OBEROI
REALTY

ESG REPORT

2025 - 26



OBEROI REALTY

REPORT OUTLINE

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CHAPTER 01

ABOUT THE REPORT

Oberoi Realty's fourth ESG Report presents the Company's environmental, social and governance performance for FY 2025-26. Prepared in alignment with the Integrated Reporting <IR> Framework it connects environmental social and governance priorities with financial results offering a structured account of how intent is translated into measurable action. Our report establishes a clear narrative that outlines our approach to managing material ESG priorities and creating long-term value for stakeholders.

Building on this foundation the report provides an overview of our governance framework, sustainability strategy, key initiatives, performance indicators and progress against ESG commitments. It reflects how environmental, social and governance considerations are integrated into business decision-making, risk management and operational execution.

Guided by our vision '**to create spaces that elevate quality of life'**, we remain focused on delivering sustainable growth while creating lasting value for our customers, employees, investors, communities and the environment.

Reporting Guidelines

This annual ESG Report has been prepared in alignment with the principles and guidelines of the Integrated Reporting <IR> Framework by the Integrated Reporting and Connectivity Council IRCC, which now forms part of the IFRS Foundation, with reference to the Global Reporting Initiative (GRI) Standards 2021 and the United Nations Sustainable Development Goals (UN SDGs).

[1]GRI 2-3, [2] GRI 2-2

Reporting Period[1]

01 — **31**

APRIL 2025 — **MARCH 2026**

Reporting Boundary and Scope[2]

Our ESG Report outlines information related to our business operations covering both under-construction and operational annuity assets while capturing the sustainability performance of Oberoi Realty Limited. Oberoi Realty Limited, (herein referred to as 'Oberoi Realty' or 'ORL' or 'Company' or 'we' or 'us' or 'our'), along with all its subsidiaries listed in the Business Responsibility and Sustainability Reporting Section of the FY 2025-26 Annual Report, is presented through six capitals as defined by IIRC. Disclosures encompass both operational and under-construction assets across the Company's residential, commercial, retail, hospitality and social infrastructure portfolio.

100%

Consolidated financial reporting boundary of Oberoi Realty, including all its subsidiaries and joint ventures, has been considered as the reporting boundary for this ESG Report.

CORPORATE OFFICES

- Head Office, Mumbai
- Regional Office, Gurgaon

OPERATIONAL ASSETS

- Commerz, IBP, Goregaon
- Commerz II, IBP, Goregaon
- Commerz III, IBP, Goregaon
- Oberoi Mall, Goregaon
- Sky City Mall, Borivali
- The Westin Mumbai Garden City, IBP, Goregaon
- Oberoi International School, JVLR Campus
- Oberoi International School, Goregaon Campus

UNDER CONSTRUCTION ASSETS

- The Ritz-Carlton Mumbai, Worli
- Three Sixty West, Worli
- Fairview by Oberoi Realty, Malabar
- Sky City by Oberoi Realty, Borivali
- Sky City Mariott Hotel, Borivali
- Elysian by Oberoi Realty, OGC, Goregaon
- Enigma by Oberoi Realty, Mulund
- Eternia by Oberoi Realty, Mulund
- Forestville by Oberoi Realty, Thane
- Jardin by Oberoi Realty, OGC, Thane

ORL presents its performance alongside the approaches applied across six capitals that shape the Company's ability to sustain operations and pursue growth effectively.



FINANCIAL CAPITAL

Financial resources that support business operations, investments and future growth.



INTELLECTUAL CAPITAL

Organisational knowledge, systems, processes and innovation capabilities.



MANUFACTURED CAPITAL

Physical assets and real estate developments across operational and under-construction projects.



NATURAL CAPITAL

Environmental resources on which the business depends and impacts through its operations.



HUMAN CAPITAL

The skills, capabilities, experience and wellbeing of our workforce.



SOCIAL AND RELATIONSHIP CAPITAL

Relationships, trust and partnerships developed with stakeholders and communities.

Materiality Approach

This report addresses the ESG topics that are most material to ORL's business and stakeholders and have the potential to influence long term value creation. Through a double materiality assessment, we evaluate both the impact of ESG topics on business performance and the impacts of our activities on society and the environment.

A structured and consultative process forms the basis of this assessment with active dialogue involving internal teams as well as external stakeholders. The outcome presents a balanced set of priorities that reflect stakeholder expectations while highlighting areas that require focused attention from a business perspective.

Responsibility Statement

The Management confirms that the information included has been developed through engagement with relevant business functions and guided by senior leadership along with departmental heads. This ESG Report presents ORL's non-financial, sustainability and operational performance for FY 2025-26.

Feedback[3]

We welcome stakeholder feedback to strengthen our sustainability performance and disclosures. Feedback, suggestions or queries may be shared at: esg@oberoirealty.com

External Assurance[4]

An external assurance for this ESG Report has been conducted by TUV SUD South Asia Pvt. Ltd. which serves as an independent third-party assurance provider. The verification engagement follows the methodology developed by the TÜV SÜD Group and is aligned with ISAE 3000 and ISO 17029 with the level of assurance defined as limited assurance.

Certain key performance indicators disclosed in the Business Responsibility and Sustainability Report BRSR which forms part of the Annual Report have been provided with reasonable assurance by TUV SUD South Asia Pvt. Ltd.

Details regarding the scope of assurance together with the Assurance Statement for BRSR are available on page 103 of the Annual Report FY 2025–26 and can be accessed through the Annual Report.

Link to FY 2025-26 Annual Report

Caution regarding forward-looking statements

Statements included in this ESG Report reflect expectations related to future events as well as anticipated financial and operational outcomes for Oberoi Realty Limited. These statements are derived from certain underlying assumptions and remain subject to risks and uncertainties that are beyond the control of the Company.

Actual results or developments may differ significantly from those expressed or implied within these statements. Readers are therefore advised to interpret such statements with caution since multiple factors could influence outcomes. The report should be considered in conjunction with the assumptions qualifications and risk considerations outlined within and remains subject to the associated disclaimers.

ESG Regulations and Frameworks

Our ESG Commitments and Rating Indices Participation

OUR REPORTING SUITE

FY 2022-23



Annual Report



ESG Report

FY 2023-24



Annual Report

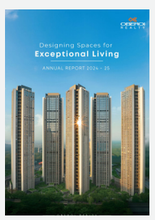


ESG Report



TCFD Report

FY 2024-25



Annual Report



ESG Report

FY 2025-26



Annual Report



ESG Report

[3]GRI 2-3, [4]GRI 2-5

CHAPTER 02

ABOUT OBEROI REALTY

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Architect's impression - Elysian, OGC, Goregaon

PREMIUM URBAN LIVING

Built for Excellence

Oberoi Realty stands among India's leading real estate developers, headquartered in Mumbai, with a regional office in Gurugram (Gurgaon), and operating across residential, commercial, retail, hospitality and social infrastructure verticals. Our legacy extends beyond four decades of work reflecting a consistent emphasis on premium luxury developments that responds to evolving urban needs while maintaining a clear focus on quality and reliability.[5]

Modern design, high quality construction and disciplined execution within committed timelines have strengthened our customer relationships. Our strong foresight and commitment have translated into a portfolio of 51 successful projects across Mumbai, encompassing nearly 17.2 million sq. ft.[6]

Listed on National Stock Exchange (NSE) and BSE, the Company's structured processes, careful attention to detail and the integration of innovative design with advanced technologies have enabled consistent delivery standards.

Our Vision

Our developments are designed around the evolving needs of customers, combining innovation, sustainability and thoughtful design to create environments where people can live, work and thrive.

At the heart of every project lies our vision, one that comes alive through premium developments that seamlessly blend livability and sustainability into a unified experience.

We aim to redefine the way people live, work and interact within urban landscapes, by creating meaningful spaces that elevate everyday life.

Our Aspiration

Our aspiration is to create enduring value through developments that balance growth, innovation and responsibility. This commitment is anchored in six guiding forces encompassing People, Planet, Product, Practices, Partnership and Prosperity. Together, they act as our compass, shaping decisions, influencing strategy and embedding ESG principles into the very fabric of our operations.

Our Values

Our values form the foundation of all that we do and stand for.

We ensure that our brand pillars are always upheld in our operations and our everyday conduct. Our approach to engagement with all our customers, vendors and channel partners, peers and the society at large is further enhanced by our values that form the base of our business.

PEOPLE FIRST

WE prioritise our people in everything we do: employees, customers, and all stakeholders.

QUALITY

WE achieve our desired results and strive for continual improvement.

INTEGRITY

WE are consistently honest, transparent, and accountable

INNOVATION

WE transform imagination into reality.

TEAMWORK

WE are united by a shared dream, connected in respect and support.

[5]GRI 2-1, [6]GRI 2-1

Vision

To create spaces that enhance the quality of life.

Actual Image - Eternia & Engima, Mulund

OUR BUSINESS ETHOS

Our business is guided by the collective expertise and diverse perspectives of our Board of Directors, whose strategic direction enables us to create long-term value responsibly.

We prioritize quality construction, contemporary design and disciplined project timelines. A flexible land acquisition approach allows us to pursue strategic opportunities that support sustainable growth, while a strong partner ecosystem continues to strengthen and expand our capabilities.

Transparency anchors our sales process, helping build trust from first interaction to final handover. Delivering a consistent and positive customer experience throughout the ownership journey remains central to our approach. Our operational strength is driven by a diversified asset base and stable income streams, supported by prudent financial management.

Disciplined Growth

- Commitment to contemporary design, timely delivery and quality outcomes.
- Strategic land investment guided by a flexible acquisition model.

Customer-Centric Sales Approach

- Maintain transparency from inquiry to completion.
- Consistent focus on enhancing customer satisfaction across every touchpoint.

Scalability Through Partnerships

- Continued reliance on external partnerships to extend operational capacity.
- Prioritization of expansive, multi-functional developments

Financial Strength and Stability

- Revenue backed by a broad portfolio of assets.
- Strong capital management supported by prudent borrowing practices.

[7]GRI 2-6

OUR BUSINESS PRESENCE[7]

The world of Oberoi Realty

Cities are not defined by buildings, but by experiences. It is the warmth of homes, the buzz of commercial activities, and the excitement of malls that help to create a vibrant city.

At Oberoi Realty, we enrich lives with our premium developments in residential, commercial, retail, hospitality and social infrastructure verticals.

Through world-class design, quality finishes, fine aesthetics, state-of-the-art amenities and a commitment to increasing our green footprint, we strive to create developments that are sustainable and elevate lifestyles.

OBEROI GARDEN CITY, GOREGAON

- Commerz
- Commerz II
- Commerz III
- Oberoi Mall
- The Westin Mumbai Garden City
- Oberoi International School
- Elysian
- Esquire
- Exquisite
- Seven Woods

THANE

- Forestville
- Jardin, Oberoi Garden City
- JW Marriott Hotel, Thane Garden City* (Upcoming)
- Oberoi International School# (Upcoming)
- Premium Mall# (Upcoming)

BORIVALI

- Sky City
- Sky City Mall
- Mumbai Marriott Hotel
- Sky City^ (Upcoming)

ANDHERI (WEST)

- Springs

JOGESHWARI-VIKHROLI LINK ROAD

- Splendor
- Prisma
- Splendor Grande
- Maxima
- Oberoi International School

BANDRA

- Oceanic

SANTACRUZ (WEST)

- Priviera

MULUND (WEST)

- Eternia
- Enigma

WORLI

- Three Sixty West
- The Ritz-Carlton, Mumbai (Upcoming)

MALABAR HILL

- Fairview

Our mix of innovative design, expansive landscape layouts, planning initiatives and use of cutting-edge technology has resulted in 51 completed projects across Mumbai, establishing us as one of India's leading real estate companies.

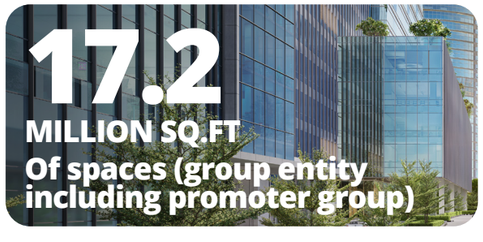
Oberoi Garden City, Thane is a phase wise development scheme ("OGC Thane") and its first phase has been registered under the name of "OGC Thane Phase 1" with MahaRERA bearing registration number: PR1331012400078 and the detail of the Project is available at https://maharera.maharashtra.gov.in. under the category registered projects ("Real Estate Project"). The Real Estate Project is branded and marketed under the name and style known as "Jardin".
The content herein is for mere indication and for suggestion purpose only referring to the vicinity/ areas around the Oberoi Garden City Project/Scheme, no inference or conclusion can be drawn without seeking necessary advice and consultation. Refer to the page "Disclaimer" (page no. 56) all of which are deemed to be incorporated herein. *Oberoi Realty Limited have engaged Marriott Hotels India Private Limited/its affiliates for running operation of its upcoming Hotel at Pokharan Road No. - 2, Thane West 400610 and the Hotel will be known as the "JW Marriott Hotel Thane Garden City". ^Oberoi Realty Limited have engaged Marriott Hotels India Private Limited/its affiliates for running operation of its upcoming Hotel at Sky City, Borivali East- 400 066 and the Hotel will be known as the "Mumbai Marriott Hotel Sky City". #Proposed and upcoming.

ARCHITECTS OF MUMBAI'S MOST ICONIC SKYLINE





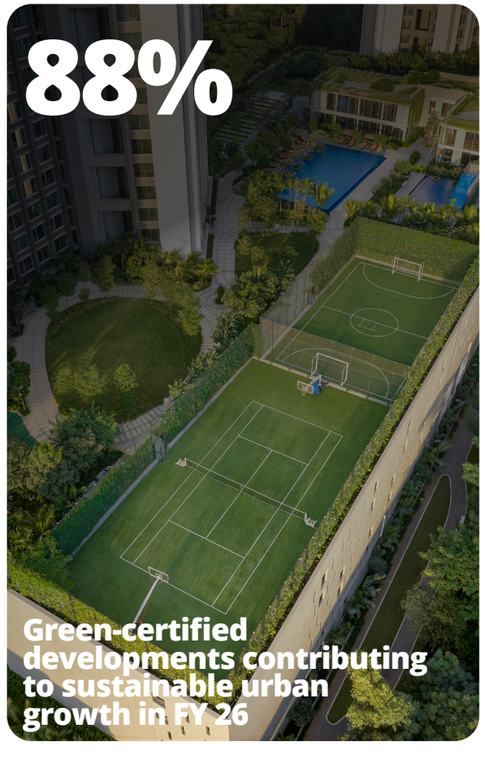


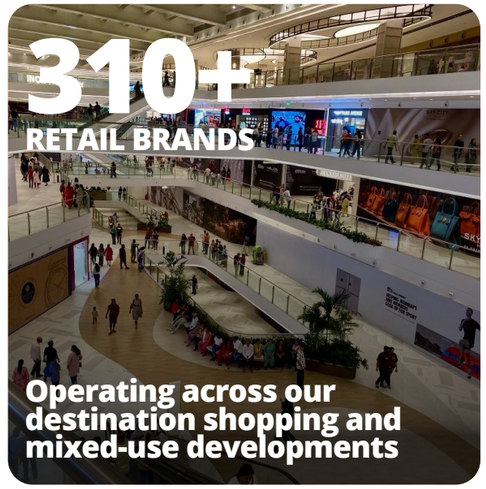














OUR ASSET PORTFOLIO



Eternia and Enigma, Mulund

RESIDENTIAL

We design and deliver high-quality residential spaces that offer a refined living experience while integrating principles of environmental responsibility. Our developments follow an energy-conscious design and incorporate building practices that help reduce our ecological impact.



Oberoi Garden City, Goregaon

COMMERCIAL

Our Grade A office assets are developed with attention to user experience and resource stewardship. These properties feature contemporary design, thoughtfully arranged green spaces, access to retail and dining options and strong connectivity to key transit corridors. Every aspect is planned to support a productive and environmentally responsible workplace.



Oberoi International School, Goregaon

SOCIAL INFRASTRUCTURE

We develop educational institutions that deliver enriching learning experiences while meeting high environmental performance standards. Our school designs incorporate resource-conscious construction and are aimed at shaping better futures for the next generation.



The Westin Mumbai Garden City

HOSPITALITY

Our hospitality ventures are managed by globally recognized operators and focus on offering high-calibre guest experiences. Every property upholds strong environmental and social commitments, ensuring responsible practices across operations and guest services.



Sky City Mall, Borivali

RETAIL

Our retail destinations are envisioned as social anchors that serve the community. Built using environmentally sound materials and design choices, these spaces support commercial activity while promoting local engagement and sustainable practices.

FY 2025-26 AT A GLANCE

FINANCIAL CAPITAL

Total consolidated revenue of
INR 6,30,426. 69 Lakh
representing a 15.16 % increase from FY 2024-25

Total comprehensive income of
INR 2,50,742.73 Lakh
representing an increase of 12.67% over FY 2024-25

Total capital expenditure
INR 24,874.19 Lakh
representing an increase of 12.67% over FY 2024-25

INR 8
Dividend per Equity Share

80%
Dividend Pay-Out

NATURAL CAPITAL

9 %
of Total energy consumption derived from renewable sources

10 %
Reduction in Scope 1 greenhouse gas emissions compared to FY 2024-25

36 %
Reduction in Scope 3 greenhouse gas emissions compared to FY 2024-25

3,33,517.47 MT,
of waste generated across operations is reused/recycled

INTELLECTUAL CAPITAL

9,87,000+
Documents generated and approved through digital workflows

10+
AI agents deployed to run selected processes

2,45,069
BIM-BASED checklists deployed for design, quality, and site execution

0
Information Security breaches during the year

0
Consumer complaints relating to data privacy or cybersecurity during the year

ISO Certifications received for

ISO 9001:2015
Quality Management System

ISO 14001:2015
Environmental Management System

ISO 45001:2018
Occupational Health and Safety Management System

ISO 27001:2022
Information Security Management System

MANUFACTURED CAPITAL

5,978
Cumulative residential Residential units sold across Mumbai till FY 2025-26

11.48 Lakhs sq.ft.
RERA carpet area delivered

85%
occupancy across leased assets

88%
of our built area is green certified or pre-certified under credible rating systems such as IGBC/ LEED; the remainder are undergoing certification

30%
of total car parks have provision of EV charging infrastructure in most new residential developments

SOCIAL & RELATIONSHIP CAPITAL

0
Incidents of non-compliance with regulations and/or voluntary codes concerning product and service information, labelling & marketing communication

437
suppliers underwent ESG assessments during the pre-qualification and onboarding process

87%
of material was sourced domestically, with 16.92% procured from MSMEs and small-scale producers

INR 1,624.59 Lakh
Total CSR expenditure

HUMAN CAPITAL

INR 13,467.53 Lakh
Employee benefits expenditure reflecting a 17.85 % increase year-on-year

23%
New hire rate reached with an average onboarding expenditure of

INR 6565
per employee

21.6%
Management roles held by women

100%
Return to work rate for employees who availed parental leave

144 hours
of targeted development through leadership sessions

88%
Retention Rate

AWARDS AND ACCOLADES

Our commitment to excellence, innovation and sustainable development has been recognized through several prestigious industry accolades during the year.

These awards reflect the trust of our stakeholders and our continued efforts to create enduring value through high-quality real estate developments. From fostering inclusive workplaces and advancing sustainability practices to delivering distinctive experiences through design, innovation and customer engagement, each recognition encourages us to continue striving for operational excellence and responsible growth.

12 Recognitions for

Responsible Leadership and Brand Excellence

- **'ESG Excellence Award 2025'** in Real Estate sector from Realty+ Harit Bharat Awards
- **'India's Leading ESG Entity'** by Dun&Bradstreet
- **'ESG Excellence 2025 in Real Estate'** by Infra Awards
- **'Best Companies Asia-Pacific 2026'** Ranking by TIME and Statista (2026)
- Sky City Mall awarded '**Global Retail Project of the Year'** at the GRI Awards
- Sky City Mall awarded '**Retail Project of the Year'** at the GRI Awards India 2025
- Commerz III awarded '**Commercial Project of the Year'** at the GRI Awards India 2025
- Three Sixty West awarded **'Architectural Highlight of the Year'** at the GRI Awards India 2025
- Commerz and Westin MGC received '**LEED O+M Platinum Rating'**
- Oberoi Mall was honoured as the **'Most Admired Green Shopping Centre of the Year'** at the Global Awards for Retail Excellence and the National Awards for Excellence
- Sky City Mall received the **'Best Construction Project Award'** at the 16th CIDC Vishwakarma Awards 2025, organized by the Construction Industry Development Council
- Sky City Mall was awarded **'Most Admired Shopping Centre Launch'** of the Year at the National Awards for Excellence

4 Recognitions for

Talent, Culture & Workplace Excellence

Great Place To Work® Certification™ in India for November 2025–November 2026.

