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 center 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 centers, 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.

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Anil Agarwal
Chairman, Vedanta Limited