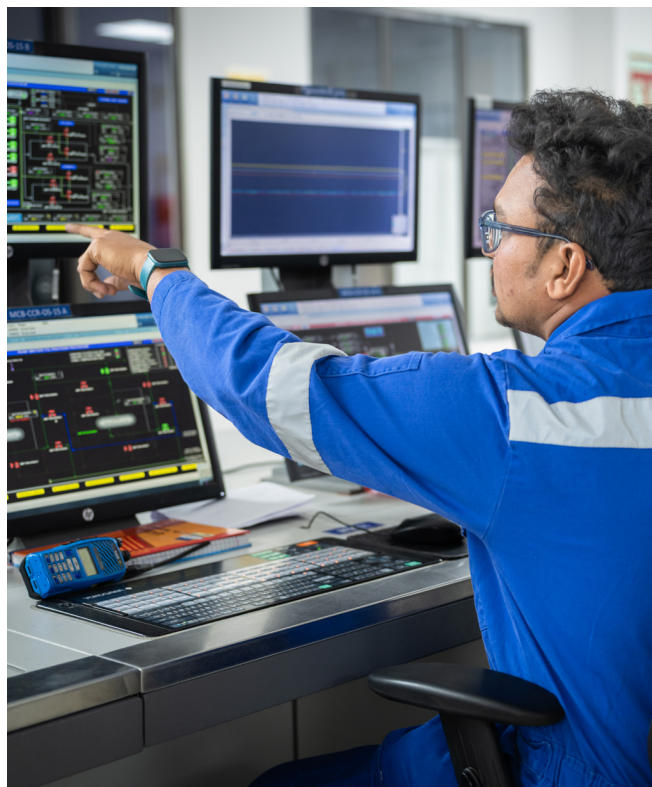


Supply Chain Management

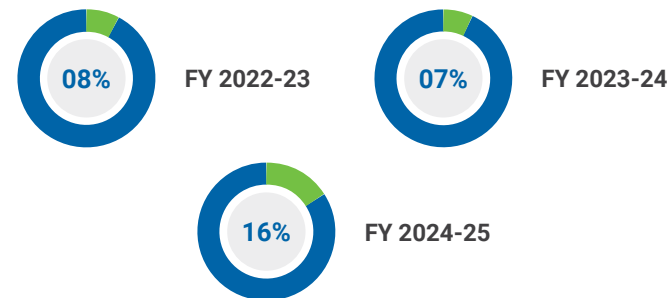
The sustainable transformation of our supply chain is essential for achieving our environmental and social ambitions, including our Net Zero vision. Our supply chain strategy is a key component of our overarching sustainability strategy, guided by a structured process that includes robust governance and actionable plans. Supply chain governance is managed by the Vedanta Supply Chain Committee, headed by Executive Management, with representation from each business unit of Vedanta, including Cairn Oil and Gas. This Committee is responsible for governing supply chain matters across Vedanta Group companies, ensuring consistent implementation of sustainable practices and standards.

100% of Tier-1 Suppliers provided information/training session on ESG topics and company's ESG program

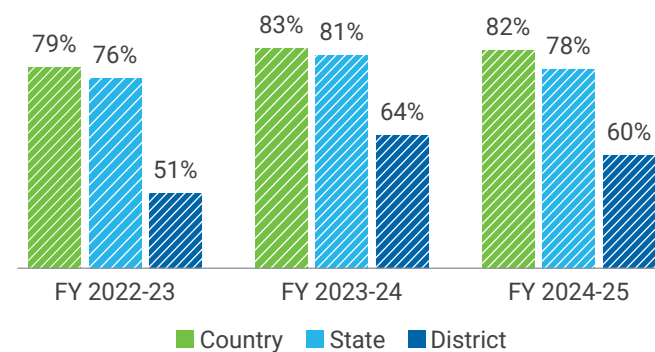
Zero Supplier identified as having significant actual and potential negative ESG impacts



MSME Procurement (% of Total Procurement)



Local Procurement (% of total procurement)



Information Technology and Innovation

Our digital transformation strategy is central to Cairn Oil & Gas's steadfast commitment to advancing India's 'Atmanirbhar' vision within the energy sector. Through the comprehensive digitalisation of our operations and the entire value chain, we seek to significantly enhance operational efficiency and elevate productivity. By harnessing innovative technologies and optimising processes, digital transformation stands as a cornerstone in realising these objectives.

Exploration and New Field Development

Image Analytics on Seismic Data (DHI)	Exploration and New Field Development
Petrotechnical Cloud	Exploration and New Field Development
XR-based visualisation for Seismic Data	Exploration and New Field Development
APC ALS Wells	Subsurface and Surface Operations
Allocation Automation	Subsurface and Surface Operations





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