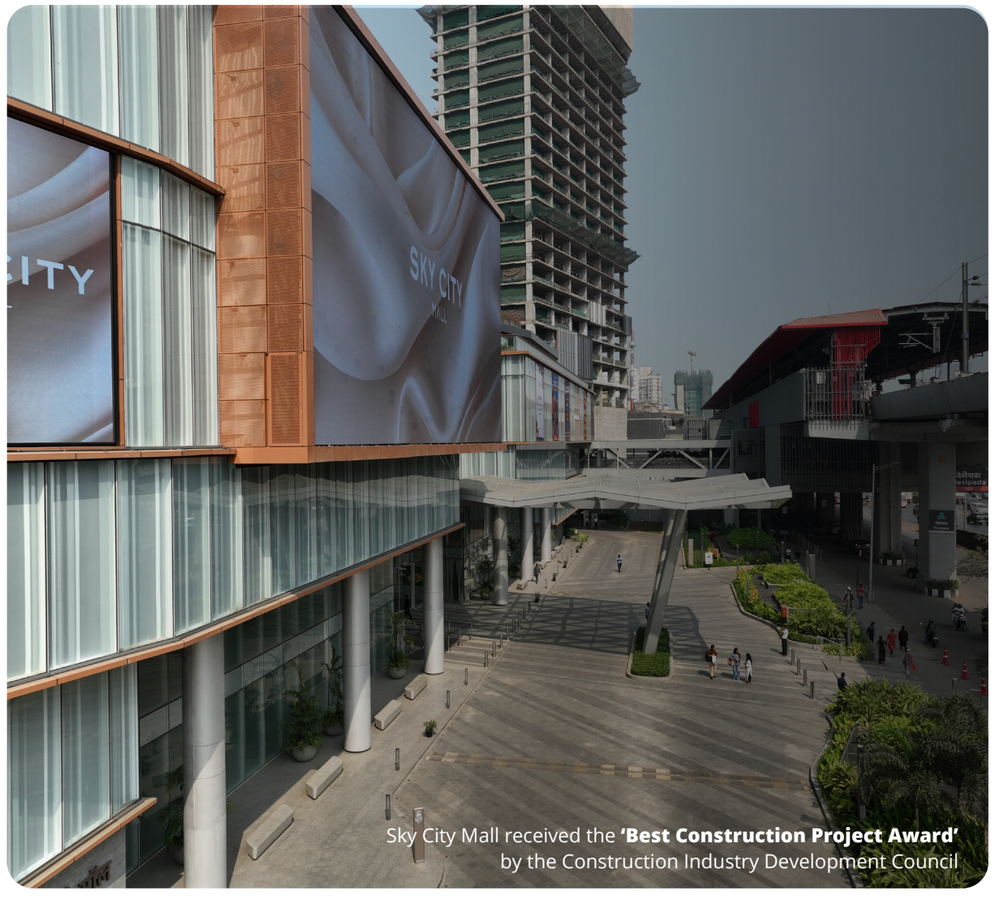
- Oberoi Realty has been named as one of '**India's Best Workplaces™ in the Real Estate Industry**' and one of **'India's Best Workplaces for Women'** by Great Place to Work® Certified™
- Ranking 74th in the prestigious Top 100 list by the Great Place to Work® Institute, Oberoi Realty has been recognized among '**India's Best Companies to Work For 2025'**
- The company received Confederation of Indian Industry (CII) '**HR Excellence Award 2025'** for its '**Strong Commitment towards HR Excellence'** post a rigorous assessment process
- **'Best Companies Asia Pacific 2026'** rankings by TIME and Statista based on three important dimensions - employee satisfaction, financial performance and sustainability transparency.
- **'India's Top 100 Best Companies To Work For'** Ranked 63rd out of 2000+ companies across 10+ industries (FY 2025 rank was 74) .
- Recognized as one of **'India's Best Workplaces in Real Estate'** industry for 2026.

Great Place to Work-Certified™

Best Workplaces™ in Real Estate 2026

Best Workplaces™ for Women 2025

India's Top 100 Best Companies to Work for 2026



Sky City Mall received the **'Best Construction Project Award'** by the Construction Industry Development Council

BENCHMARKS OF SUSTAINABLE EXCELLENCE

Our performance across leading frameworks and assessments provide a valuable perspective on the progress of our sustainability journey. They showcase the effectiveness of our ESG initiatives and business practices while helping us identify opportunities to further strengthen our performance.



S&P Global CSA Award Event - Top 5% Recognition

S&P Global Ratings

Amongst Top 5% Globally

4th Rank in Real Estate Sector

Oberoi Realty secured a position among the top 5% of companies assessed globally in the Real Estate sector, ranking 4th worldwide with a score of 85 out of 100. The assessment reflects the Company's performance across a broad range of governance, environment and social parameters.

The ranking places Oberoi Realty among a select group of global real estate companies demonstrating strong management of ESG priorities and a structured approach to integrating sustainability considerations into business decision-making and long-term development planning

GRESB

Global Sector Leader

A Rating for Public Disclosures

Our commitment to sustainable development and transparent ESG disclosure was recognized globally through our outstanding performance in the GRESB Real Estate Assessment. We were honoured as the Global Sector Leader in the Residential Category, securing the #1 rank among listed residential developers worldwide in the High-Rise Multifamily category.

Further reinforcing the strength of our sustainability governance and reporting practices, we also achieved an A Rating for GRESB Public Disclosure, reflecting our dedication to transparency, accountability and stakeholder engagement.

CareEdge

Leadership Position

Score 86.2/100

Secured a CareEdge ESG 1+ rating with an overall score of 86.2/100, underscoring robust ESG practices and leadership in managing sustainability-related risks.

MSCI ESG Ratings

Upgraded to A Rating

Upgraded to an A rating highlighting the progress across key ESG priorities and our commitment.

CDP

A Rating in Water, B in Climate Change

Advanced to an A rating for Water Assessment and B rating in Climate Change Assessment for Climate Disclosure Program 2025.

FTSE Russell ESG Ratings

Score 3/5

Included in FTSE4Good Emerging Markets Index series with a score of 3/5 in FTSE Russel ESG Assessment.

MEMBERSHIPS OF ASSOCIATIONS[8]

CII

Confederation of Indian Industry

CII works with industry, government bodies, and civil society to support India's development. It engages through consultative and advisory processes to help shape a supportive environment for economic growth and nation-building.

FICCI

Federation of Indian Chamber of Commerce and Industry

FICCI is a prominent business body representing a wide cross-section of industries. Through policy engagement and industry dialogues, it reflects business viewpoints and works towards creating a conducive business environment.

IGBC

Indian Green Building Council

IGBC, based in Hyderabad, is the country's leading green building certification body. As a founding member of the World Green Building Council, it actively participates in global forums such as COP, contributing to international discussions on sustainable development.

HRAWI

Hotel & Restaurant Association Western India

HRAWI serves hospitality businesses across Western India. Over the years, it has provided timely support to hotels and restaurants, addressing operational challenges and representing the sector's interests.

HAI

Hotel Association of India

HAI is a dedicated platform for the Indian hotel industry. It offers advisory and representational support to member hotels and acts as a channel for engagement with government agencies.

UNGC

United Nations Global Compact

UN Global Compact is a voluntary initiative based on CEO commitments to implement universal sustainability principles and align their operations and strategies with ten universal principles and UN SDGs.

CREDAI

Maharashtra Chamber of Housing Industry - Confederation of Real Estate Developers' Associations of India

MCHI-CREDAI represents leading developers across the Mumbai Metropolitan Region (MMR). It works as a collective voice for the real estate sector, engaging with policy makers and supporting members on sector-specific matters.

NSC

National Safety Council

NSC is engaged in advancing workplace safety, health, and environmental awareness across both organized and informal sectors. It develops tools, training, and procedures to help reduce risk and avoid loss of life and property.

FHRAI

The Federation of Hotel & Restaurant Associations of India

FHRAI connects the hospitality sector with government, academia, and global bodies. It serves as a central body to represent the collective interests of hotels and restaurants across the country.

[8]GRI 2-28

MESSAGE FROM CHAIRMAN AND MANAGING DIRECTOR[9]



Dear Stakeholders,

The global economy continues to navigate a period of uncertainty shaped by geopolitical developments, rising costs and slower growth across major markets. In contrast, India continues to demonstrate adaptability, supported by stable policy agility, infrastructure investments and sustained urban development. This environment creates significant opportunities, while also increasing the responsibility of sectors that contribute to shaping cities and communities.

The real estate sector is evolving rapidly as homebuyers place greater emphasis on quality, design and overall living experience. This shift is especially visible in the premium and luxury segments, supported by rising aspirations and a steadily growing affluent population. In cities like Mumbai, infrastructure-led development and stable end-user demand continue to strengthen long-term growth prospects across residential markets.

In this evolving environment, the Company has continued to build with clarity and intent along with a focus on creating high-quality residential spaces that respond to changing lifestyle aspirations. Strong governance, stable financial performance, brand equity backed by a design-led philosophy, the Company continues to capitalize on evolving market opportunities and cater to evolving customer aspirations. Our development pipeline remains robust with our strategic business development initiatives and well-planned investments in acquisitions of new land parcels with the Company adding close to 4 million square feet of development potential across key micro-markets in the Mumbai Metropolitan Region.

Our commercial and retail portfolios also showcase a balance between stability and adaptation. Demand for high-quality office spaces has remained steady, supported by the expansion of global capability centres and a clear preference for well-designed infrastructure. At International Business Park, occupancy levels continue to remain strong at ~91% while Commerz III takes this further by combining workspace with thoughtfully planned lifestyle offerings, recognising that workplaces today must support both engagement and well-being.

A similar shift is visible in the retail segment where consumption is increasingly experience-driven. Well-curated premium retail destinations continue to attract both brands and customers.

The Company's retail portfolio continues to grow with strength supported by infusion of global and homegrown brands catering to consumer needs. We continue to bring together leading brands across categories with an aim to expand our footprint through development of new destinations.

Beyond project-level recognition, the Company continues to be acknowledged across leading industry benchmarks for governance standards, sustainability performance and overall business strength. Projects such as Sky City Mall, Three Sixty West and Commerz III received recognition at the GRI Awards across multiple asset categories during the year. Sky City Mall also received honours for its design excellence and curated customer experience across the retail segment.

Our achievements during the year reflect strong business execution and a continued focus on responsible and sustainable growth. We were recognised as the global sector leader in residential development by GRESB, ranking first among listed residential developers globally. We also maintained strong positions across the Dow Jones Sustainability Index, FTSE4Good and MSCI ESG Ratings.

As we continue to grow, sustainability remains central to how we approach every stage of development. Environmental considerations and resource efficiency are increasingly shaping the way our approach to real estate is planned and managed. We remain committed to strengthening transparency by aligning our disclosures with global frameworks such as GRI and Integrated Reporting.

Equally important is the role of our people, who continue to shape the culture and direction of the organisation. Recognition from TIME as one of the "Best Companies Asia Pacific 2026" and ranking at 74th position in India's Best Companies to Work For 2025 by Great Place to Work® Institute reflects our continued efforts towards building a workplace founded on trust, inclusion and opportunity.

Being recognised among the Best Workplaces for Women remains especially meaningful and reflects our continued progress towards building a more inclusive organisation.

We continue to invest in initiatives that support employee well-being, professional development and long-term organisational growth. Programs such as our structured well-being initiative and Care Management Program are designed to support employees through a holistic approach. Our learning and development efforts focus on strengthening leadership capabilities and preparing talent for future responsibilities across the organisation. The Women Leadership Development Program continues to strengthen leadership capability within our Company while the curated First Time Managers Program equips people managers with the skills, mindset and behavioural competencies required for effective leadership.

Lastly, I would like to take this opportunity to thank our Board for their continued guidance, our employees for their dedication and our stakeholders for their unwavering support. Their trust enables us to move forward with confidence and purpose. Looking ahead, I am confident, your Company's growth will continue to be guided by a clear focus on key markets and a diversified portfolio across residential, commercial, retail and hospitality segments.

At Oberoi Realty, we remain committed to creating spaces that also deliver lasting value. Our focus will continue to be on building responsibly, designing thoughtfully and contributing to a built environment that supports both present needs and future resilience.

Warm regards,

Vikas Oberoi

Chairman and Managing Director, Oberoi Realty

[9]GRI 2-22

MESSAGE FROM CHIEF FINANCIAL OFFICER[10]



Dear Stakeholders,

We are pleased to present our ESG Report for FY 2025–26, highlighting the continued integration of responsible business practices into our long-term growth strategy. The conversations around sustainability are becoming increasingly action-oriented, with greater emphasis on measurable outcomes and accountability. For the real estate sector, this shift is redefining how developments are planned, constructed and operated. At Oberoi Realty, ESG priorities continue to shape our strategy as we strengthen our commitment towards responsible growth and urban development.

Sustainability today has become an important facet for customers, investors, regulators and communities alike. FY 2025–26 marked another year of steady progress across Oberoi Realty's sustainability journey. We continued to strengthen our approach across climate action, green buildings, responsible sourcing, employee well-being and governance practices.

Our climate strategy continues to evolve in line with emerging risks, stakeholder expectations and global decarbonisation pathways. Reducing operational emissions across developments remains a key focus area as we work towards strengthening responsible asset management.

We remain committed to achieving net-zero emissions across our value chain, supported by a roadmap towards Scope 1 and Scope 2 neutrality by 2040. As part of our Science Based Targets journey, we are developing an internal framework to strengthen climate-related planning, governance and decision-making across business functions. The backbone of our decarbonization road map are our levers which are evaluated against the four dimensions of emission impact, technical maturity, cost trajectory and alignment with the SBTi Buildings Criteria. While our formal SBTi roadmap in being finalized, our decarbonization journey is already in action through several initiatives that are underway.

The development of an Internal Carbon Pricing mechanism aimed at integrating climate considerations into financial and operational decisions continues to support low-carbon investments while strengthening climate accountability across the Company.

The growing impact of climate-related risks has also reinforced the need for stronger disclosure frameworks and planning. During the year, we further advanced our alignment with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). The assessment insights are being integrated into our planning and operational processes to strengthen our developments and business operations.

At Oberoi Realty, green development principles remain integrated into project planning and execution across the portfolio. All our projects are certified or pre-certified under LEED and IGBC standards, supporting our ambition to achieve 100% green certification with a minimum Gold rating by 2030. Across developments, we continue to adopt energy-efficient systems, sustainable materials and climate-responsive design approaches that support operational efficiency and environmental performance over the asset lifecycle.

Our sustainability priorities extend towards biodiversity conservation and ecosystem protection. Guided by our "No Net Deforestation by 2030" commitment, we continue to strengthen our biodiversity management approach through the adoption of a formal Biodiversity Policy aligned with global conventions and applicable national regulations. Through the year, Biodiversity Risk Assessments conducted across operational sites evaluated ecosystem dependencies, environmentally sensitive areas and nature-related risks connected to our operations. Environmental Impact Assessments were also undertaken where applicable, enabling the development of mitigation measures that support responsible land use and biodiversity conservation efforts.

A responsible and inclusive workplace culture continues to remain fundamental to our values and governance framework. Our approach remains focused on promoting fair, safe and inclusive practices across employees, contract workers, third-party personnel and communities connected to our operations. During the year, our human rights e-learning programme expanded awareness across the Company. These mandatory trainings complement existing training programmes covering ethics, POSH and Diversity and Inclusion. Human Rights Due Diligence conducted across operations during the reporting period did not identify any significant risks.

An important part of our ESG framework and value chain management practices is responsible sourcing. ESG priorities are integrated into supplier onboarding, evaluation and engagement processes through a structured responsible sourcing framework. Suppliers are assessed across environmental, social and governance parameters and categorised based on sectoral, geographical and operational risk exposure. Focused supplier engagement and awareness initiatives undertaken during the year further strengthened alignment on sustainability expectations across the value chain.

As we look to the future, our efforts will remain centred on building a resilient and future-ready business that is equipped to respond to evolving environmental, social and economic realities. We are focused on embedding greater accountability, strengthening operational adaptability and integrating sustainability more deeply into the decisions that shape our developments and long-term strategy. The progress outlined in this report reflects the steady advancement of our ESG priorities and our commitment to creating developments that not only deliver enduring value, but also contribute meaningfully to urban sustainability, community wellbeing and responsible growth.

Warm regards,

Saumil Daru

Director Finance, Oberoi Realty

[10]GRI 2-22

CORPORATE GOVERNANCE AND BUSINESS ETHICS

A structured and principled governance system anchors the way Oberoi Realty conducts its business and builds enduring value over time. Clear delineation of roles, responsibilities and oversight mechanisms ensures that decisions are neither arbitrary nor fragmented. Integrity, transparency and ethical conduct are not treated as abstract ideals but as operating principles that influence actions at every level. Decision-making processes are designed to be deliberate and accountable, enabling the company to reinforce stakeholder confidence while sustaining responsible business practices. By maintaining consistency in execution and adhering to all applicable standards, the Company is able to nurture dependable relationships across its value chain.

Code of Conduct

Supporting our governance framework is a comprehensive Code of Conduct that establishes expectations for responsible and ethical behaviour across the company[11]. This framework applies uniformly to employees in permanent and contractual roles, as well as to members of the Board, ensuring alignment in day-to-day conduct[12]. Directors and senior management personnel are required to formally confirm their compliance with the Code each year, reinforcing personal accountability at the highest levels. In parallel, all employees participate in mandatory training programs covering the Code of Conduct, Insider Trading and the Prevention of Sexual Harassment[13].

Regular reviews of operations are conducted to identify and address any actual or potential instances of misconduct, including corruption, with all activities carried out strictly in accordance with governing laws and internal protocols[14].

Whistleblower Policy

Encouraging openness remains central to sustaining this ethical environment, as employees are urged to raise concerns without hesitation or fear of reprisal. A formal Whistleblower Policy provides a secure and confidential channel for reporting suspected violations or unethical practices in good faith. The policy is specifically structured to safeguard individuals who come forward, while also ensuring that every reported concern is examined with fairness, diligence and sensitivity. These measures create an atmosphere where accountability is not imposed but actively supported through trust and transparency.

Mechanisms for identifying, reporting and thoroughly investigating deviations from the Code of Conduct are embedded within this broader whistleblower framework. The policy serves as a cornerstone for maintaining vigilance, allowing us to address issues promptly while upholding the principles that define its governance approach.

Anti Bribery and Anti-Corruption

Ethical discipline within the Company is reinforced through a clearly articulated Anti Bribery and Anti-Corruption framework that defines how business must be conducted without exception. This policy actively establishes boundaries that shape everyday decisions across functions and levels. It introduces firm control measures designed to prevent unethical influence, ensuring that no aspect of operations is exposed to corrupt practices.

Responsible Public Policy Engagement and Transparency

Participation in public policy discourse is approached with caution and clarity, recognizing both its importance and the risks associated with undue influence. The company maintains a transparent record of its financial involvement across political and policy related channels, ensuring that all contributions are visible and accountable. During the reporting year, these disclosures covered payments made to political campaigns, ballot initiatives, political parties, registered lobbyists, trade associations, chambers of commerce, and other tax-exempt entities engaged in shaping legislation or public policy. Membership fees paid to industry bodies advocating on policy matters are also included within this reporting framework.

[11]GRI 2-23 and GRI 2-24, [12]GRI 2-25, GRI 2-26, GRI 2-27, [13]GRI 205-2, [14]GRI 205-1, 206-1, 419-1

The Company acknowledges that financial participation must always be balanced with fairness and integrity. Careful tracking mechanisms ensure that all engagements remain compliant with regulatory expectations while reflecting internal ethical standards. This structured oversight reinforces confidence that interactions with public institutions and policy forums are conducted in a responsible and measured manner.

Contributions and Other Spending

The company follows a disciplined approach to contributions and other spending, ensuring that all such engagements align with its governance standards and ethical commitments. During the reporting period, we contributed INR 9,21,532 to trade associations and tax-exempt groups, including think tanks, across jurisdictions, while also supporting recognized initiatives such as Green Building Councils (IGBC & LEED) and the United Nations Global Compact by contributing INR 4,68,634 and INR 5,30,890 respectively. These associations reflect the company's commitment to sustainable development, responsible business practices and our adherence to globally accepted principles across ESG priorities.

Political Contributions[15]

During the year, the company made no political contribution or donation related expenses.This disclosure forms part of our broader commitment to transparency in financial participation linked to public and policy engagement activities.

Lobbying, Trade Associations, and Climate Alignment

As expectations rise for businesses to respond meaningfully to climate challenges, the alignment between corporate advocacy and environmental commitments has come under greater scrutiny. The Company addresses this responsibility through a structured system that tracks and manages lobbying activities alongside trade association memberships across all jurisdictions where it operates. This system allows for continuous monitoring, assessment, and review of engagements connected to policy advocacy.

Our climate policy position reflects a clear stance aligned with the Paris Agreement, ensuring consistency between external advocacy and internal commitments. A defined framework is applied to identify and address any divergence between the positions of trade associations and the company's own climate priorities. Regular disclosures further strengthen transparency by outlining key advocacy efforts undertaken by associated bodies, as well as direct lobbying activities related to climate issues. This approach creates a clear link between stated objectives and external representation.

Governance and Industry Engagement Impact

In line with this broader governance philosophy, we continue to engage actively with institutions that promote sustainable development within the real estate sector. The Company is a founding member of the Indian Green Building Council which is an initiative focused on advancing India's leadership in sustainable construction practices.

A significant proportion of completed built-up area, accounting for 88%, has already achieved green certification under IGBC and LEED standards, with the remainder currently under review. Looking ahead, the company has committed that all future projects will achieve at least Gold-level certification under these frameworks by 2030.

For FY 2025-26, there were zero incidents of bribery, corruption, anticompetitive practices, investor complaints and sexual harassment.

[15]GRI 415-1

BOARD OF DIRECTORS

A focused and performance-driven governance model guides the Company's operations, with the Board of Directors at its core. Backed by deep industry expertise, it provides effective oversight and guidance to senior management[16].

Our one-tier Board, reflecting a balanced mix of oversight and executive leadership. Four members serve as non-executive independent directors, two hold executive roles and one acts as a non-executive non independent director[17]. Every independent director meets the eligibility requirements under the Companies Act, 2013, and SEBI regulations. The composition also meets regulatory expectations, with independent directors making up more than one third of the Board. The Chairman and Managing Director leads the Board, while 57% of directors hold independent positions[18]. The Nomination and Remuneration Policy governs all appointments, limiting each term to a maximum of five years, while the current average tenure stands at 11 years[19].

Accountability remains central to how the Board functions. Directors and Key Managerial Personnel disclose their interests in other entities every year, ensuring transparency in decision making. The Nomination and Remuneration Committee evaluates each new appointment carefully to identify any potential conflicts at the outset. When a conflict arises, the concerned director withdraws from both discussion and decision making on that matter[20]. Independent directors also participate in an annual Familiarization Programme, strengthening their understanding of the business, risks, and responsibilities associated with their role[21].

Regular engagement and disciplined execution shape the Board's working rhythm. The Board conducted 5 meetings during the reporting period, maintaining an average attendance level of 89.3%. Directors receive detailed agendas and supporting materials in advance, allowing them to engage fully and take informed decisions during each meeting. The Board also undertakes an annual self-evaluation exercise, reviewing its own effectiveness and reinforcing transparency in governance practices[22]. One independent non-executive director maintain fewer than four directorships in other listed companies, while all comply with SEBI limits that cap such roles at seven.

Compensation structures reflect both responsibility and regulatory alignment. Independent directors receive sitting fees for attending Board and committee meetings, along with commissions where applicable[23]. The Nomination, Remuneration, Compensation and Management Development Committee proposes these payments, and the Board and shareholders approve them in line with legal requirements[24]. During the reporting year, the Managing Director's compensation stood at a ratio of 0.00 to 1 compared to the median employee remuneration[25].

Detailed profiles of the Board of Directors, including their qualifications, professional experience, areas of expertise and other relevant credentials, are available on the Company's website at https://www.oberoirealty.com/about-us

Committees of the Board

To ensure sharper focus and effective oversight, the Board has constituted eight committees with clearly defined responsibilities[26]. Each committee addresses specific areas, enabling deeper review and quicker resolution of issues. Members meet regularly and lead discussions that draw on their expertise, ensuring that decisions remain informed and relevant. Committees share key insights and updates with the full Board, maintaining alignment across all governance areas. Directors with appropriate experience serve on each committee, and one senior employee, who is not a Board member, participates in the Risk Management Committee to strengthen operational perspective.

29% women representation on the Board[27]

58 years of average age of the Board members

57% of Independent Directors present in our Board

89.3% average board meeting attendance during FY 2025-26

11 years of average tenure of our Board



Vikas Oberoi
Age: 56 Years
Chairman & Managing Director
Committees:
Skills:

Bindu Oberoi
Age: 57 Years
Non-Independent, Non-Executive Director
Committees:
Skills:

Prafulla Chhajed
Age: 59 Years
Independent, Non-Executive Director
Committees:
Skills:

Saumil Daru
Age: 55 Years
Non-Independent, Executive Director
Committees:
Skills:

Anil Harish
Age: 72 Years
Independent, Non-Executive Director
Committees:
Skills:

Tina Trikha
Age: 50 Years
Independent, Non-Executive Director
Committees:
Skills:

Sanjay Shah
Age: 57 Years
Independent, Non-Executive Director
Committees:
Skills:

Mandatory Committees

- Audit Committee
- Stakeholder Relationship Committee
- Nomination, Remuneration, Compensation and Management Development Committee
- Risk Management Committee
- Environment, Social and Governance and Corporate Social Responsibility Committee

Non-Mandatory Committees

- Investment Committee
- Non-Convertible Debentures Committee
- Operations Committee

Skills

- Understanding of Macro environment, particularly economic, political, and social factors.
- Understanding of real estate and hospitality sector.
- Knowledge of Company's business.
- Strategic inputs on corporate, financial, and operating matters.
- Entrepreneurship and capability to adapt to new business environment.
- Risk assessment and management skills.
- Understanding of legal and regulatory framework in general, and that specific to the Company.
- Understanding of financial, tax, and accounting matters.
- Understanding of Environment, Social and Governance aspects that impact business operations.

[16]GRI 2-12 and GRI 2-14, [17] GRI 2-9, [18] GRI 2-11, [19]GRI 2-10, [20]GRI 2-15, [21]GRI 2-17, [22]GRI 2-18, [23]GRI 2-19, [24]GRI 2-20, [25]GRI 2-21, [26]GRI 2-13, [27]GRI 405-1

CODES AND POLICIES

A structured governance framework at Oberoi Realty is reinforced through a comprehensive set of policies that define clear guidelines and objectives for responsible operations.

These policies support the Company's commitment to sustainable value creation while promoting a culture of ethics and accountability. They are accessible across internal platforms, with select documents also made available on the corporate website to ensure transparency.

Viewed through the lens of the six capitals of Integrated Reporting, these policies reflect a consistent focus on financial, manufactured, intellectual, human, social and relationship, and natural dimensions.

MANUFACTURED CAPITAL

These policies safeguard the safety, quality, and continuity of operations across physical and technological assets.

- ENVIRONMENT HEALTH AND SAFETY POLICY
- QUALITY POLICY
- RISK MANAGEMENT POLICY

SOCIAL AND RELATIONSHIP CAPITAL

This set of policies and codes helps build strong stakeholder relationships and fosters trust across the value chain.

- CODE OF CONDUCT- SUPPLIER
- HUMAN RIGHTS POLICY
- STAKEHOLDER MANAGEMENT POLICY
- CORPORATE SOCIAL RESPONSIBILITY POLICY
- SUSTAINABLE PROCUREMENT POLICY

NATURAL CAPITAL

Policies under this category reflect our environmental stewardship and commitment to sustainable resource management.

- ENVIRONMENTAL SUSTAINABILITY POLICY
- ENVIRONMENT HEALTH AND SAFETY POLICY
- SUSTAINABLE PROCUREMENT POLICY
- BIODIVERSITY POLICY

FINANCIAL CAPITAL

Policies and codes in this category promote responsible governance, transparent disclosures, and risk oversight to protect shareholder value.

- CODE OF CONDUCT - DIRECTORS SENIOR MANAGEMENT
- CODE OF CONDUCT FOR PREVENTION OF INSIDER TRADING
- CODE OF PRACTICES AND PROCEDURES FOR FAIR DISCLOSURE OF UNPUBLISHED PRICE SENSITIVE INFORMATION
- DIVIDEND DISTRIBUTION POLICY
- POLICY ON RELATED PARTY TRANSACTION
- POLICY ON COMMODITY RISK MANAGEMENT
- RISK MANAGEMENT POLICY
- POLICY ON MATERIAL SUBSIDIARIES

HUMAN CAPITAL

These commitments aim to support employee rights, well-being, safety, and inclusive growth.

- CODE OF CONDUCT- EMPLOYEES
- HUMAN RESOURCE AND RELATED POLICIES
- DIVERSITY, EQUITY AND INCLUSIVITY POLICY
- WHISTLE BLOWER POLICY
- NOMINATION AND REMUNERATION POLICY
- PREVENTION OF SEXUAL HARASSMENT POLICY

INTELLECTUAL CAPITAL

Policies and codes ensure protection of internal knowledge systems, data security, and organizational practices

- CODE OF CONDUCT- EMPLOYEES
- CODE OF CONDUCT- SUPPLIER
- POLICY FOR PRESERVATION AND ARCHIVAL OF DOCUMENTS
- HUMAN RESOURCE AND RELATED POLICIES
- DATA LEAKAGE PREVENTION (DLP) POLICY

CHAPTER 03

OUR SUSTAINABILITY STRATEGY

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Actual Image - Oberoi Garden City, Goregaon

OUR ESG PATH TO 2030

PEOPLE

We prioritize the physical, emotional and social well-being of our employees, customers, workers, and local communities. This includes fostering a culture that supports safety, fairness, learning, inclusion, and personal growth.

PARTNERSHIPS

We work closely with partners across the value chain to shape shared outcomes.Through collaboration and shared purpose, we aim to create a strong support system for long-term sustainability.

PROSPERITY

Our business model is designed to generate economic value responsibly. We are focused on creating outcomes that benefit all participants in our ecosystem, reinforcing long-term agility and shared success.

KEY FOCUS AREAS	INTERLINKED CAPITALS
Diversity and Inclusion Health and Wellbeing	HUMAN CAPITAL SOCIAL AND RELATIONSHIP CAPITAL
Public Advocacy	INTELLECTUAL CAPITAL SOCIAL AND RELATIONSHIP CAPITAL
Sustainable Operations	FINANCIAL CAPITAL MANUFACTURED CAPITAL NATURAL CAPITAL
Climate Change Water Conservation Waste Management	MANUFACTURED CAPITAL INTELLECTUAL CAPITAL
Green Building Management System	MANUFACTURED CAPITAL NATURAL CAPITAL INTELLECTUAL CAPITAL
Corporate Governance	INTELLECTUAL CAPITAL SOCIAL AND RELATIONSHIP CAPITAL FINANCIAL CAPITAL

OUR PILLARS OF SUSTAINABILITY TARGETS TO MEET BY FY 2030.	OUR JOURNEY TILL DATE (FY 2025-26)
• 30% Diversity target • LGBTQ+ & PwD Inclusion • Achieve health & wellbeing certification for commercial offices • Provide social protection to 100% workers at sites • Achieve and maintain 85% EHS rating across operations • Champion compliance towards human rights across operations and supply chain	• 24% women in the workforce • 7 PwD in the workforce • IGBC Health and Wellbeing certificate in progress • Facilitation camps established at 80% of active sites. 1233 workers at site received BOCW certification. • 80% EHS Rating achieved • Human Rights Assessments conducted for 100% sites • Zero Violations of Human Rights reported within Critical Suppliers Assessed
• Achieve improved performance in Global Sustainability & ESG indices • Collaboration with peers towards addressing sectoral challenges through industry affiliations	• Improved ESG ratings across global sustainability indices (Refer Our Benchmarks of Sustainable Excellence on Page no. 22) • Participated in 9 industry forums addressing sectoral sustainability challenges (Refer Memberships of Associations on Page no. 24)
• 100% revenue generated from certified green buildings or sustainable projects	• Generated 68.58% revenue from certified sustainable development projects annually
• Achieve Net Zero for Scope 1 & 2 • No Net Deforestation • Achieve Water positivity • Establish & reduce water intensity across construction sites • Achieve Net Zero Waste to Landfill • Establish & reduce waste intensity	• Achieved 50% reduction in scope 1 & 2 intensity • No Net Deforestation status maintained • 40.24% reduction in water intensity • Net Zero Waste to landfill achieved annually • 65.38% reduction in waste intensity
• All new projects to be Green Certified (Minimum Gold) under IGBC / LEED, etc. • Achieve ISO Certification for Quality, Environment, Occupation Health & Safety Processes	• 88% of new projects Gold Certified under IGBC/LEED • ISO 9001:2015 Certified • ISO 14001:2015 Certified • ISO 45001:2018 Certified
• Establish & Maintain Board Diversity • Maintain zero tolerance against discrimination, corruption and bribery • Establish and enable a responsible supply chain	• 29% Women in the Board of Directors • Zero Cases of discrimination, corruption or bribery reported • Periodic supplier assessments conducted with 24 Critical suppliers assessed.

PLANET

We are committed to reducing our environmental burden by limiting our reliance on finite resources. Our priorities include maintaining a positive water balance, expanding our carbon neutrality program to include indirect emissions, and lowering waste sent to landfill.

PRODUCTS

We are focused on designing and delivering offerings that support environmental and social outcomes. We also account for their broader footprint across the full life cycle— from sourcing to end-of-use.

PRACTICES

We turn regulatory requirements into drivers of progress by strengthening internal systems and making deliberate choices in resource deployment. A strong focus is placed on identifying and responding to risks,particularly those related to climate.

SUSTAINABILITY AT OBEROI REALTY

At Oberoi Realty, the principles of sustainability are woven into the very fabric of our daily operations. Our approach is shaped by the belief that continuous and thoughtful engagement with stakeholders strengthens both direction and purpose. Through these ongoing interactions, we remain attuned to changing expectations and emerging priorities that influence long-term outcomes. This perspective enables us to shape strategies that are both responsive and resilient, ensuring sustained business success over time

Sustainability within Oberoi Realty is treated as an integrated approach that shapes how the business evolves over time. This integration is made possible by aligning the company's framework with the six capitals outlined in the Integrated Reporting structure, which include Natural, Human, Financial, Social and Relationship, Manufactured, and Intellectual dimensions.

At the core of this approach lie six clearly defined strategic pillars: People, Practice, Planet, Product, Prosperity, and Partnerships. Each pillar functions as a guiding force that informs environmental, social, and governance priorities, ensuring that commitments are actionable and measurable. This structured and flexible approach supports steady expansion while maintaining accountability toward all stakeholder groups.



STAKEHOLDER ENGAGEMENT[28]

Our stakeholders are active partners providing a valuable lens through which we identify emerging risks as well as new opportunities, allowing our strategic direction to remain both relevant and forward looking in a changing environment. To support this approach, we engage consistently with a wide range of internal and external stakeholders, including employees, contractors, contract labourers, suppliers, customers, tenants, shareholders, investors, board members and regulatory authorities.

Multiple channels are used to facilitate these interactions, such as surveys, structured meetings, email communication, formal correspondence and direct engagement at project sites. An open-door policy reinforces this ecosystem of dialogue, ensuring two-way communication.

Clearly defined grievance redressal mechanisms are established and communicated across company policies, the corporate website and all operational as well as corporate locations. Each concern raised is tracked with care and addressed through structured processes supported by appropriate oversight, ensuring accountability remains consistent at every level.

Stakeholder Type
- Internal
- External

Frequency of Communication
- Annual
- Quarterly
- Need Based
- Continuous

EMPLOYEES

Importance of relationship
Employees are key to ESG success, innovation and a sustainable workplace.

Mode of Communication
Emails, townhalls, intranet portal, trainings & workshops, events, FGD, surveys, informal pulse checks and reviews.

Purpose and scope of engagement
Employee feedback / suggestions , Update of various key process/ policy ,Announcements ,Employee engagement, important updates

CUSTOMERS

Importance of relationship
Customer preferences and loyalty shape ESG practices and brand reputation.

Mode of Communication
Through Marketing: Emails, newsletters
Through sales interactions: Emails, in-person meeting or telephonic interactions

Purpose and scope of engagement
Marketing: Updates and greetings,
Sales interactions: Update on construction progress (demand invoices are sent), New project launches, Festive greetings

JOINT VENTURE PARTNERS

Importance of relationship
Joint ventures advance shared sustainability objectives, stakeholder impact and responsibility.

Mode of Communication
Emails, meetings, personal interactions.

Purpose and scope of engagement
Project delivery and other business operations.

COMMUNITIES

Importance of relationship
Community engagement and responsible practices maintain social sustainability, trust and maintains social license to operate.

Mode of Communication
Engagement programs, PR articles, CSR activities.

Purpose and scope of engagement
Addressing their needs and grievance resolution.

CONSULTANTS

Importance of relationship
Consultants' expertise advances ESG performance, compliance and best practices

Mode of Communication
Emails, workshops, meetings, personal interactions.

Purpose and scope of engagement
Partnering for expert solutions in specific subject matter areas like design, engineering, sustainability, software, etc.

MEDIA

Importance of relationship
Positive media relationships support ESG initiatives and strengthen reputation through public perception.

Mode of Communication
Out of home, digital (social and paid media), PR articles, brochures and project marketing collaterals.

Purpose and scope of engagement
Awareness and lead generation, Showcasing project to customer, Sending news to external stakeholders.

SHAREHOLDERS

Importance of relationship
Shareholders' support and alignment with ESG strategy is essential for financial sustainability.

Mode of Communication
Email, AGM/EGM, conference calls, results presentations, investor meetings, company website, stock exchange dissemination.

Purpose and scope of engagement
Communicate financial performance, internal audit report and other relevant information, resolving their queries/ grievances, seeking of approvals.

INVESTORS

Importance of relationship
Investors fund planned initiatives on sustainability, emphasizing financial responsibility.

Mode of Communication
Emails, in-person meetings.

Purpose and scope of engagement
Review of financial performance, quarterly results.

CONTRACTORS

Importance of relationship
Strong contractor relationships ensure projects align with ESG commitments from sourcing to delivery.

Mode of Communication
Emails, meetings, personal interactions.

Purpose and scope of engagement
Expertise in construction and other related activities and provide workers support.

WORKERS

Importance of relationship
Strong worker relationships support safety, inclusion and ensure labour standards are upheld throughout the value chain.

Mode of Communication
Trainings & workshops, engagement events, site-level campaigns.

Purpose and scope of engagement
For construction and other related activities at our project sites.

GOVERNMENT

Importance of relationship
Government compliance is critical for effective governance, environmental responsibility and social accountability.

Mode of Communication
One-on-one meetings

Purpose and scope of engagement
Approvals for project launches, construction purpose and occupation.

SUPPLIERS

Importance of relationship
Suppliers are vital to responsible supply chains and advancing ESG goals.

Mode of Communication
Email, telephonic, personal Interactions and surveys.

Purpose and scope of engagement
Supply of required materials.

[28]GRI 2-29

VALUE CREATION MODEL

CAPITALS	INPUT	BUSINESS ACTIVITIES (MAPPED TO 6P)	OUTPUT	OUTCOME	IMPACTED SDG	IMPACTED STAKEHOLDER	INTERLINKAGES ACROSS CAPITALS
FINANCIAL CAPITAL	• Capex of INR 24,874.19 Lakhs • INR 3,636,022,370 Paid-up Capital • Employee benefit expenses of INR 13,467.53 Lakhs	• **Prosperity:** Investment in real estate and infrastructure • **Partnerships:** Financial support for growth and operations	• Revenue of INR 6,30,426. 69 Lakhs • INR 3,65,336.32 Lakh EBITDA • 4.05 Cr Revenue generated per employee • 17,921 Cr Net worth • INR 2,50,742.73 Lakh Profit After Tax • Improved profitability and operational efficiency. • 9.90% Return On Assets	• 14.91% Return On Equity • Increased value creation for shareholders • Strengthened financial stability through sustained shareholder equity and capital investment • Strengthened employee well-being through employee benefits and workforce investments	8, 9, 17	• Shareholders • Investors • Government • Customers	• With Manufactured and Social & Relationship Capital through sustained shareholder equity and capital investments • With Human Capital by enhancing employee well-being, employee benefits and workforce investments
MANUFACTURED CAPITAL	• 37.2 million sq. ft. under construction • 51+ Projects on going • Operating cost, investment in construction, materials and equipment of INR 2,26,498.03 Lakhs	• **Products:** Residential and commercial project development • **Practices:** Design and delivery of physical assets	• 25 Homes delivered • 11.48 m sq. ft. RERA Carpet delivered	• Stronger asset portfolio and infrastructure supporting long-term growth • Greater adoption of green infrastructure and energy-efficient buildings (88% green portfolio) • Enhanced operational resilience, asset longevity and stakeholder confidence • Improved construction quality, safety and infrastructure reliability	9, 11, 12	• Customers • Contractors • Workers • Joint Venture Partners	• With Financial Capital by strengthening operational assets, revenue generation and long-term value creation • With Natural Capital through sustainable infrastructure and resource-efficient technologies • With Human and Social and Relationship Capital by strengthening workforce safety, customer trust and stakeholder confidence
INTELLECTUAL CAPITAL	• 4+ decades of sectoral experience • Digital upgrades and process automation • 1,214 Lakhs INR spent on design and innovation • Training programmes and organisational knowledge systems	• **Practices:** Digital recordkeeping and workflows • **Products:** Inclusion of smart features in projects	• 9,87,000+ Documents generated and approved through digital workflows • 10+ AI agents deployed to run selected processes. • 2,45,069 BIM-BASED checklists deployed for Design, quality, and site execution	• Strengthened market differentiation, product quality and long-term business competitiveness • Energy efficient and high quality buildings. • Reduced delivery time of products • Improved access through enhanced digitization	9, 12	• Employees • Consultants • Contractors • Customers • Investors	• With Social and Relationship Capital through strong brand positioning and customer engagement and maintaining market credibility • With Human Capital by strengthening employee capabilities and innovation • With Social and Relationship Capital and Financial Capital by strengthening stakeholder confidence and business continuity
NATURAL CAPITAL	• 1,84,482.88 GJ Energy consumption • 2,01,6193.09 KL Water Consumed • 35, 655.91 tCO2e Scope 1 & 2 emissions	• **Planet:** Responsible use of energy and materials • **Practices:** Emission and waste control	• Energy consumption substituted through 17,512.58 GJ of energy from renewables • 3,33,517.47 MT tons of waste generated is reused/ recycled • Net Zero Discharge target achieved • 0.049 KL/ sq. ft Water intensity • 10% reduction in Scope 1 Emissions • 36% reduction in Scope 3 Emissions • 2,083 Number of trees planted	• Contributed to circularity model through recycling practices • Increased adoption of energy-efficient systems, water conservation measures and sustainable building practices • Increased adoption of green-certified and environmentally responsible developments • 0 incidents of environmental violations	6, 7, 12, 13	• Government • Communities • Contractors • Workers	• With Social and Relationship, Human and Financial capital by reducing environmental impact and enhancing long-term operational resilience • With Financial and Intellectual Capital through climate risk management and environmental governance practices • With Manufactured Capital through green building and biodiversity conservation initiatives ensuring sustainable infrastructure development
HUMAN CAPITAL	• 1548 total employees • 7 differently abled employees • 14,950 contractual workforce • ~10% employees having KPIs linking to ESG performance • Focused hiring • Diversity initiatives • 41,822 total training hours	• **People:** Learning, safety, diversity, wellness • **Practices:** Structured workforce planning	• 23.77% Female Workforce • 100% Return to Work Rate • 95% Employee Net promoter score • 0 LTIFR • 100% Human Rights Assessment of our operations	• Strengthened employee satisfaction, morale, retention and collaborative work culture. • Enhanced employee well-being, reduced workplace risks and strengthened safety culture. • Increased workforce diversity and employee participation.	4, 5, 8, 10	• Employees • Workers • Contractors	• With Social and Relationship Capital by fostering an equitable workplace culture and strengthening stakeholder confidence • With Intellectual Capital through learning and development and workforce development initiatives strengthening organisational capability and innovation • With Financial Capital through employee welfare supporting workforce stability, productivity and sustainable business growth
SOCIAL AND RELATIONSHIP CAPITAL	• Over 10 million Customer Base across Assets • INR 1,624.59 Lakh CSR investments • Customer feedback systems	• **Partnerships:** Vendor ESG awareness • **People:** Community development, grievance redressal	• 24 suppliers supported • 3,26,145 Beneficiaries of our CSR Initiatives • 87.44% Material Sourced from Local Suppliers • 437 suppliers screened on ESG • 94% customer complaints satisfactorily resolved at the end of the financial year	• 100% Customer Satisfaction Score	3, 10, 11, 16, 17	• Government • Media • Customers • Community • Supplier/ vendors	• With Intellectual and Financial Capital by strengthening customer engagement, reputation, market positioning and long-term value creation • With Manufactured and Natural capital through responsible sourcing, strengthening sustainable supply chain practices and operational resilience

DOUBLE MATERIALITY ASSESSMENT[29]

During FY 2025-26, the materiality assessment was refreshed using a Double Materiality approach based on the principles outlined by EFRAG and CSRD and aligned with the Global Reporting Initiative (GRI) Standards.

As part of this process, we have undertaken a structured engagement with our stakeholders to understand their perspectives, identify emerging priorities and validate material topics. These insights strengthen our strategic decision-making, promote transparency and support alignment with evolving regulatory requirements and stakeholder expectations, and is conducted once in every two years.

The assessment was designed with the following key definitions in mind:

1. Impact Materiality (Inside-Out)

Evaluation of actual and potential (unmitigated) impacts, both positive and negative within ORL's value chain. Consideration of these impacts in terms of their scale, scope, irremediable character, and likelihood.

2. Financial Materiality (Outside-In)

The materiality of risks and opportunities based on the potential magnitude of their financial effects and likelihood of occurrence (assessed before any mitigation actions).

Our Approach to Double Materiality Assessment

1. Understanding

- Mapping of our entire value chain and key business activities
- Engagement with key business functions to identify impacts, risks and opportunities (IROs)

2. Identification

- Identification key sustainability issues, along with associated risks and opportunities
- Prioritisation of key stakeholders
- Conducting a robust stakeholder engagement process

3. Assessment

- Impact Materiality: Gathering the scores for scale, scope, irremediable character, and likelihood of IROs
- Financial Materiality: Gathering the scores for potential magnitude of financial effect and likelihood of occurrence

4. Determination

- Consolidation of scores of impact and financial materiality
- Determination of final material topics by plotting the outcomes of the impact and financial assessments

Through this process, 16 material topics were identified and prioritized to inform our sustainability strategy, risk management approach and ESG disclosures. We applied a robust scoring methodology to ensure consistency and objectivity in assessing both dimensions. The first considers its perceived influence on the Company's ability to create, sustain or reduce value over time. The second focuses on the scale and nature of its impact on people and the planet as a result of our activities.

[29]GRI 3-1, 3-2, 3-3

Following this examination, the topics were prioritised according to their relative importance and have been presented in the form of a materiality matrix. This matrix reflects insights gained through stakeholder engagement as well as the outcomes of the assessment process.

To ensure accountability and alignment at the highest level, the revised set of material topics was reviewed in consultation with the Director of Finance, who also serves as the Group Chief Financial Officer and is a member of the Board of Directors. The materiality assessment is integrated into the Company's Enterprise Risk Management (ERM) process and has been independently verified by a third-party assurance provider, TUV SUD South Asia Pvt. Ltd.

The Perspectives behind the Priorities

The assessment has brought together inputs from a wide range of internal participants including senior leadership and functional teams to assess strategic relevance and operational impact. It also understood the views from representatives of external stakeholders such as regulators, suppliers, contractors, customers and our tenants. These stakeholder engagements were conducted through focused discussions and interviews.

	DEPARTMENT	ROLE	KEY INSIGHTS FROM DEPARTMENT ENGAGEMENTS
1.	**Environmental Liaison**	Manages environmental approvals, statutory clearances and regulatory compliance, including liaison with MoEFCC, SPCBs, CPCB and other regulatory authorities.	Represents environmental regulators and authorities, providing insights into environmental compliance obligations, regulatory expectations and emerging environmental risks across project lifecycles.
2.	Liaison	Manages engagement with government and statutory authorities, including RERA, municipal bodies to facilitate project approvals and compliance.	Represents government and regulatory authorities, providing insights into regulatory expectations, policy developments, compliance requirements and associated business risks.
3.	Construction (Projects)	Supervises construction activities and reviews end-to-end project execution & delivery aligned to approved quality standards and design specifications.	Represents contractors and project execution teams, providing insights into on-site environmental and social impacts, resource use, labour practices and operational risks.
4.	PMS & Security	Manages facility maintenance, operations and site security.	Represents tenants, occupants and visitors, providing insights on operational resilience, occupant health and safety, emergency preparedness, and asset performance.
5.	Human Resources	Oversees people management, talent practices and employee lifecycle processes.	Represents employees, providing insights on workforce well-being, talent management, diversity and inclusion, capability building, employee engagement and workplace practices.
6.	Labour Compliance	Ensures compliance with labour laws, employment regulations and workforce-related statutory requirements.	Represents contract workers and labour authorities, providing insights on labour practices, worker welfare, human rights, statutory compliance and grievance mechanisms.
7.	Design – Architect & MEP	Leads architectural, engineering and MEP design development, ensuring technical feasibility and design quality.	Provides insights into opportunities and risks related to sustainable building design, energy efficiency, resource optimisation and climate resilience.
8.	Central Projects Office (Quality, Planning and Occupational Health and Safety)	Plans and monitors project quality standards while leading occupational health, safety and environmental well-being initiatives to ensure compliant and responsible operations.	Provides insights into product quality, customer value, process effectiveness and compliance with quality standards along with workplace health and safety risks, incident prevention measures, and contractor safety management.
9.	Finance & Investor Relations	Manages financial strategy, reporting, and investor engagement.	Represents investors, lenders and shareholders, providing insights on financially material ESG risks, investor expectations, capital allocation and long-term value creation.

	DEPARTMENT	ROLE	KEY INSIGHTS FROM DEPARTMENT ENGAGEMENTS
10.	Procurement	Manages material sourcing and supplier relationships.	Represents the suppliers, providing insights on responsible sourcing, supplier performance, material procurement practices and associated risks.
11.	Contracts	Administers commercial and contractor agreements.	Provides understanding of contractual controls related to ethics, compliance and supplier obligations.
12.	Commercial and Retail Leasing	Manages leasing of commercial offices and retail spaces while maintaining tenant relationships.	Represents tenants, occupants and visitors, providing insights on operational resilience, occupant health and safety, emergency preparedness, and asset performance.
13.	Residential & Sales CRM	Manages residential sales, customer relationships and post-sales engagement.	Represents homebuyers and prospective customers, providing insights on customer expectations, purchasing preferences, service experience, product quality and sustainability attributes influencing buying decisions.
14.	Mall PMS	Oversees mall operations and retail tenant engagement.	Represents retail tenants and shoppers, providing insights on customer experience, tenant expectations and operational performance.
15.	Sustainability & CSR	Leads the Company's sustainability strategy, ESG initiatives, reporting and performance monitoring while driving community impact initiatives.	Represents stakeholders, including investors, customers, regulators, communities and sustainability partners, providing insights on key sustainability impacts, risks, opportunities, regulatory developments and strategic ESG priorities.

LIST OF MATERIAL TOPICS

ENVIRONMENT

1. Energy and Emissions management
2. Water management
3. Waste management
4. Climate Change Adaptation
5. Biodiversity and Habitat Protection
6. Green Building Design and Building Certifications

SOCIAL

7. Human Rights
8. Human Capital Development
9. Diversity, Equity and Inclusivity
10. Sustainable Supply Chain
11. Occupational Health and Safety Management
12. Building Quality and Safety
13. Local Community Development
14. Customer Satisfaction

GOVERNANCE

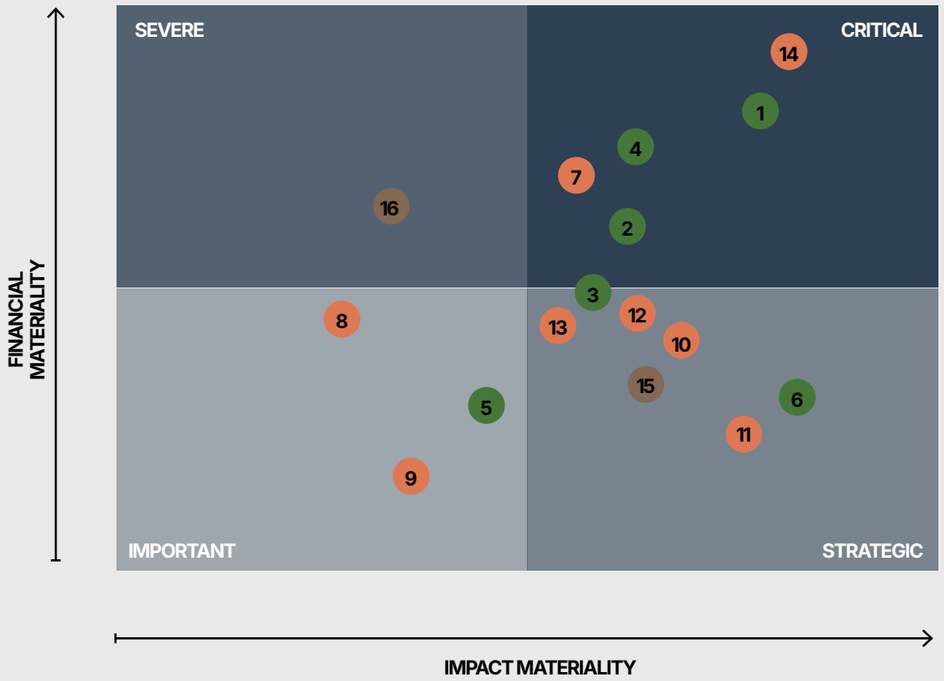
15. Business Ethics and Governance
16. Data Protection and Cyber Security

16
MATERIAL TOPICS

SHAPING SUSTAINABLE VALUE AT OBEROI REALTY: WHERE IMPACT MEETS ACTION

MATERIALITY TOPIC	POSITIVE IMPACT	NEGATIVE IMPACT	KEY PERFORMANCE INDICATORS
GOVERNANCE			
Data Security and Privacy	Safeguarding customer, employee and business information helps reinforce confidentiality, protect stakeholder trust and ensure regulatory compliance.	Weak security controls may expose sensitive information, disrupt operations, and lead to legal, financial and reputational consequences.	• Data Breach Incidents (involving personal information) • Training and Awareness Sessions • Security Breaches • Number of Complaints • Audits and Vulnerability Assessments
Business Ethics and Governance	Strengthening transparency through effective governance and robust compliance frameworks helps build investor confidence, promote accountability and strengthen stakeholder trust.	Unethical conduct or deviation from legal standards may result in legal penalties, financial losses, reputational damage and compromise long-term stability.	• Anti-Corruption Trainings • Whistleblower Cases • Sites Identified for Bribery Risk • Complaints of Unfair Practices • Locations with Business Continuity Plans • BCP Test Frequency • Incident Handling Mechanisms

MATERIALITY ASSESSMENT MATRIX



MATERIALITY TOPIC	POSITIVE IMPACT	NEGATIVE IMPACT	KEY PERFORMANCE INDICATORS
ENVIRONMENT			
Energy and Emissions Management	Improving energy efficiency helps lower greenhouse gas emissions, reduce operating costs and support the transition towards low-carbon, resource-efficient buildings	High energy consumption and carbon emissions from construction materials and operations contribute to climate change and regulatory risks.	• Energy intensity • Renewable and Non-Renewable Energy Use • Energy Savings Achieved • Energy and Emissions per Output Unit • Scope 1, 2, 3 Emissions • GHG emissions intensity
Climate Change Adaptation	Enhancing resilience through climate-responsive infrastructure helps reduce physical risks, minimize operational disruptions, and reduce long-term financial impacts from extreme weather events.	Inadequate adaptation measures increase vulnerability to floods, heatwaves, storms, infrastructure damage, and business continuity risks.	• Projects with Climate Risk Assessments • Carbon Pricing Mechanisms • Resource Efficiency • Heat Stress • Climate Related Management Incentives
Water Management	Sustainable water management across developments results in conservation of freshwater resources, reduces costs and enhances credibility with stakeholders.	Excessive water consumption and wastewater generation may deplete local resources, affect ecosystems, and create regulatory compliance challenges.	• Water Used, Discharged, Saved • Water consumption intensity • Water used in Stressed Areas, Water Recycled/ Reused • Rainwater harvested
Green Building Design and Building Certifications	Delivering resource-sensitive buildings with lower environmental footprints while improving occupant comfort helps strengthen long-term asset value.	Failure to adopt sustainable design increases energy use, emissions, operating costs and environmental impacts across building lifecycles.	• Number of Certified Buildings • Energy Use • GHG Emissions • Water Use • Use of Recycled/Reused Inputs • Waste Output • Feedback from Building Users
Waste Management	Promoting waste reduction through material reuse, recycling initiatives, and responsible disposal of construction and demolition waste helps improve resource efficiency and minimize environmental impacts.	Poor waste segregation and landfill disposal increase environmental pollution, resource depletion and operational costs throughout project lifecycles.	• Waste generated (Hazardous & Non-hazardous) • Waste Recycled or Reused • Waste sent to landfill or incineration • Waste Diverted from landfill
Biodiversity and Habitat Protection	Preserving natural ecosystems in and around project areas through green cover, tree relocation and green zone creation helps enhance environmental value and biodiversity.	Land development may cause habitat destruction, biodiversity loss and adverse impacts on surrounding natural environments.	• Green covers developed • Sites near Protected /Natural Zones • Impact Assessments on Biodiversity • Trees planted • Number of habitats supported or recovered
SOCIAL			
Customer Satisfaction	Maintaining service quality and timely delivery that meets customer expectations helps improve feedback, encourage return business, strengthens rust, loyalty, long-term relationships and the brand's value proposition.	Poor construction quality, delayed possession, inadequate after-sales service or unresolved complaints may reduce customer trust and brand reputation.	• Net Promoter Score • Customer Service Scores • Online and Direct Feedback • Customer complaint resolution time
Human Rights	Respecting and upholding human rights helps meet legal expectations, supports employee wellbeing, promotes fair labour practices and builds lasting trust across operations and supply chains.	Human rights violations or poor labour practices may harm employee and worker health and wellbeing, reputation, and attract potential legal challenges.	• Human Rights Assessments • Complaints Related to Human Rights Violation • Awareness and Training Initiatives • Grievance Resolution Rate • Supplier Evaluations • Collective Representation • Labor Law Adherence
Building Quality and Safety	Ensuring safe, compliant and high-quality buildings helps enhance occupant well-being, improve customer satisfaction, and strengthen long-term infrastructure performance.	Poor construction quality or safety failures may cause structural defects, financial liabilities or penalties, damages to customer relationships and reputational damage.	• Customer Satisfaction Ratings • Feedback from Residents • Warranty -related Cases • Quality Assessments • Recognition by Independent Review Bodies
Sustainable Supply Chain	Encouraging responsible sourcing, local procurement and ethical supplier practices helps reduce environmental impacts, build supplier capacity and meet sustainability expectations across the value chain.	Poor oversight in supplier and sourcing practices may increase environmental degradation, labour risks, supply disruptions, and regulatory non-compliance.	• Number of Key Suppliers • Suppliers assessed for ESG criteria • Share of Local Sourcing • Supplier Compliance Rate • ESG Trainings for Suppliers • Minimum ESG Criteria Applied
Occupational Health and Safety Management	Protecting employees and contractors through proactive risk management helps reduce workplace injuries and illnesses, while strengthening the overall safety culture.	Unsafe working conditions may result in accidents, operational disruptions, financial losses and regulatory violations.	• Injury Reports • Near-Miss Reports • Fatality Counts • Work Hours Tracked • Safety Training Coverage • Lost time Injury Rates
Local Community Development	Supporting local infrastructure improvement, social investments and meaningful stakeholder engagement helps foster inclusive community development.	Gaps in understanding community expectations may lead to friction, conflicts affecting local quality of life and relationships.	• Beneficiaries of CSR Programs • Engagement Programs with Communities • Projects with Identified Social Risks • Community Grievances Resolved
Human Capital Development	Focusing on workforce wellbeing promotes retention, increases productivity, supports business growth and helps individuals build meaningful careers.	Limited development opportunities reduce employee engagement, increase turnover and weaken long-term organizational performance.	• Training Hours per Employee • Benefits Coverage • Hiring and Turnover Rates • Employee Engagement Score • Internal promotions • Performance Reviews Completed
Diversity, Equity and Inclusivity	Creating an inclusive workplace that encourages equal opportunities and diverse perspectives helps foster innovation, enhance employee well-being, and strengthen organizational performance.	Workplace discrimination or unequal opportunities may reduce morale, increase turnover and create legal and reputational risks.	• Gender and Ability Representation • Workforce Age Diversity • Women In Leadership Roles • Female Hiring and Turnover Metrics • Accessibility Features in Facilities • Number of Discrimination Cases Reported

DOUBLE MATERIALITY AND IMPACT ON BUSINESS

The following three topics, from the list of material topics ascertained, have been identified with the potential to significantly impact our ability to create value for shareholders and stakeholders alike.



DIVERSITY, EQUITY AND INCLUSIVITY

Impact

Revenue

Target

30% women representation in workforce

Target year

2030

Progress

Target established during reporting year.

Exec compensation

Performance on DEI targets is a key deliverable for the Head of HRD and Head of Sustainability, with outcomes linked to annual appraisal and incentive structures.



WASTE MANAGEMENT

Impact

Risk

Target

Zero Waste to landfill

Target year

2030

Progress

Target established during reporting year.

Exec compensation

Performance on relevant environmental targets is a key deliverable for Head of Sustainability and relevant Project Heads, with outcomes linked to annual appraisal requirements.



CLIMATE CHANGE ADAPTATION

Impact

Risk

Target

Net Zero Scope 1 and 2 emissions

Target year

2040

Progress

Target established during reporting year.

Exec compensation

Climate performance is a key deliverable for the Head of Sustainability, with annual performance appraisal linked to targets. Project Heads also have aligned targets for cascading impact.

DOUBLE MATERIALITY IMPACT ON SOCIETY

The two material topics outlined below are closely linked to the interests of society and our wider stakeholder network. We continuously evaluate our progress on these priorities through periodic review of key performance metrics, analysis of their social impact and measurement of defined indicators. Our approach is centred on reducing potential negative effects while driving sustained positive outcomes and shared long-term value for stakeholders.



GREEN BUILDING DESIGN AND BUILDING CERTIFICATIONS

Relevance to stakeholder

Green building initiatives reduce environmental impact through resource efficiency and promote healthier, sustainable environments that enhance community wellbeing and tenant satisfaction.

Type of impact

Positive

Output Metric

All projects certified under green building standards..

Impact Metric

25-30 % water savings and 10-20 % energy savings depending on the level of the certification achieved for each project/building.



CLIMATE CHANGE ADAPTATION

Relevance to stakeholder

Inadequate GHG emissions management can lead to systemic risks affecting social equity, brand reputation and operational continuity.

Type of impact

Negative

Output Metric

Net Zero target for Scope 1 and 2 GHG emissions.

Impact Metric

10% reduction in Scope 1 and 2 GHG emissions compared to FY 2023-24.

CHAPTER 04

RISK MANAGEMENT

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Actual Image - Sky City, Borivali

ENTERPRISE RISK MANAGEMENT

Risk management forms a core element of the company's approach to driving business growth and ensuring operational continuity. A structured set of internal policies and controls has been established to manage risks effectively and maintain preparedness in a dynamic environment. This supports the company's goal of delivering sustained value for all stakeholders over the long-term.

BOARD OF DIRECTORS

The Board oversees the company's risk management framework, implementing a policy for balancing risk and reward through understanding, monitoring, and mitigating various risks.

RISK MANAGEMENT COMMITTEE

Our board level Risk Management Committee (RMC) is mandated with the responsibility of providing oversight to all risk management procedures and processes. The RMC is responsible for assessing and analyzing the implementation of our risk management framework, reviewing risk assessments, monitoring the effectiveness of mitigation plans and providing timely updates to the Board of Directors.

CHIEF RISK OFFICER

Our Chief Risk Officer (CRO) has the overall responsibility of ensuring that our risk management framework achieves its set objectives. Additionally, the CRO evaluates the effectiveness of the actions implemented by our risk champions and monitors alignment with our detailed Risk Management policy. Furthermore, the CRO ensures that all risk management meetings are conducted in a timely manner and robust tracking is undertaken on implementation of our risk management framework.

RISK CHAMPIONS

- FINANCE AND ACCOUNTS
- ENGINEERING AND MEP
- HUMAN RESOURCES
- MARKETING
- PROCUREMENT
- LIAISON
- DESIGN
- SALES
- LEASING
- CONTRACTS
- EXECUTION
- INFORMATION TECHNOLOGY
- CENTRAL PROJECTS OFFICE
- PROPERTY MANAGEMENT SERVICES

On an operational level, we have identified risk champions across the organization who are responsible for risk management in daily operations. These personnel support effective risk management through rigorous tracking of risks associated with their departments. Additionally, they also engage in identification of potential new risks based on macroeconomic trends and industry developments, categorization of the risks and providing insights on effective mitigation strategies. Furthermore, they oversee implementation of mitigation strategies and update the risk register of their department on a quarterly basis.

RISK GOVERNANCE

Operational Risk Ownership (First Line)

Operational risk ownership at ORL is embedded within a structured governance framework driven by designated Risk Champions across functions. These individuals are accountable for tracking domain-specific risks while identifying emerging exposures shaped by economic conditions and industry shifts. Their responsibilities include recommending and executing mitigation measures, alongside maintaining updated departmental risk registers on a quarterly basis. This approach ensures that operational, ESG and climate-related risks are actively managed at the point of execution.

- Risk Champions are responsible for tracking and managing risks within their respective functional domains.
- Emerging risks are identified through continuous assessment of economic trends and industry developments.
- Mitigation measures are implemented at the operational level with clear accountability.
- Department-level risk registers are updated quarterly to reflect evolving risk profiles.
- ESG initiatives are executed by front-line employees across operations and office locations.
- Operational and climate-related risks are directly managed through day-to-day execution of mitigation strategies.
- Business unit heads and risk managers play a key role in identifying, monitoring, and addressing risks.
- Functions involved include project management, leasing, sales, finance, procurement, engineering, IT, HR, marketing, and contracts.

Risk Management and Compliance Oversight (Second Line)

Risk oversight at ORL is led by the board-level Risk Management Committee, which supervises implementation of the risk management framework and monitors mitigation effectiveness across the Company. The Chief Risk Officer holds overall accountability, ensuring that actions taken by Risk Champions remain aligned with the Risk Management Policy and are executed in a timely manner. This governance structure enables consistent evaluation, escalation, and management of risks, including ESG and climate-related exposures.

- The Risk Management Committee oversees the full risk management process and reports to the Board of Directors.
- Implementation of the risk framework and effectiveness of mitigation measures are regularly reviewed.
- Climate-related and ESG risks are assessed and managed within this structured oversight mechanism.
- The Chief Risk Officer ensures compliance with the Risk Management Policy across all levels.
- Actions taken by operational Risk Champions are reviewed and aligned with governance expectations.
- Risk meetings, follow-ups, and mitigation progress are coordinated under the Chief Risk Officer's supervision.
- Ongoing risk management efforts are evaluated and escalated where necessary for timely decision making.

Independent Audit Unit (Third Line)

The Independent Audit Unit at ORL operates as a distinct layer within the governance and enterprise risk management framework, ensuring objective evaluation of risk and compliance practices. Supported by a Big 4 consultancy firm, this function conducts independent internal audits while remaining separate from operational teams and reporting directly to the Board. Its role is critical in validating alignment with the company's risk appetite, strengthening transparency, accountability, and overall governance effectiveness.

- The unit identifies key fraud risks and implements mitigating controls through IFC testing.
- Regular audits are carried out to evaluate and enhance governance, risk management, and compliance frameworks.
- Processes are systematically reviewed to improve operational effectiveness and reduce financial and reputational risks.
- Direct reporting to the Board ensures independence, objectivity, and strong oversight.
- This third line of defence reinforces transparency, accountability, and the robustness of the risk management strategy.

OUR RISK MANAGEMENT APPROACH

A structured risk management process enables the early identification, assessment, and mitigation of risks that may impact business operations, while strengthening accountability across the Company.

Disclosures aligned with Listing Regulations further reinforce transparency in governance practices and reflect the Company's commitment to maintaining a disciplined risk culture.

IDENTIFICATION AND RISK ASSESSMENT

Risks are systematically identified, described, and analysed to determine their root causes across functions. Risk Champions work closely with the Chief Risk Officer to update risk registers and assess risks based on impact severity and likelihood of occurrence. Risks are classified as internal or external, controllable or uncontrollable, and categorized into High, Medium, or Low levels. Based on the assessment outcomes, suitable mitigation approaches such as risk acceptance, reduction, sharing, or avoidance are defined and prioritized through periodic reviews by the Risk Management Committee.

UPDATING, REPORTING AND MONITORING

The Chief Risk Officer maintains and updates the Risk Register as a centralized repository of operational risks, mitigation plans, ownership structures, control mechanisms, and action timelines. Risk Champions conduct quarterly reviews to monitor the implementation status of Board and Risk Management Committee-approved mitigation plans, while regular updates are shared with the Chief Risk Officer. Priority risks, mitigation progress, and action plans are further reported to the Risk Management Committee on a half-yearly basis, with the Board providing annual oversight on overall risk strategy and governance.

REVISIT RISK CATEGORIZATION

Risk Champions undertake half-yearly reviews of the Risk Register to reassess the classification of risks across High, Medium, and Low categories. Any revisions in risk categorization, along with corresponding mitigation actions, are reviewed and approved by the Risk Management Committee to ensure continued relevance and effectiveness of the risk management framework.

RISK EXPOSURE

ORL manages risk exposure through a continuous Enterprise Risk Management process that focuses on identifying, evaluating, and mitigating risks across operations. This includes structured monthly reviews that examine key parameters such as product availability, delivery performance, pricing trends and inventory levels to detect emerging concerns and initiate timely corrective measures. In parallel, annual risk assessments address critical areas such as health, safety and operational continuity to reinforce compliance and long-term viability.

The overall risk framework and exposure levels undergo an annual review, supported by periodic internal audits that assess the effectiveness of the system in practice. This approach is further strengthened through a materiality assessment process that incorporates stakeholder inputs, enabling the Company to account for external perspectives.

By aligning risk responses with material issues, ORL enhances its ability to anticipate challenges and safeguard long-term value creation.

RISK MANAGEMENT PROCESS AUDITS

ORL undertakes regular and periodic risk assessments as part of its enterprise risk management process to ensure effectiveness across functions and projects. Annual internal audits review the adequacy of risk identification, assessment, mitigation, and monitoring practices, while additional reviews are conducted when required to address evolving concerns. This structured approach ensures that risks are consistently evaluated and managed across the Company.

In parallel, the framework is externally assessed each year through the ISO Integrated Management System audit, providing independent validation against global standards and best practices. Audit findings, including observations and recommendations, are reported to the Risk Management Committee, with time-bound corrective and preventive actions implemented thereafter. This process emphasizes early identification of emerging risks and enables proactive management across operational, regulatory, and strategic areas.

RISK CULTURE

A robust risk management framework at ORL is supported by a deliberate effort to build a strong and consistent risk culture across the Company. The company recognizes that effective risk management depends not only on systems and processes but also on awareness, accountability, and informed decision making at every level. To strengthen this foundation, structured initiatives focus on embedding risk considerations into everyday operations, leadership engagement and our practices.

This approach is reinforced through ongoing training programs, targeted education for non-executive directors, and integration of risk criteria into product and service development processes. Financial incentives are also aligned with risk management metrics to encourage responsible behaviour. In addition, an annual Familiarization Program is conducted in line with regulatory requirements, enabling Independent and Non-Executive Directors to deepen their understanding of the business model, industry context, roles, and responsibilities, thereby strengthening governance and oversight.

RISK CRITERIA IN PRODUCT AND BUILDING PORTFOLIO

Risk considerations are systematically integrated into our products and building portfolio to strengthen long-term performance and occupant wellbeing. The approach focuses on identifying and managing risks alongside opportunities that can enhance tenant health across developments. This ensures that health and wellbeing factors are embedded at the design and operational stages, rather than treated as separate interventions.

The company reinforces this commitment through structured assessments, targeted actions, and continuous monitoring supported by defined targets. Periodic evaluations help identify areas of improvement, while tailored strategies address key aspects such as indoor air and water quality, nourishment, and overall occupant comfort. Progress is tracked against measurable goals to ensure consistent outcomes and sustained improvements across projects.

- Periodic assessments identify risks and opportunities related to tenant health and wellbeing.
- Targeted actions enhance indoor air quality, water quality, nourishment, and multiple comfort dimensions.
- Focus areas include visual, thermal, acoustic comfort, mental health, accessibility, and biophilic design.
- Quantitative targets are defined and monitored regularly to ensure measurable progress and outcomes.

KEY RISKS

RATIONALE FOR IDENTIFYING AS RISK/ OPPORTUNITY	MITIGATION MEASURES	RISK REVIEW	DESCRIPTION OF THE SPECIFIC RISK EXPOSURE	DESCRIPTION OF PROCESS OR FRAMEWORK TO DETERMINE THE RISK APPETITE FOR IDENTIFIED RISKS	RISK EXPOSURE
OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT					
Failure to adhere to occupational health and safety standards can result in injuries or fatalities, legal penalties, financial losses, reputational harm, infrastructure damage, and erosion of brand trust.	• Conduct periodic evaluations of operational practices • Offer continuous training on applicable regulations and standards • Carry out routine inspections and audits • Encourage open communication between employees and management	Reviewed annually during operational risk assessments	Medium likelihood, high magnitude - risks are inherent in real estate and construction; mitigated through inspections and health-focused building design	Risk appetite determined through risk categorization (internal/controllable), root cause analysis, and quarterly updates in the central risk register; mitigation plans are classified as Accept, Reduce, Share, or Avoid	Exposure reviewed annually and updated quarterly; risk is embedded in product and portfolio decisions through health and wellbeing standards
CLIMATE CHANGE					
Increasing frequency of extreme weather events poses operational risks. Poor management of environmental impacts can hinder sustainability progress and business resilience.	• ESG monitoring framework • Climate scenario analysis • Targeted ESG compliance enhancements	Reviewed annually in ESG and climate strategy reviews	High likelihood, high magnitude - climate events can disrupt construction timelines and asset value; proactive adaptation strategies reduce long-term impact	Risk appetite shaped via ESG materiality assessments, TCFD-aligned scenario analysis, and stakeholder input integrated into central risk register	Reviewed yearly through the enterprise-wide framework; material climate topics influence building portfolio design and ESG targets
LABOR AND WORKING CONDITIONS					
Unsafe or non-compliant labor practices can lead to legal action, financial penalties, and reputational damage, affecting operational continuity.	• Supplier and operations audits • Regular training • Corrective action plans for non-compliance	Reviewed annually as part of HR and compliance audits	Medium likelihood, medium magnitude - supply chain complexity and labour law compliance risks require ongoing attention	Risk appetite determined by compliance requirements and stakeholder expectations; documented in the risk register and updated by risk champions	Risk reassessed bi-annually and reviewed by RMC; integrated into supplier engagement and audit cycles
BUSINESS ETHICS AND GOVERNANCE					
Unethical practices like bribery or kickbacks can result in legal issues, financial losses, reputational damage, and loss of stakeholder trust.	• Anti-corruption policies • Employee training • Compliance audits	Reviewed annually through compliance and ethics review	Low likelihood, high magnitude - due to strong governance controls but high stakeholder sensitivity	Appetite determined via board-approved ethical standards; monitored through risk register and whistleblower mechanisms	Exposure reviewed annually by the CRO and RMC; incorporated in ongoing governance reviews
DATA PROTECTION AND PRIVACY					
Handling sensitive customer and employee data increases exposure to privacy breaches, reputational harm, legal consequences, and loss of trust	• Data protection policies • Employee training • Security audits and encryption controls	Reviewed annually by IT security and legal teams	Medium likelihood, high magnitude - due to increased digital operations and regulatory scrutiny	Risk appetite established via internal control frameworks, data protection training, and stakeholder privacy expectations	Exposure tracked and reassessed every six months via IT risk audits; mitigation updates shared with RMC.
HUMAN RIGHTS					
Ignoring human rights principles can expose the organization to legal, reputational, and financial risks.	• Human rights in code of conduct • Due diligence processes • Employee awareness and training	Reviewed annually during ESG governance review	Low likelihood, medium magnitude - due to existing due diligence but high materiality from stakeholder lens	Risk appetite evaluated through stakeholder engagement, legal compliance, and grievance mechanisms; documented in the ESG risk register	Reviewed annually; human rights training and due diligence are part of internal ESG training programs

EMERGING RISKS

Our risk management framework incorporates a structured review of emerging risks at regular three-year intervals, ensuring timely identification and response.

This process complements the continuous monitoring of existing and potential risks, while also evaluating emerging threats based on their likelihood of occurrence and the scale of their possible impact on the business.

To support this evaluation, we rely on a comprehensive analysis of internal and external data, along with industry trends, market insights, regulatory developments and expert perspectives. This disciplined and wide-ranging approach enables accurate identification and classification of risks, allowing us to anticipate progression and implement appropriate mitigation strategies before the risks translate into adverse business outcomes.

Economic

1

Identified Risk

Interest Rate Volatility

Description

Rising interest rates increase financing costs and reduce buyer affordability.

Impact Area

Project feasibility, buyer demand, cash flow

Mitigation

Flexible pricing models for buyers.

Environmental

2

Identified Risk

Climate Change and Natural Disasters

Description

Floods, heatwaves, and rising sea levels threaten property viability and safety.

Impact Area

Asset value, insurance costs, regulatory compliance

Mitigation

Site selection with climate resilience; green building certifications; disaster insurance.

Technological

3

Identified Risk

Cybersecurity and Data Breaches

Description

Increasing digitization in property transactions and smart buildings exposes data.

Impact Area

Customer trust, operational continuity

Mitigation

Invest in cybersecurity infrastructure; employee training.

Geopolitical

4

Identified Risk

Regulatory Uncertainty

Description

Policy shifts disrupt development timelines.

Impact Area

Project approvals, investor confidence

Mitigation

Proactive policy engagement; local partnerships.

Societal

5

Identified Risk

Changing Demographics and Preferences

Description

Shift towards sustainable, community-driven, and flexible living arrangements.

Impact Area

Product-market fit, brand relevance

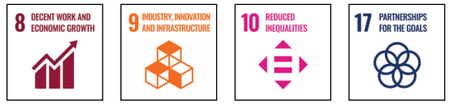
Mitigation

Incorporate ESG features; flexible designs; community-centric planning.

CHAPTER 05

FINANCIAL CAPITAL

CONTRIBUTION TO SDGS



IN THIS SECTION

Financial Growth	68
Shareholding pattern in FY2025-26	70
Economic value generated	72



Actual Image - Three Sixty West, Worli

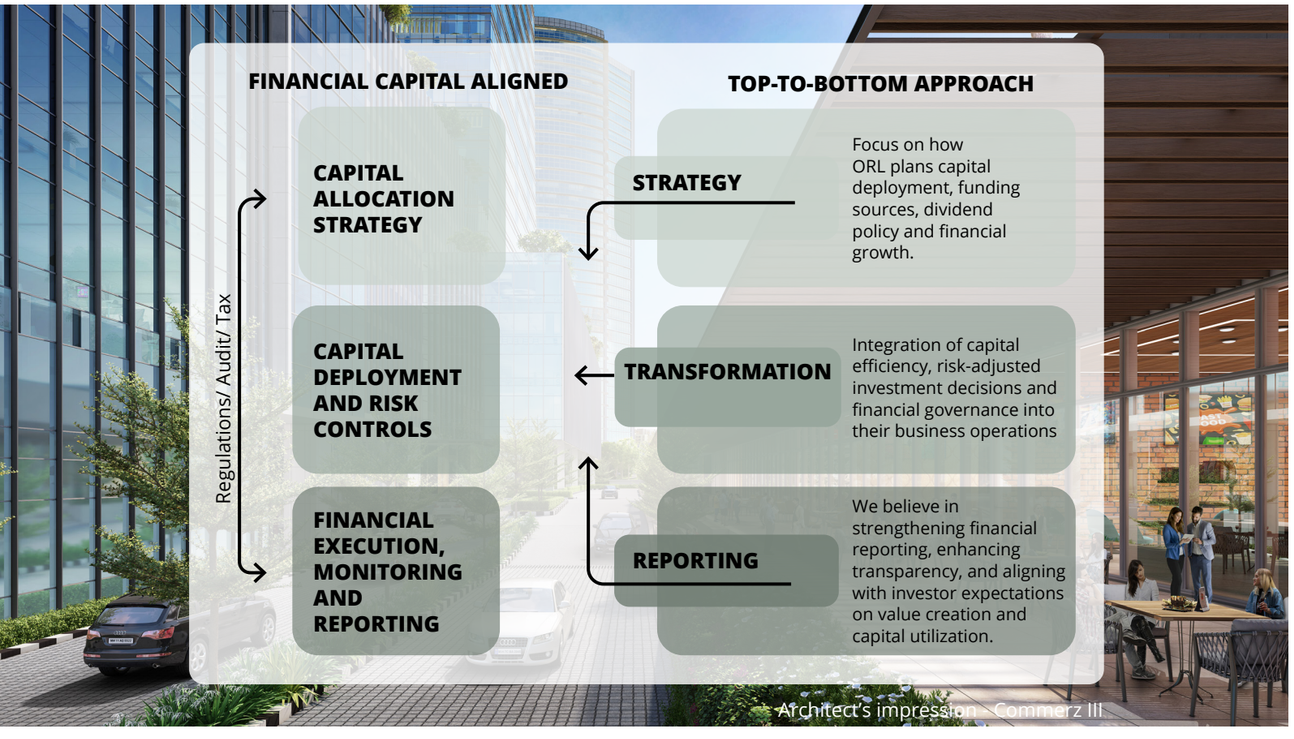
FINANCIAL GROWTH

We, at Oberoi Realty, prioritize careful capital allocation and structured planning, enabling decisions that balance immediate performance with long term impact. Each investment reflects a clear objective, aligning financial strategy with sustained value creation and operational stability, while continuing to deliver reliable returns to shareholders

Strengthening Long-Term Financial Value Creation

Sustainable growth remains central to how the company defines success, extending well beyond short term profitability. Financial resources are directed with intent, supporting progress, environmental responsibility and social wellbeing while reinforcing resilience across operations. This approach also strengthens stakeholder confidence, ensuring that trust develops alongside business performance.

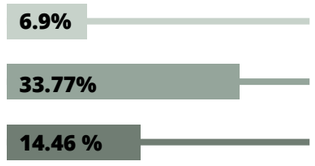
Market conditions have further supported this direction, with rising real estate prices across regions and segments contributing to steady performance. During FY 2025-26, the company recorded improved financial outcomes, strengthening both revenue generation and profitability. These results establish a consistent performance baseline, reinforcing confidence in the company's ability to sustain momentum over time.



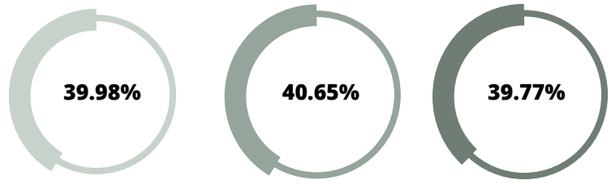
Architect's impression - Commerz III

KEY FINANCIAL RATIOS

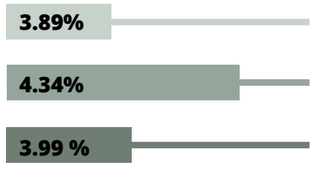
DEBTORS TURNOVER
Net Sales / Average Debtors



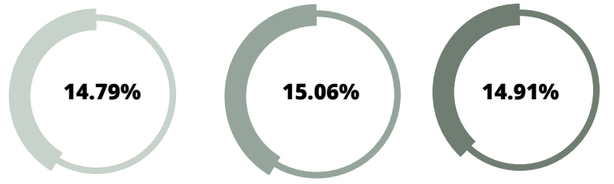
NET PROFIT MARGIN (%)
Profit After Tax / Total Revenue



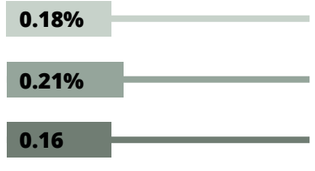
CURRENT RATIO
Current Assets / Current Liabilities



RETURN ON NET WORTH
Net Income (PAT) / Average Shareholders' Equity



DEBT EQUITY RATIO
Total Debt / Total Shareholders' Equity



RETURN ON CAPITAL EMPLOYED
Based on average net worth and average capital employed



DIVIDEND DECLARATION
INR Dividend per Equity Share



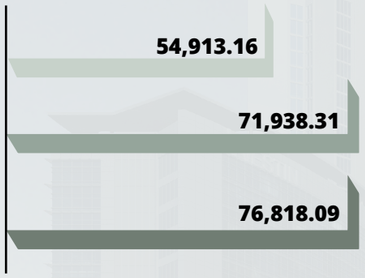
DIVIDEND PAYOUT



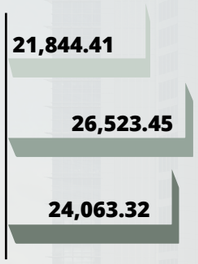
SHAREHOLDING PATTERN IN FY 2025-26

FINANCIAL CONTRIBUTIONS AND INVESTMENTS

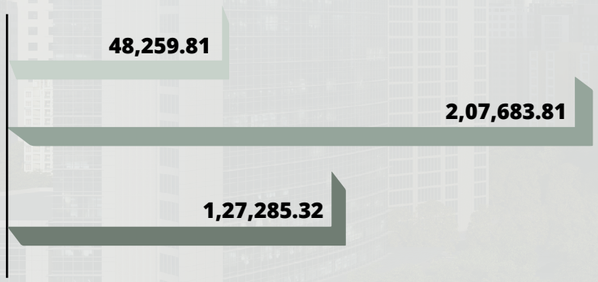
PAYMENT TO THE GOVERNMENTS AS TAX (LAKHS INR)



PAYMENT TO PROVIDERS OF CAPITAL (LAKHS INR)



TOTAL INVESTMENT IN MUTUAL FUNDS (LAKHS INR)



FY 23-24 FY 24-25 FY 25-26

1.24%
INSURANCE COMPANIES

2.29%
TOTAL (NON INSTITUTIONS)

12.71%
MUTUAL FUNDS

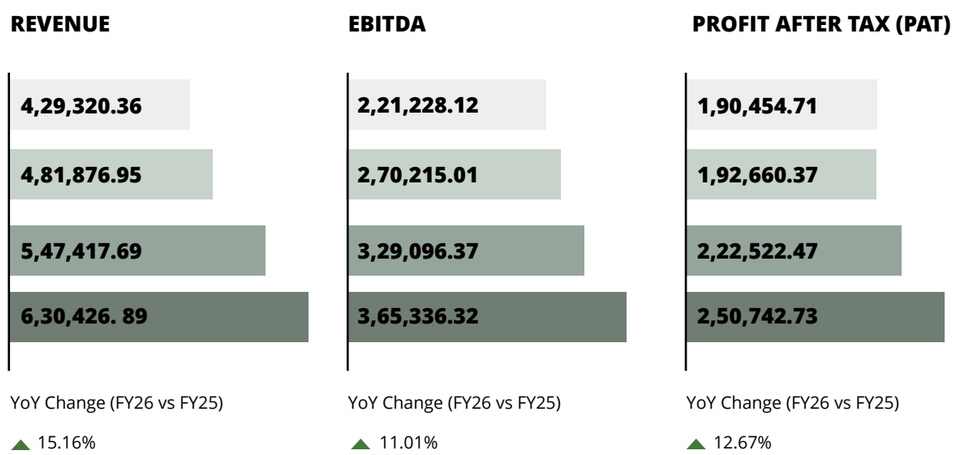
15.42%
FOREIGN PORTFOLIO INVESTOR/
FOREIGN INSTITUTIONAL INVESTORS

16.05%
OTHER INSTITUTIONS

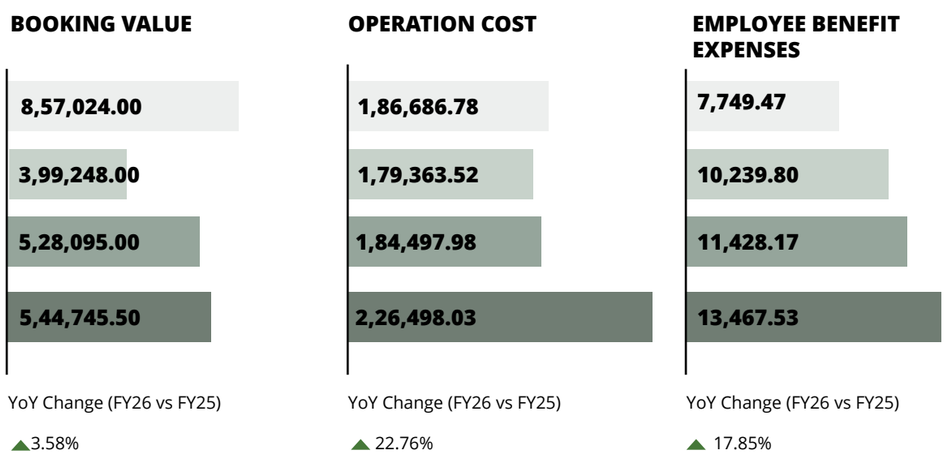
67.70%
PROMOTER AND PROMOTER GROUP

ECONOMIC VALUE GENERATED[30]

Revenue and Profitability Highlights

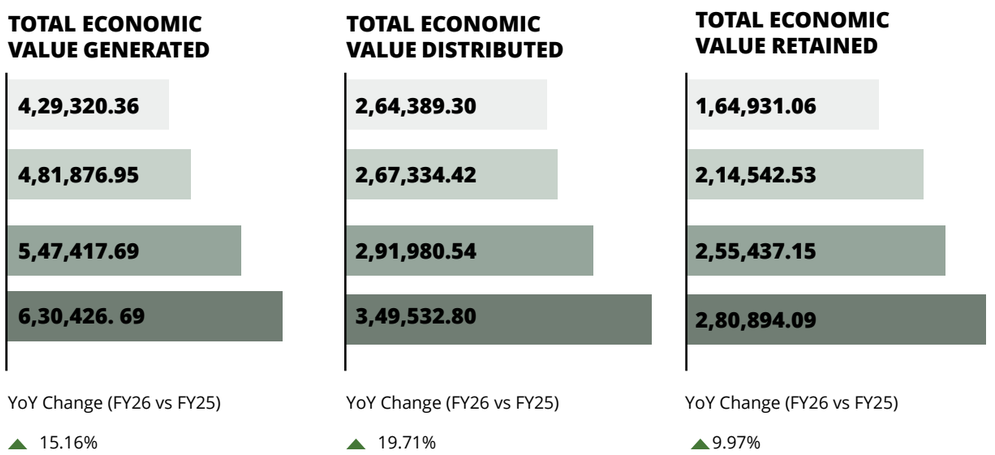


Cost and Expense Overview

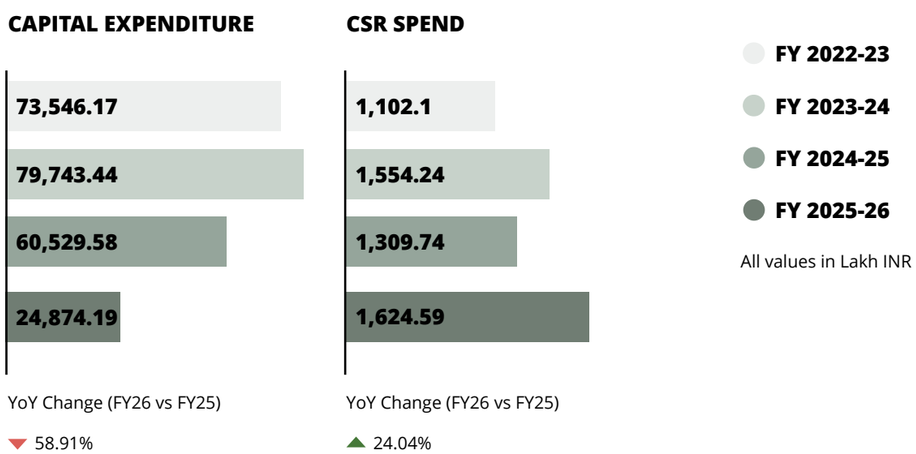


[30]GRI 201-1 and GRI 413-1

Economic Value Generation and Distribution



Corporate Social Responsibility



CHAPTER 06

INTELLECTUAL CAPITAL

CONTRIBUTION TO SDGS



IN THIS SECTION

Future Readiness	76
Demonstrating Leadership in Integrated Management Systems	78
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Impact of technology integration	96



Actual Image - Enigma, Mulund

FUTURE READINESS

We remain committed on strengthening our capabilities to develop future-ready spaces that support evolving lifestyles, foster stronger communities, and meet changing customer expectations.

Our people, capabilities, and knowledge systems continue to support the steady expansion of our product and service portfolio. A strong focus on quality, disciplined execution, and customer experience has helped build a trusted brand presence and reinforce our position in the market.

Investments in talent, processes, technology, and design capabilities are aimed at creating long-term value for stakeholders while strengthening our ability to respond to evolving market expectations. We remain focused on building internal expertise, understanding customer needs more closely, and continually raising standards across design, development, and delivery.

Low Carbon Products: A Priority for the Future

Growing focus on decarbonization within the real estate sector is reshaping the way buildings are planned, developed, and operated. Our approach to reducing emissions spans the full lifecycle of our developments, with continued emphasis on:

- **Construction, operations, and maintenance through smarter and resource-conscious design**
- **Responsible selection and use of construction materials**
- **Technology-led interventions that support improved environmental performance and energy management**

CASE STUDIES



Process/ Technology

High-Performance Double Glazing and Window Systems

Impact

High-performance double glazing and advanced window systems help reduce heat gain within buildings, lowering dependence on air-conditioning systems and supporting reduced energy consumption for cooling. These features also contribute to improved indoor comfort and thermal performance across developments.

Encouraging Responsible Energy Use

At Oberoi Realty, project designs are planned to create more naturally comfortable indoor environments, encouraging residents and occupants to reduce reliance on mechanical cooling and adopt more mindful energy-use practices.



Process/ Technology

Rooftop solar photovoltaic panels

Impact

Rooftop solar photovoltaic installations support nearly 3-5% of the common area electricity requirement across some projects, helping reduce dependence on grid-based power and supporting the use of cleaner energy sources.

Encouraging Responsible Energy Use

By incorporating visible renewable energy systems within developments, we continue to promote greater awareness around clean energy adoption and encourage more responsible energy practices within communities.



Process/ Technology

Water-cooled chillers and Variable Refrigerant Flow (VRF) systems

Impact

The adoption of water-cooled chillers and VRF systems supports improved energy performance by enabling modular and demand-based operation. These systems help optimize power consumption based on real-time occupancy and cooling requirements, while reduced electrical connections also help lower material usage and minimize the risk of electrical faults.

Encouraging Responsible Energy Use

The systems support more conscious energy consumption by allowing occupants to regulate cooling based on actual usage needs. This adaptive approach promotes smarter day-to-day energy practices.



Process/ Technology

Use of Ground Granulated Blast Furnace Slag (GGBS) in concrete mixes

Impact

The use of Ground Granulated Blast Furnace Slag (GGBS) in concrete mixes helps improve durability while lowering the environmental impact. The practice has supported an estimated reduction of nearly 40-50% in carbon emissions linked to concrete usage. During FY 2025–26, approximately 39,753 m³ of GGBS was used across operations.

Encouraging Responsible Energy Use

The adoption of alternative and recycled materials continues to strengthen responsible procurement and construction practices across internal design, engineering, and sourcing teams, supporting greater focus on circularity and lower-carbon development practices.



Process/ Technology

In-house Glass Bottling Unit at The Westin Mumbai Garden City

Impact

The in-house glass bottling unit has enabled the reuse of nearly 3,60,000 glass bottles, contributing to a reduction of approximately 4,608 kg of plastic waste generation, equivalent to 7,20,000 plastic bottles (250 ml each) annually. The initiative supports responsible material consumption and helps reduce dependence on single-use plastic packaging.

Encouraging Responsible Energy Use

Through increased material reuse and circular practices, we are encouraging more responsible consumption habits and promoting sustainable choices across hospitality operations.



Process/ Technology

Smart Energy Management Technologies at The Westin Mumbai Garden City

Impact

Advanced technologies including key card-based energy controls, fan control units, motion sensors, daylight sensors, LED retrofitting, and lighting control systems have been deployed across rooms at The Westin Mumbai Garden City. These measures contribute to an average daily energy saving of nearly 432 kWh and annual savings of approximately 1,57,736 kWh.

Encouraging Responsible Energy Use

The use of automated and user-friendly energy systems helps encourage more mindful energy consumption among guests by making energy-efficient choices part of the everyday stay experience without affecting comfort or convenience.

DEMONSTRATING LEADERSHIP IN INTEGRATED MANAGEMENT SYSTEMS

During FY 2025–26, we implemented an Integrated Management System (IMS) across all operational sites and achieved ISO IMS Certification

CORE DEPARTMENTS & FUNCTIONS	SITES & OPERATIONS COVERED	CORE TEAM MEMBERS	QUARTERLY INTERNAL AUDITS	BI-ANNUAL MANAGEMENT REVIEW MEETINGS
18	100%	25		



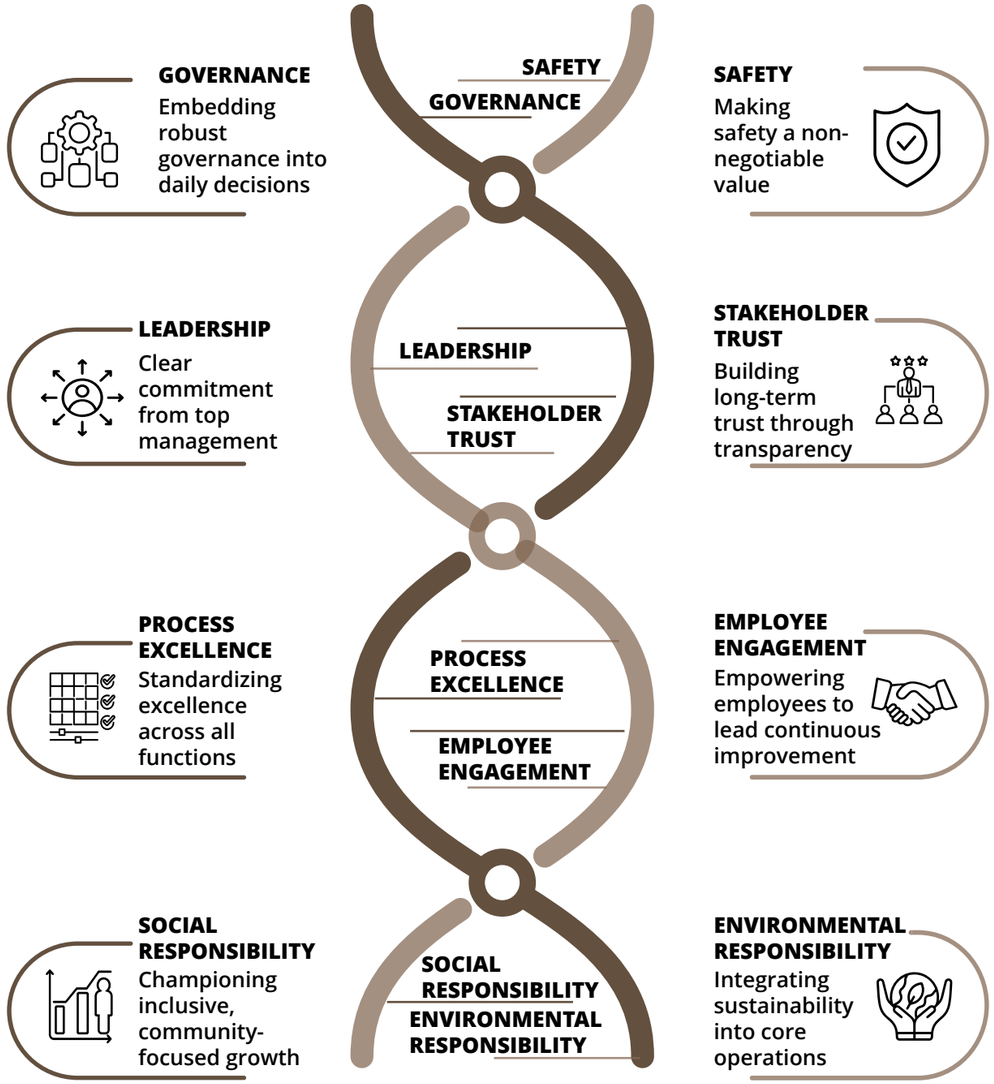
Received ISO Certification

The certification covered ISO 9001 (Quality Management), ISO 14001 (Environmental Management), and ISO 45001 (Occupational Health and Safety Management Systems). The certification supports a more structured and consistent approach towards quality, environmental management, occupational health and safety practices across the organization.

The initiative was undertaken to strengthen internal processes, improve operational performance, and align business practices with internationally accepted standards. It also supports greater accountability, process consistency, risk management, and continual improvement across project execution and operational activities.

The integrated framework brings together key management systems under a unified approach, helping standardize processes across sites while improving coordination, monitoring, and compliance management. The certification also reinforces the Company's focus on workplace safety, responsible environmental practices, quality-driven execution, and transparent governance mechanisms.

We continue to strengthen process discipline, encourage a culture of responsibility and safety, and build long-term stakeholder confidence through structured management practices and continuous performance improvement.



STRENGTHENING MANAGEMENT PRACTICES THROUGH INTERNATIONAL STANDARDS

We continued to strengthen our management systems by aligning our internal practices with internationally recognized standards covering energy management, privacy information management, business continuity and sustainable procurement. These frameworks support a structured approach to managing key business areas and strengthening governance practices.

The adoption of these standards helps establish clear processes, accountability mechanisms and performance monitoring practices across functions. They also support responsible decision-making, risk management and continual improvement while addressing the expectations of customers, employees, business partners and other stakeholders.

The Company remains internally aligned with the requirements of ISO 50001 – Energy Management System, ISO 27701 – Privacy Information Management System and ISO 22301 – Business Continuity Management System, incorporating the principles of these standards into its operations and management practices. In the area of sustainable procurement, we have aligned our procurement strategy in alignment with ISO 20400 - Sustainable Procurement Management System.


TÜVNORD
Certificate
ISO 9001
OBEROI REALTY LIMITED
Commerz, 3rd Floor, International Business Park,
Oberoi Garden City, Off Western Express Highway,
Goregaon (East), Mumbai- 400 063,
Maharashtra,
India
with the locations according to the annex
Design & Development, Construction, Sale, Leasing and Maintenance of Real Estate Properties.
TÜVNORDGROUP

ISO 9001


TÜVNORD
Certificate
ISO 14001
OBEROI REALTY LIMITED
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TÜVNORD
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Maharashtra,
India
with the locations according to the annex
Design & Development, Construction, Sale, Leasing and Maintenance of Real Estate Properties.
TÜVNORDGROUP

ISO 45001

ISO STANDARDS

ISO 50001 – ENERGY MANAGEMENT SYSTEM

PURPOSE AND RELEVANCE

ISO 50001 provides a framework for managing energy use in a systematic manner. By aligning with the principles of this standard, we strengthen our approach towards monitoring energy consumption, identifying opportunities for energy savings and improving energy performance across its operations. The framework supports responsible resource use, cost management and environmental performance.

ISO STANDARDS

ISO 27701 – PRIVACY INFORMATION MANAGEMENT SYSTEM

PURPOSE AND RELEVANCE

ISO 27701 extends information security practices to cover privacy and personal data management. Alignment with this standard helps us establish processes for managing personal information in a responsible manner, strengthen privacy governance and support compliance with applicable data protection requirements. It also helps build trust among customers, employees and business partners.

ISO STANDARDS

ISO 22301 – BUSINESS CONTINUITY MANAGEMENT SYSTEM

PURPOSE AND RELEVANCE

ISO 22301 provides a framework for preparing for, responding to and recovering from disruptions. Alignment with this standard helps us strengthen business continuity planning, improve preparedness for unforeseen events and support continuity of critical operations. The framework promotes resilience and helps reduce the impact of operational disruptions.

ISO STANDARDS

ISO 20400 – SUSTAINABLE PROCUREMENT GUIDANCE

PURPOSE AND RELEVANCE

ISO 20400 provides guidance on integrating sustainability considerations into procurement practices. We are working towards external validation of our alignment with this standard. The framework supports responsible sourcing, consideration of environmental and social factors in procurement decisions, and stronger engagement with suppliers to promote sustainable business practices across the value chain.

QUALITY MANAGEMENT

Our approach to quality extends beyond meeting standards and compliance requirements. It is reflected in the way we create spaces and experiences that deliver long-term value for customers, communities, and stakeholders

Quality remains central to the way we design, develop, and deliver our projects. Over the years, the Company has established a strong presence in India's real estate sector through thoughtful design, disciplined execution, financial prudence, and timely project delivery.

Our developments are planned with a focus on enhancing everyday experiences while building long-term trust with customers, partners, investors, and communities. This approach is supported by clearly defined quality standards, structured review mechanisms, and adherence to globally recognized construction practices and material specifications.

Quality Governance and Management Framework

The Company's Quality Management System (QMS) extends across project sites, internal functions, contractors, suppliers, and business partners. The framework establishes standardized processes, defined roles and responsibilities, monitoring systems, and quality verification mechanisms across different stages of project development.

Quality Targets

We are recognized among India's leading real estate developers, supported by a strong track record of quality construction, disciplined financial management, and consistent project execution.

Our approach to quality is guided by clearly defined and measurable objectives that support consistency across every stage of project development while strengthening stakeholder confidence and long-term value creation.

- Maintain high project quality standards through regular monitoring, review mechanisms, and accountability across sites
- Follow comprehensive material inspection and approval processes to maintain construction quality and structural reliability
- Address non-conformities through timely root cause analysis and corrective actions within defined timelines
- Prevent recurrence of critical non-conformities through continuous tracking and effective closure mechanisms
- Conduct regular quality trainings, toolbox talks, and induction programmes aligned with monthly training plans and site requirements
- Organize pre-construction kick-off meetings and ensure approval of Project Quality Plans (PQP), Inspection Test Plans (ITP), and Method Statements before project commencement
- Periodically review and strengthen project-level risk assessment and mitigation plans to support proactive quality management

QMS IS STRUCTURED TO

- Build technical proficiency across teams through structured trainings and awareness campaigns
- Embed effective work procedures through Method Statements and Inspection Test Plans
- Clarify roles and responsibilities for executing quality procedures
- Enable on-site engagement of employees in quality-related activities
- Conduct internal audits and quality ratings to assess, monitor, and benchmark project performance
- Establish review loops to capture feedback and strengthen quality practices over time

QMS ENABLES US TO

- Strengthen employee knowledge and awareness through focused training sessions and site-based campaigns
- Establish and adhere to comprehensive Work Method Statements and Inspection Test Plans for critical activities
- Define clear roles and responsibilities to ensure effective execution of our quality policy and procedures
- Encourage active participation of employees in on-ground quality processes across all sites
- Ensure compliance with national and international quality standards, including IS, BIS, ASTM, and BS codes
- Implement structured quality audits and rating systems to monitor, assess, and benchmark performance across projects
- Create feedback loops and review mechanisms to reinforce a culture of continuous improvement

Quality Policy

Every member of our organization shares responsibility for upholding the rigorous quality standards that define our brand. Our quality policy serves as the foundation for delivering exceptional buildings and experiences that meet the highest expectations.

1. Provide assured quality through environmentally conscious and sustainable quality management practices.
2. Benchmark ourselves against best global trends and practices to deliver superior value to our customers based on most contemporary of design.
3. Foster 'first time right' culture among all our people and associates. Develop appropriate competencies via education and training.
4. Inculcate a drive to constantly improve existing standards to achieve excellence via innovation, recalibration, and digitization.
5. Position the customer at the center of all that we do, and enhance their quality of life with best in-class products and services.
6. Comply with all applicable codes, standards, laws, and regulations of the land.

Actual Image - Sky City Mall, Borivali

STRENGTHENING GOVERNANCE

THROUGH INTEGRATED PROJECT PLANNING AND MONITORING

Our governance approach supports efficient execution while keeping environmental and social considerations embedded across project activities



Actual Image - Jardin, Oberoi Garden City Thane

1. COMPREHENSIVE SCHEDULE INTEGRATION

Our Project schedules are developed with a detailed and integrated approach covering design, procurement, construction activities, approvals, contracts, vendor onboarding, and regulatory coordination. This enables better visibility of project dependencies and improves planning accuracy

To strengthen coordination and oversight, multiple schedule-linked reporting tools are used across projects, including:

- Gantt Chart summaries for milestone tracking
- Vector Charts for floor-wise progress monitoring
- Design, procurement, contracts, and liaison trackers
- Annual Operating Plans (AOPs) aligned with business objectives

These tools support structured reviews, improve cross-functional coordination, and enable informed decision-making at different management levels.

2. WORKFORCE AND RESOURCE PLANNING

Resource planning forms an integral part of the execution framework. Following approval of baseline schedules, project activities are mapped against manpower and material requirements to support realistic execution planning and resource allocation.

This process helps strengthen workforce deployment planning, material forecasting, labour management, and site coordination while supporting responsible sourcing and operational efficiency across projects.

Where significant project changes or milestone deviations arise, baseline schedules are formally reviewed and revised through a cross-functional evaluation and approval process to maintain transparency and accountability.

3. REAL-TIME MONITORING AND PROGRESS TRACKING

Construction progress is monitored through regular schedule updates and digital planning systems, including Primavera P6. Site-level developments, sequencing changes, and execution progress are continuously reviewed to maintain alignment with approved schedules and evolving site requirements.

Critical path activities are regularly assessed to identify delays, prioritize corrective measures, and support timely execution. All revisions and updates are documented to maintain traceability and strengthen governance oversight.

4. STRUCTURED REPORTING FRAMEWORK

A multi-level reporting structure supports transparent communication and project monitoring across operational and leadership teams. Reporting mechanisms include:

- Daily progress reports covering workforce deployment, site activities, and equipment utilization
- Weekly progress reviews tracking milestones, trade-wise execution, and floor-wise status
- Executive summaries prepared for senior management review
- Power BI dashboards for real-time project performance monitoring
- Dedicated trackers for design, procurement, contracts, and approvals with look-ahead reviews and closure timelines

These reporting systems help improve visibility across projects, strengthen review mechanisms, and support faster decision-making.

5. MONTHLY AND REGULATORY REPORTING

A structured reporting cadence is followed across projects to strengthen governance and regulatory compliance. Monthly progress reports are submitted and reviewed against defined timelines, while delay event registers are maintained to monitor project deviations, root causes, mitigation actions, and closure status.

Quarterly disclosures under the Real Estate (Regulation and Development) Act (RERA) are also submitted for applicable projects, supporting transparency and compliance with statutory requirements.

6. INSTITUTIONALIZING REVIEW MECHANISMS

Regular management review meetings are conducted to assess project performance, monitor schedule adherence, review operational risks, and evaluate corrective actions. Power BI dashboards and project trackers support data-backed discussions and strategic reviews.

In parallel, periodic site coordination meetings are held to align execution priorities, strengthen collaboration across teams, and support timely resolution of operational challenges. Key discussions and decisions are formally documented to maintain accountability and continuity across projects.

TRANSFORMATIVE AND DIGITAL INNOVATION

Digital technologies are being increasingly embedded across core business functions to strengthen execution, improve operational visibility and support informed decision-making.

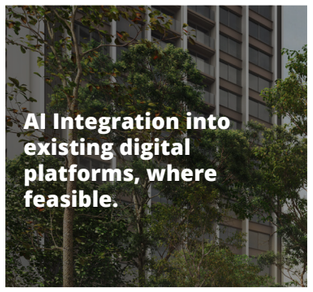
The Company continues to expand the use of Artificial Intelligence (AI), Machine Learning (ML), Internet of Things (IoT), automation platforms, and digital collaboration tools across project planning, construction management, customer engagement, and business operations.

This growing digital ecosystem supports smarter workflows, stronger coordination, improved safety oversight, and more responsive stakeholder engagement across the real estate value chain.

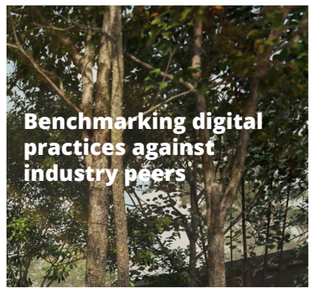
DIGITAL ADOPTION HAS ALLOWED US TO:

- REAL-TIME VISIBILITY INTO PROJECT PROGRESS AND SITE ACTIVITIES
- FASTER CONTRACT REVIEW AND APPROVAL PROCESSES
- IMPROVED SAFETY AND MONITORING PRACTICES THROUGH PREDICTIVE SYSTEMS
- BETTER COORDINATION ACROSS TEAMS AND FUNCTIONS
- DATA-DRIVEN DECISION-MAKING THROUGH CENTRALIZED DASHBOARDS
- STRONGER CUSTOMER ENGAGEMENT AND SERVICE RESPONSIVENESS

KEY FOCUS AREAS:

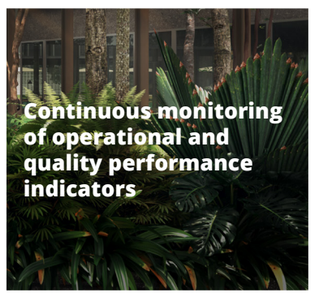












Driving Business Excellence Through Digital Programs

Digital programs across the Company are focused on improving efficiency, strengthening business resilience, enhancing stakeholder experience, and enabling more connected operations.

Pillar		Measures Introduced	Technologies Used
Customer-Centric Engagement	Customer engagement systems have been strengthened through integration of CRM platforms with core ERP systems, enabling better tracking of interactions, faster query resolution, and improved service management.	• Integrated CRM platform with ERP systems • Interactive and digitally enhanced customer website • Chatbot-enabled customer support features	• Salesforce ecosystem • Chatbot-enabled digital platforms
Intelligent Project Design	Digital Twin capabilities and BIM-based virtual modelling are being used to support project visualization, coordination, and early-stage issue resolution during the design phase.	• Development of Digital Twin models • Virtual coordination for pre-construction planning and clash detection	• 5D BIM Modelling • Autodesk BIM Platform
Smart Project Execution	Digital tools are supporting better project execution through integrated planning systems, digital progress tracking, and paperless site management practices.	• BIM-linked project planning • Digital monitoring of BOQ and project progress • Paperless inspection and site checklists	• 5D BIM Modelling • Autodesk BIM Platform
Connected Operations	Business intelligence platforms are helping improve cross-functional visibility and operational monitoring through centralized dashboards and live performance reporting systems.	• Unified digital workspace with shared data access • Self-service operational dashboards	• Microsoft Power BI
Employee Enablement	Digital HR systems are supporting employee lifecycle management through streamlined recruitment, onboarding, learning, and performance tracking processes.	• Digitized HR and employee management systems • Online learning and performance tracking modules	• SAP SuccessFactors
Streamlined Business Processes	Automation and paperless workflows are being adopted across functions to reduce manual effort, improve coordination, and support flexible working environments.	• Digital office workflows • Automation of repetitive operational tasks • Collaboration tools for hybrid working models	• UiPath • Power BI • Laserfiche

INNOVATING TO MEET EVOLVING CONSUMER EXPECTATIONS

Technology, customer experience and sustainability are brought together to create developments that are thoughtfully designed, future-ready, and aligned with evolving lifestyle needs. The Company continues to adopt modern digital solutions to strengthen operational performance, improve project quality, and support more efficient processes across the value chain.

This approach also supports responsible development practices by encouraging better resource management, informed planning, and environmentally conscious decision-making. Through a balanced focus on innovation, functionality, and sustainability, we continue to create spaces that enhance customer experience while supporting long-term responsible growth.

FOCUS AREA	KEY INITIATIVES IMPLEMENTED	TECHNOLOGY SOLUTIONS DEPLOYED	IMPACT ON CUSTOMER EXPERIENCE	ALIGNMENT WITH SUSTAINABILITY
CUSTOMER ENGAGEMENT	CRM platform integrated with core ERP systems and interactive website redesign	Salesforce ecosystem; Website with chatbot	Personalized interactions and faster customer support improve engagement and responsiveness	• Our digital tools significantly reduce paper consumption and overall environmental footprint. • Early detection of issues through digital modeling helps us minimize material waste on projects. • ORL's implementation of paperless monitoring and reporting drives a substantial reduction in environmental impact. • By enabling remote collaboration, we lower travel requirements, thereby cutting associated emissions and resource use.
INTELLIGENT PROJECT DESIGN	Digital Twin creation for informed planning and virtual pre-construction issue resolution	Autodesk 5D BIM Platform	Better planning and coordination help reduce delays and improve project delivery	
SMART PROJECT EXECUTION	BIM-linked planning, digital progress tracking, and paperless site inspections	Autodesk 5D BIM modelling	Real-time project visibility improves transparency and coordination	
CONNECTED OPERATIONS	Unified digital workspace and self-service business dashboards	Power BI Microsoft Power BI; Business Intelligence	Faster access to operational data supports timely decision-making	
EMPLOYEE ENABLEMENT	Digital HR systems covering recruitment, onboarding, learning, and performance tracking	SAP Success Factors	Streamlined employee experience supports stronger service delivery	
STREAMLINED BUSINESS PROCESSES	Paperless workflows, automation of repetitive tasks, and hybrid collaboration systems	UiPath; Laseiche; Power BI; MS Teams & Office365	Automation allows teams to focus on higher-value activities	
MARKETING AUTOMATION	Lead nurturing through customer journey analytics and personalized digital engagement	Salesforce Dialer integration; Zapier	Personalized communication improves customer engagement and responsiveness	
BOOKING MANAGEMENT	Document management systems, SAP ERP integration, and booking analytics	Salesforce; SAP ERP	Transparent booking processes strengthen customer trust and communication	
POST-SALES & LEASING	Customer query management, service call recording, leasing support, and online booking portal	Salesforce Service Module	Faster issue resolution and smoother customer support improve satisfaction levels	

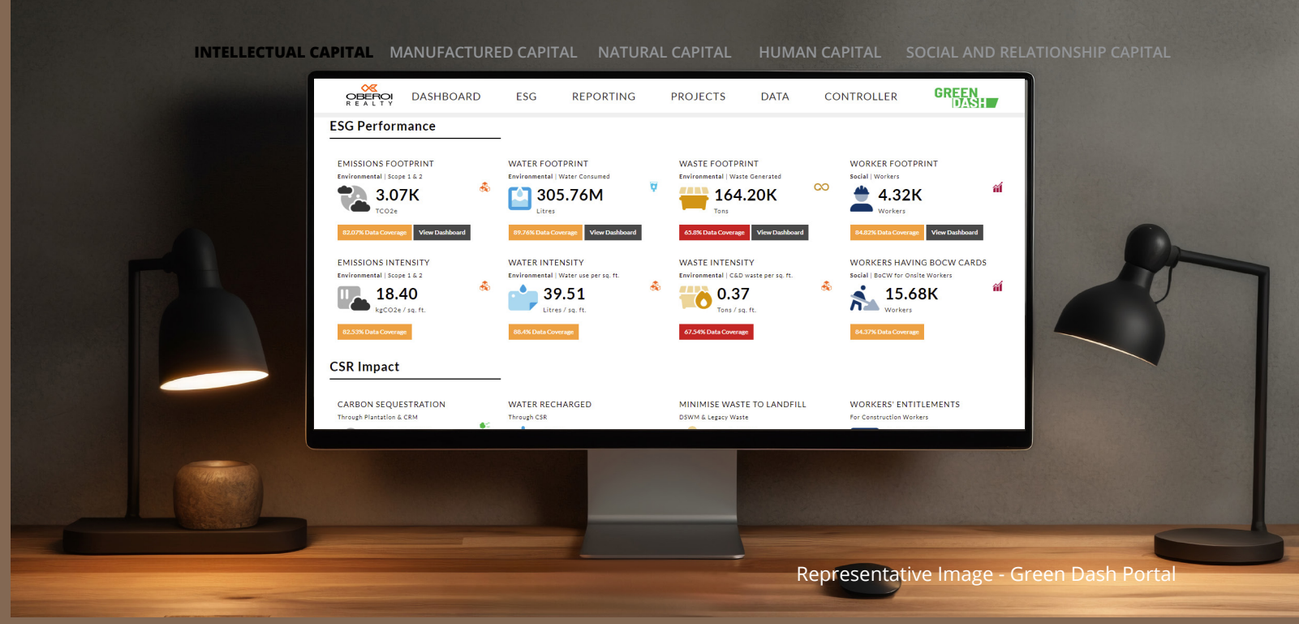
DIGITAL PLATFORMS

Digital platforms continue to play an important role in strengthening operational performance, improving collaboration, enhancing stakeholder experience, and supporting data-driven decision-making across functions.

The Company remains focused on adopting technologies that improve productivity, simplify workflows, and create long-term value for employees, customers, and business partners.

Cloud Based Platforms

Customer care systems and telephony processes have been transitioned from on-premises infrastructure to cloud-based platforms, supporting greater flexibility, accessibility, and operational continuity.



Representative Image - Green Dash Portal

SAP

SAP S/4HANA platform manages the core financial system and it integrates with third-party applications such as Salesforce, Laserfiche, Zoho etc. It supports key business processes including financial reporting, procurement and contract management, budgeting and compliances, serving as the central platform for finance and business operations.

OFFICE 365 PLATFORM

Digital collaboration across teams is supported through the Office 365 ecosystem.

- MS Teams is extensively used for internal coordination
- Employee training and awareness sessions were conducted to support work-from-anywhere readiness
- Teams supports secure collaboration between employees and external business partners
- OneDrive is used for secure document sharing and collaborative working

PRIMAVERA

Primavera continues to support project planning, scheduling, and construction monitoring across developments.

- Integrated with 5D BIM models for construction scheduling
- Supports construction sequencing and progress tracking
- Enables regular progress updates through BIM-linked systems
- Improves planning accuracy and project visibility
- Helps identify bottlenecks and supports timely corrective action

TEAMLEASE COMPLIANCE TOOL

The platform supports centralized monitoring and management of compliance-related activities.

- Tracks compliance obligations across operations
- Supports litigation monitoring and management
- Includes licensing and compliance management modules

POWER BI

Power BI dashboards are being used across functions to improve monitoring and operational visibility.

- Tracks operational and sales performance
- Supports monitoring of marketing activities
- Provides visibility into construction progress, procurement, contracts, and architecture functions

DESIGN SOFTWARE PLATFORMS

Digital design capabilities continue to be strengthened through advanced modelling and rendering tools.

- Use of SketchUp, Revit, and Autodesk Construction Cloud (ACC)
- Supports digitized design workflows and project coordination
- Enhances visualization and design management processes

LASERFICHE

Laserfiche supports workflow digitization and process automation across several business functions.

- Streamlines internal operational workflows
- Supports management of software change requests
- Handles investment approval processes
- Supports purchase order approvals and invoice processing for projects and non-project activities

SALES FORCE (SFDC)

Salesforce platforms continue to support customer relationship management, sales operations, and customer communication processes.

- Lead and opportunity management
- Quotation and booking processes
- SAP-SFDC integration
- Case management and customer support
- Standardized communication templates and document generation
- Expression of Interest (EOI) and launch booking management

GREENDASH

GreenDash supports ESG data management and environmental performance monitoring across operations.

- Centralized ESG management platform
- ESG data monitoring and analytics dashboards
- GHG emissions accounting and tracking
- Evidence repository for ESG disclosures and reporting

NIMBLE

Nimble supports contract management and procurement-related workflows across projects and operations.

- PO-based invoice processing
- Management of project and non-project purchase orders and work orders
- Supply portal for streamlined coordination with vendors and suppliers

INFORMATION SECURITY AND DATA PRIVACY[31]

Handling sensitive information is an inherent responsibility in our line of work, particularly given the nature of the data entrusted to us by customers and employees alike. Personal and confidential details form a critical part of our operations, and we remain deeply conscious of the ethical obligation this creates.

Protecting such information is treated as a fundamental duty that demands strong safeguards and constant vigilance to prevent any compromise of confidentiality. A structured governance framework has been established to oversee all information security activities.

At the highest level, the Risk Management Committee carries board-level accountability, with clearly defined oversight of information security matters. This committee is composed of the Chairman and Managing Director, the Director Finance and an Independent Director, bringing together leadership perspectives that strengthen control and accountability. This governance structure is further reinforced through clearly defined responsibilities at executive levels.

Ms. Trina Trikha, Director and member of the Risk Management Committee, holds direct responsibility for Information Security and Data Privacy at the board level, ensuring focused attention on these critical areas. At the executive level, the Chief Information Officer leads information and cyber security efforts with a dedicated mandate to oversee all related matters across the business. Together, these layers of accountability establish a comprehensive system designed to maintain the highest standards of data protection and safeguard confidentiality at every stage.

A comprehensive information security management program brings together continuous risk monitoring, well-defined preventive controls, structured response protocols and clear accountability for employees across all levels. Each component is designed to function cohesively, ensuring that risks are identified early and managed effectively through disciplined execution.

To strengthen these efforts, a range of specialized tools has been implemented to safeguard critical systems and data. These include solutions focused on data protection, endpoint security and robust defences across email systems and network perimeters. The deployment of such tools creates multiple layers of protection, reducing exposure to potential vulnerabilities while maintaining operational stability. In addition to these preventive measures, the company places strong emphasis on preparedness through carefully designed business continuity and cyber incident response plans. These plans are rigorously tested at least once every year to ensure their effectiveness under real-world conditions.

Information Security Management System

The Company's IT governance mechanism is built on a structured and multi-layered approach that ensures the security and continuous improvement of its digital infrastructure. We have a comprehensive cyber security road map in place for the next two years. Our framework is supported by robust systems, monitoring processes and employee awareness initiatives, ensuring that information security remains an embedded responsibility across the Company.

Our approach is reinforced through the following measures:

- Information security-related business continuity plans
- Regular third-party vulnerability assessments to identify system weaknesses early
- Internal audits of IT infrastructure and information security management systems
- Independent external audits of IT infrastructure and information security management systems
- Escalation processes for employees to report incidents, vulnerabilities or suspicious activities
- Information security awareness and cyber-safety training programmes for employees with mandatory acknowledgement of our Data Leakage Prevention Policy

Strengthening our commitment through our policies

The Company has established a comprehensive Data Leakage Prevention Policy and an internal Cyber Security Policy that provide a structured framework for safeguarding information assets, managing cyber risks and ensuring the confidentiality and integrity of data across its operations.

Continuously improving information security systems

- Annual red team exercises are conducted to identify vulnerabilities and enhance system resilience. We employ back-box approach to red teaming wherein no information of our infrastructure is shared with Red Team.
- A dedicated cyber response team manages threats in real time with defined intervention protocols.
- Cyber insurance coverage has been secured to mitigate financial exposure arising from security incidents.
- Advanced tools, including a Privileged Access Management system, are being deployed to strengthen internal controls.
- Annual Vulnerability Assessment and Penetration Testing (VAPT) conducted across internal and public-facing infrastructure, applications, networks and critical systems
- Simulated phishing exercises and OSINT assessments undertaken to test preparedness

Establishing individual responsibilities for information security across the workforce

- Employees are accountable for complying with the Data Leakage Prevention Policy at all times.
- Mandatory training programs reinforce roles, responsibilities and expected security practices.
- Clear escalation protocols are outlined, along with defined consequences for any policy violations.

Monitoring and responding to information security threats

- A cross-functional cyber incident response team oversees coordinated threat management activities.
- Employees are encouraged to report suspicious activities, and all cases are tracked through to resolution.
- Response plans are tested annually to ensure preparedness under real-world conditions.

Establishing information security requirements for third parties (e.g., suppliers)

- Third-party risks are assessed through structured evaluations, including vulnerability analyses and simulated breach testing.
- These assessments help identify potential exposures and strengthen preparedness against external threats.
- Information security requirements are embedded within contractual agreements with all partners.

[31]GRI 418-1

ZERO IDENTIFIED INFORMATION SECURITY BREACHES DURING THE REPORTING YEAR

ZERO CUSTOMERS, CLIENTS OR EMPLOYEES AFFECTED BY INFORMATION SECURITY BREACHES

ZERO COMPLAINTS SUBSTANTIATED BY OUTSIDE PARTIES OR REGULATORY BODIES RELATING TO INFORMATION SECURITY OR DATA PRIVACY

ZERO CONSUMER COMPLAINTS RELATING TO DATA PRIVACY OR CYBERSECURITY

ZERO INCIDENTS INVOLVING COMPROMISE OF PERSONALLY IDENTIFIABLE INFORMATION (PII) OR CUSTOMER DATA

Actual Image - Sky City, Borivali

Training and Awareness

All employees are required to complete information security and data protection training through the SuccessFactors Learning & Development platform. This is supplemented by periodic awareness initiatives, including ISMS training programmes conducted following our ISO 27001 certification. Information security is also embedded in the performance evaluations, where our policies outline the disciplinary action that may be taken in case of breach-by-employee scenario.

Initiatives and Highlights

- Next-generation antivirus and perimeter security controls deployed.
- Data classification and governance framework established.
- Mobile Device Management (MDM) solution implemented.
- Privileged Access Management (PAM) controls operational.

Strengthening Information Security through ISO 27001

During FY 2025–26, we achieved ISO 27001:2022 certification for our Information Security Management System (ISMS) in the month of January 2026. Prior to obtaining certification, the Company had been following the requirements of ISO 27001 through its internal information security practices and governance framework. The certification marks an important milestone in strengthening the Company's approach towards information security, cybersecurity and data privacy.

The ISMS provides a structured framework for identifying, assessing and managing information security risks across the business. It supports the protection of information assets by addressing risks related to confidentiality, integrity and availability of data. The framework covers key business functions and helps ensure that information security remains a part of day-to-day operations and business decision-making.

The certification is supported by leadership oversight, clearly defined roles and responsibilities, regular risk assessments, employee training and awareness programmes and processes for monitoring and managing information security risks. It also extends to engagement with business partners and service providers to promote responsible information security practices across the value chain.

Through this certification, we aim to strengthen our ability to protect stakeholder information and support secure business operations.



TÜVINDIA

Certificate

TÜVINDIA TUV INDIA PVT. LTD. ISO/IEC 27001:2022 www.tuv-nord.com/in

Management system as per

ISO/IEC 27001:2022

The Certification Body TUV INDIA PVT. LTD. hereby confirms as a result of the audit, assessment and certification decision according to ISO/IEC 27006:2015/Amd 1:2020, that the organization

OBEROI REALTY LIMITED
3rd Floor, Commerz, International Business Park, Oberoi Garden City, Off Western Express Highway, Goregaon East, Mumbai – 400 063, Maharashtra, India

OBEROI REALTY

operates a management system in accordance with the requirements of ISO/IEC 27001 : 2022 and will be assessed for conformity within the 3 year term of validity of the certificate.

Scope

The Information Security Management System (ISMS) of Oberoi Realty Limited Applies to all Digital and Physical Information Assets Involved in the Design, Development, Construction, Sale, Leasing, Maintenance and Property Management of Real Estate Properties with Enabling Functions such as Administration, Legal, People Management and IT Infrastructures with Statement of Applicability (SoA) Version 1.00 Dated 27th June 2025

Certificate Registration No. **IND 121 26396390** Valid from **26.01.2026**
Audit Report No. **MUM/AUD/25-26/7865** Valid until **25.01.2029**
Initial certification **26.01.2026**

Visit our database to verify the validity of this certificate.

Mumbai, **26.01.2026**

Certification Body at TUV INDIA PVT. LTD.

To verify the validity of this certificate, please visit https://www.iafcertsearch.org

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IMPACT OF TECHNOLOGY INTEGRATION



SOURCING PROCESS DIGITALIZATION

Sourcing from indent to RFQ approval; vendor onboarding included

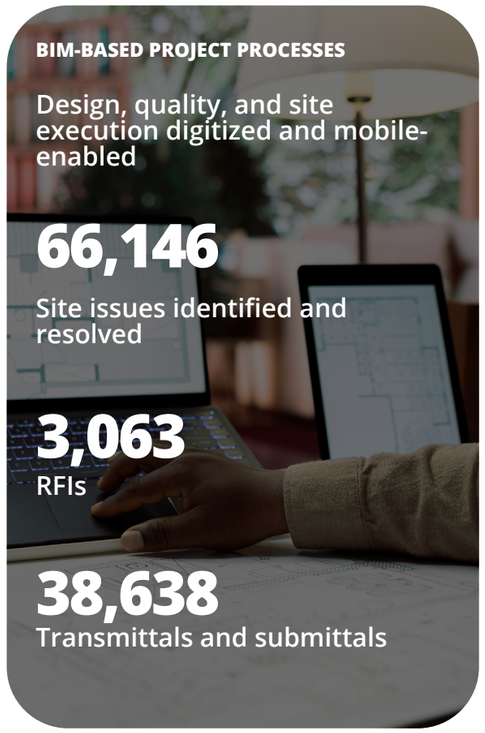
1,009 Cr INR
Worth RFQs approved through the system

799
Total RFQs handled

INTERNAL APPROVALS WORKFLOW

Internal processes and approvals through digital workflows

9,87,000+
Documents generated and approved



BIM-BASED PROJECT PROCESSES

Design, quality, and site execution digitized and mobile-enabled

66,146
Site issues identified and resolved

3,063
RFIs

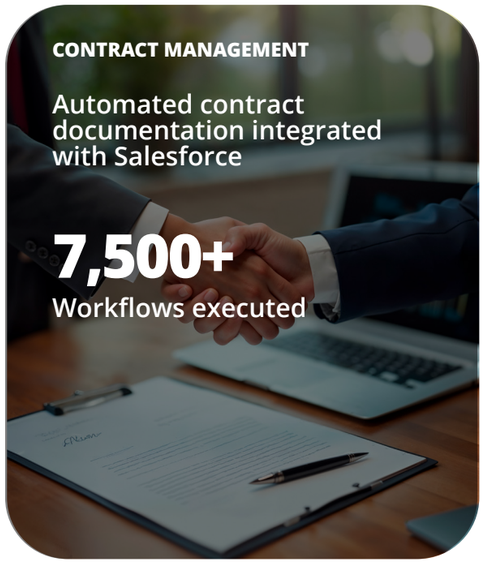
38,638
Transmittals and submittals

EXPENSE MANAGEMENT

Employee expense management digitalized and integrated with ERP

25,000+
Expense transactions handled

9 Cr INR
Worth transactions handled



CONTRACT MANAGEMENT

Automated contract documentation integrated with Salesforce

7,500+
Workflows executed



INVOICE PROCESSING

Invoice processing enabled through digital channels

30,000+
Invoices processed

2,209 Cr INR
Total value

IT HELPDESK SERVICES

IT helpdesk and support services Digitalized

13,000+
Support tickets resolved

2,800+
Checklists handled

AI INTEGRATION

10+
AI agents deployed to run selected processes

CHAPTER 07

MANUFACTURED CAPITAL

CONTRIBUTION TO SDGS



IN THIS SECTION

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Oberoi Garden City – Integrated Urban Development	108
Sustainable Stewardship	110
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Actual Image - Eternia, Mulund

SUSTAINABLE CONSTRUCTION

At Oberoi Realty Limited, sustainable construction practices remain an important part of the overall development approach. The Company continues to focus on responsible resource management, environmental performance, and long-term asset quality while delivering thoughtfully designed developments.

Across the real estate sector, growing attention is being placed on responsible resource use, energy conservation, and improved waste management practices. Construction techniques and material choices are increasingly being reviewed to reduce resource consumption, improve durability, and support changing environmental needs. Design approaches are also evolving to create developments that are more resilient, efficient, and responsive to long-term environmental considerations.

This shift towards more responsible development supports stronger project outcomes while helping businesses prepare for changing market expectations and environmental challenges.

Green Buildings

At Oberoi Realty Limited, climate considerations are embedded into project planning through responsible construction practices and the integration of green building features across developments. The aim is for all new and ongoing projects to achieve at least a Gold rating or equivalent certification under recognised systems such as LEED, IGBC, or similar standards.

Design planning is guided by early-stage environmental studies that assess daylight access, wind movement, shadow patterns, and heat gain. These inputs help shape building form and orientation to reduce environmental stress while improving long-term performance.

A key design focus is façade planning. High wall-to-window ratios, along with carefully selected glass specifications, help balance natural light with reduced indoor heat gain. Material planning is supported by structural and stress assessments, ensuring controlled and responsible use of resources during construction.

The Company's "Environmental Sustainability Policy" and "Green Building Guidelines" guide these decisions across all stages of development.



Over the years, the Company has built a strong green building portfolio, helping reduce the carbon footprint of both buildings and their occupants.

ENERGY & ATMOSPHERE

- Energy-efficient HVAC systems, lighting, and appliances
- Energy modelling and commissioning to improve performance

WATER EFFICIENCY

- Low-flow fixtures and water-efficient landscaping
- Rainwater harvesting systems for reuse and conservation

SUSTAINABLE SITES

- Protection and enhancement of natural surroundings
- Biodiversity support
- Measures to reduce heat island effect through green roofs and reflective materials



MATERIALS AND RESOURCES

- Use of recycled, renewable, and low-emission materials
- Reduction of construction waste through reuse and recycling practices

INDOOR ENVIRONMENTAL QUALITY

- Design for daylight and natural ventilation
- Use of low-VOC paints, adhesives, and furnishings to support healthier indoor spaces

INNOVATION IN DESIGN

- Adoption of advanced design and sustainability solutions beyond standard practices
- Use of technology-led approaches in building systems and planning

REGIONAL PRIORITY

- Site-specific design responses based on local environmental conditions
- Alignment with regional codes and planning requirements

OUR PROJECTS THAT HAVE BEEN CERTIFIED



LEED CS GOLD
Oberoi International School – JVLR



LEED O+M PLATINUM
Commerz-II



LEED O+M PLATINUM
Oberoi Mall



LEED O+M PLATINUM
Commerz and The Westin MGC

OUR PROJECTS THAT HAVE BEEN PRE-CERTIFIED



LEED PLATINUM
Commerz-III



LEED GOLD
Three Sixty West – Mixed Use Tower A



LEED GOLD
Three Sixty West – Residential Tower B



LEED GOLD
Enigma



LEED GOLD
Eternia



LEED GOLD
Sky City



LEED GOLD
Sky City Mall

88%

OF THE PROJECT PORTFOLIO IS PRE-CERTIFIED/CERTIFIED UNDER LEED/IGBC AT A MINIMUM GOLD RATING LEVEL.

Digital project management through BIM

The Company continues to strengthen digital project execution through the use of Building Information Modelling (BIM) across all active developments. The platform is applied through the entire project lifecycle — from design and planning to construction and handover — helping improve coordination between consultants, contractors, and internal teams. The use of BIM supports conflict-free designs, efficient planning of interior and exterior spaces, and better coordination of building systems. Digital tools also support project monitoring, budgeting, construction tracking, and site execution, while helping improve quality and safety management across projects.

Management dashboards and periodic reports provide better visibility into project performance and support timely review and decision-making. BIM is also being used for quantity estimation and budgeting, enabling more accurate planning and cost control. To strengthen collaboration further, a Common Data Environment (CDE) platform has been integrated with BIM workflows, enabling smoother information sharing across stakeholders during design and construction stages. This approach has been implemented across several developments, including Elysian, Sky City, Commerz-III, Forestville Eternia, and Enigma by Oberoi Realty.

BIM TECHNOLOGY VALUE ADDITION

Resolution of Clashes

Early identification and resolution of design and construction conflicts, helping reduce rework and site delays.

BIM-Driven Design Decisions

Improved design development through accurate visualisations, simulations, and data-backed planning inputs.

Construction Project Tracking

Real-time visibility of project progress, milestones, and resource deployment through integrated digital workflows.

Precise Quantity and Cost Reconciliation

More accurate quantity estimation and cost planning, supporting stronger budget management and execution control.

SOCIAL INTEGRATION

At Oberoi Realty, each project is shaped to create environments that are accessible, equitable and responsive to the needs of people across different income groups.

By addressing this diversity within a shared space, our developments are designed to support broader usability while encouraging interaction among varied communities.The emphasis extends beyond traditional outreach efforts and is embedded within the core design ensuring that social integration remains an integral part of the overall approach. The focus remains on building developments meaningfully to meet functional and contribute to inclusive and well-integrated urban living experiences.



UNIVERSAL DESIGN

- We champion inclusive infrastructure through the adoption of universal design principles, ensuring our buildings are accessible to people of all abilities, including those with physical limitations.
- Mixed use planning integrates residential, commercial and leisure spaces within a single environment.
- Pathways, ramps and entry points are designed to support ease of movement for wheelchair users, elderly residents and parents using strollers.



SAFETY AND SECURITY

- Public areas are designed with sufficient lighting and controlled entry points to create a safe and comfortable environment.
- Collaboration with local law enforcement is undertaken through community initiatives to strengthen safety within nearby areas.
- Surveillance systems are installed across key locations to support monitoring and enable timely response.



EDUCATIONAL UPLIFTMENT

- We support the local community by providing educational programs such as traineeships, enabling skill-building and long-term employability.



AFFORDABILITY AND INCLUSIVITY

- We implement measures to support low-income households through energy-efficient solutions, cost-effective design, and affordable housing options, particularly for first-time buyers.



SOCIAL INFRASTRUCTURE AND ENGAGEMENT

- We partner with and empower social enterprises at various stages of the project lifecycle, fostering inclusive economic participation.
- Essential amenities such as schools, healthcare facilities and community halls are incorporated within developments.
- Green open spaces, walking tracks and recreational zones are created to encourage community interaction.
- Early-stage planning involves consultation with local stakeholders to understand priorities and align development with community requirements.
- Dedicated daycare facilities and senior friendly spaces are included to support care while encouraging intergenerational interaction.
- Across commercial and retail properties, wellness sessions, sports activities, cultural events, and community engagement programmes are organised to encourage participation and social interaction.



COMMUNITY EMPOWERMENT AND CULTURAL INCLUSION

- Dedicated spaces within our developments are allocated for community-led projects, encouraging collaboration and social cohesion.
- Community spaces are designed to host events, celebrations and gatherings that reflect local traditions and cultural diversity.
- Engagement initiatives including wellness sessions and indoor activities are organized across commercial and retail environments to encourage participation.
- Design elements and public installations often incorporate regional culture and identity, strengthening belonging among residents and visitors.
- Local artists and craft practitioners are engaged during events conducted across commercial and retail spaces to support cultural expression.



ECONOMIC OPPORTUNITIES

- Project execution generates employment opportunities for local workers, supporting livelihoods and contributing to regional economic activity.
- Procurement processes are structured to prioritize local vendors and service providers, reinforcing economic linkages with nearby communities.
- Training initiatives are conducted for workers at construction sites to enhance existing skills and improve long term employability prospects.
- Awareness programmes and registration drives are facilitated in collaboration with NGO partners to improve access to social protection schemes for construction workers.



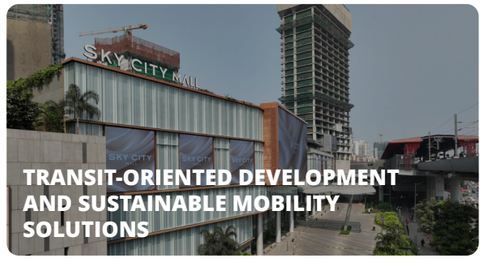
ACCESS TO PUBLIC SERVICES

- Project locations are selected to ensure residents can easily access public transport systems, utilities and essential civic services.
- Connectivity is strengthened within and around developments to improve mobility for all users across different modes of transport.
- Infrastructure for walking and cycling is included to promote sustainable mobility while improving accessibility within the site.
- Coordination with municipal authorities ensures that drainage, waste management and water supply systems are effectively planned and maintained.



PLANNING AND DEVELOPMENT

- Social impact considerations are embedded within key decisions related to site identification, overall layout and the selection of amenities offered within each development.
- Periodic evaluations are conducted to assess outcomes and introduce necessary refinements, ensuring that long term social impact is continuously strengthened and remains relevant.



TRANSIT-ORIENTED DEVELOPMENT AND SUSTAINABLE MOBILITY SOLUTIONS

- Our buildings are strategically located within a 10-minute walking distance from key public transport hubs, improving accessibility and reducing dependence on private vehicles.
- We promote eco-friendly transportation by integrating electric vehicle (EV) charging stations, car-sharing services, and bike stalls at our sites.



EMERGENCY PREPAREDNESS

- Comprehensive evacuation plans, integrated response systems and regular safety training for tenants and visitors are integrated into our building management protocols.
- Buildings are equipped with firefighting systems including fire hose reels, sprinklers, extinguishers, fire chutes and refuge areas for protection during emergencies.



ENHANCEMENT OF LIFESTYLE

- Facilities such as fitness centres, entertainment spaces and leisure zones are incorporated to support everyday wellbeing and recreational needs.
- Emphasis is placed on building communities that remain active and connected, supporting physical health alongside social interaction and engagement.



MONITORING DUE DILIGENCE CHECKLIST

- A structured due diligence process incorporates social inclusion as a defined parameter, ensuring that each project contributes to inclusive growth and strengthens community integration outcomes.

Social integration criteria are integrated in due diligence checklist

100%

Social integration criteria are part of the planning stage and guide the development phase

100%

Advisory committee of handicapped persons or cooperates with handicapped people's associations

100%

Actual Image - Eternia, Mulund

CASE STUDY

OBEROI GARDEN CITY GOREGAON– INTEGRATED URBAN DEVELOPMENT

At Oberoi Realty Limited, developments are planned with the objective of creating connected communities that bring together living, working, retail, hospitality, and social infrastructure within a unified ecosystem. This approach supports accessibility, community interaction, and long-term urban resilience while aligning with the Company's broader ESG priorities.

A strong example of this approach is Oberoi Garden City, an integrated township spread across nearly 80 acres in Goregaon East, Mumbai. Designed around the principles of new urbanism, the development combines residential, commercial, retail, hospitality, and social infrastructure within a single urban precinct.

Design Approach

The development has been planned as a walkable and mixed-use urban environment where work, living, learning, shopping, and recreation coexist within close proximity. This integrated layout helps reduce dependence on vehicular travel while encouraging greater social interaction and community engagement.

Pedestrian-friendly planning connected public spaces, and thoughtfully designed common areas contribute to a more balanced and people-centric urban experience.

Sustainability Focus

Operational assets within Oberoi Garden City, including Commerz, Commerz II, Commerz III, and Oberoi Mall, reflect the Company's focus on sustainable operations and continuous environmental performance improvement. These assets are managed through ongoing monitoring and operational practices aligned with recognised green building standards.

Community Impact

Over the years, Oberoi Garden City has contributed to the development of Goregaon East as a major urban destination. The project reflects how integrated planning, sustainability considerations, and user-focused design can together support improved quality of life, stronger community engagement, and more resilient urban infrastructure.

Integrated Development Components

Luxury Residential

Residential developments including Esquire, Exquisite, and Elysian are designed to provide high-quality urban living supported by landscaped open spaces, pedestrian-friendly layouts, and lifestyle-focused amenities. The developments are planned to encourage comfort, accessibility, and community interaction within a well-connected environment.

Hospitality

The Westin Mumbai Garden City forms an integral part of the mixed-use ecosystem at Oberoi Garden City. The hotel offers luxury hospitality, wellness facilities, and dining experiences while contributing to the live-work-leisure environment envisioned within the township.

Retail and Entertainment

Oberoi Mall serves as a major retail and entertainment destination within the development, bringing together international and Indian brands, dining experiences, and entertainment offerings within a connected community environment. The mall has also achieved LEED Platinum certification under the Operations and Maintenance (O+M) category, reflecting sustainable operational practices and environmental performance standards.

Social Infrastructure

Oberoi International School - OGC Campus strengthens the social infrastructure within the township by providing access to globally benchmarked educational facilities for residents and the surrounding community. Its presence within the integrated development supports a safer and more convenient learning environment for families.

Grade A Commercial Spaces

The International Business Park at Oberoi Garden City includes Commerz I, Commerz II, and Commerz III — Grade A commercial office towers designed to meet the requirements of leading Indian and multinational businesses. These commercial assets combine operational performance, modern infrastructure, and sustainable building practices. All three towers have achieved LEED Platinum certification under the Operations and Maintenance (O+M) category.



Actual Image - International Business Park, Oberoi Garden City, Goregaon

SUSTAINABLE STEWARDSHIP

We recognize the responsibility our industry carries in addressing climate change and supporting the transition towards a lower-carbon future.

Environmental considerations remain an integral part of the way we plan, design, and execute our developments, with continued focus on responsible resource use, water conservation, emissions management, and long-term environmental stewardship. These efforts support both ecological balance and business continuity across our operations.

Responsible Building Materials and Sustainable Design

Material selection across our projects is guided by environmental performance, occupant well-being, and responsible sourcing practices. The Company remains focused on improving transparency around the materials used in construction while reducing potential impacts on human health and the environment.

Health Product Declaration

Material Safety Data Sheets (MSDS) are maintained and displayed at project site storage facilities for relevant materials. These documents provide information on physical properties, potential hazards, health impacts, and safe handling procedures in line with established safety requirements.

Environmental Product Declaration

Environmental Product Declarations (EPDs) for key construction materials are made available to project teams to support greater visibility into lifecycle environmental impacts associated with material use.

Sustainable Material and Design Practices

Resident Green Building Guidelines issued across projects include specifications and measures such as:

- Preference for locally sourced and recovered materials to reduce transportation-related emissions and support local supply chains
- Use of low embodied carbon materials to reduce the environmental footprint of construction activities
- Selection of low-VOC and low-emitting materials to support healthier indoor environments
- Inclusion of renewable and recycled-content materials to encourage responsible resource use
- Exclusion of “Red List” materials to reduce environmental and health-related risks
- Use of third-party certified wood-based products sourced through responsible forestry practices
- Adoption of green-certified construction materials across projects
- Installation of water-efficient fixtures designed to reduce water consumption
- Provision of EV charging infrastructure across approximately 30% of parking capacity in most new residential developments.



Architect’s impression - Elysian, OGC, Goregaon

LOW VOLATILE ORGANIC COMPOUND (VOC) PAINTS

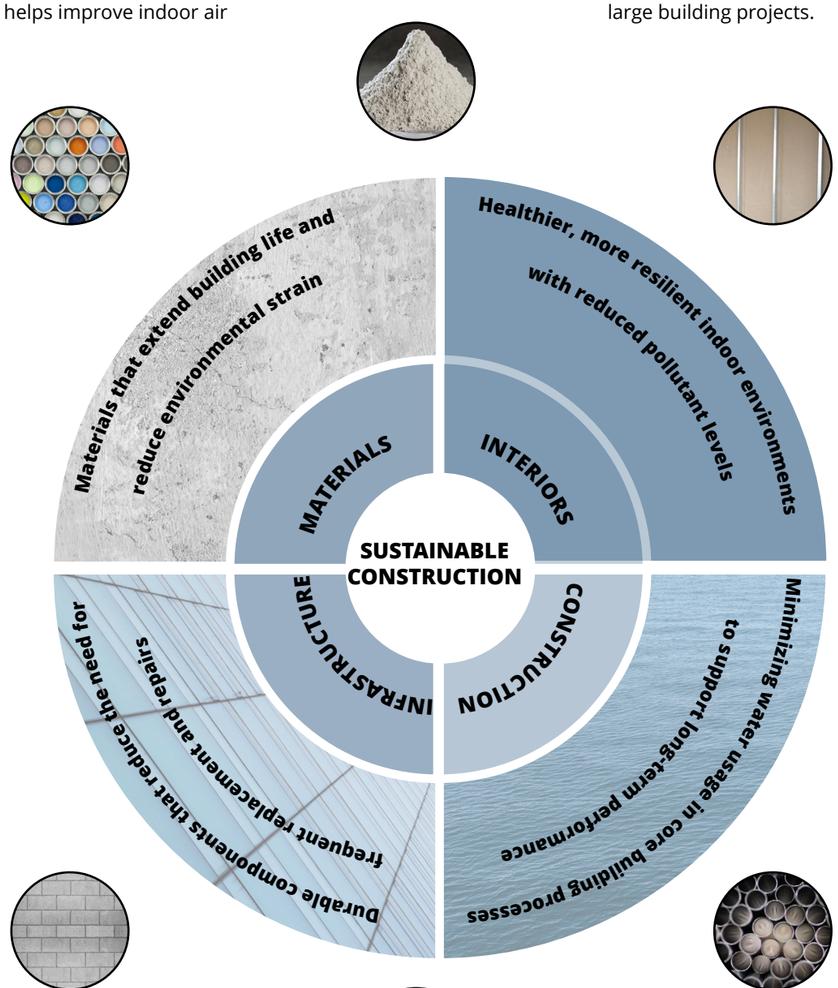
Using paints, sealants and adhesives with reduced VOC content helps improve indoor air quality.

GROUND GRANULATED BLAST FURNACE SLAG (GGBFS)

Ground granulated blast furnace slag strengthens concrete durability while reducing environmental impact.

DRY WALLS

Drywall construction lowers the use of cement, sand and water in large building projects.



AAC BLOCKS

Autoclaved Aerated Concrete (AAC) blocks offer improved thermal insulation, lighter weight and better fire resistance than conventional bricks.

GYPSUM PLASTER AND CURING AGENTS

Gypsum plaster and chemical curing compounds can significantly reduce water use up to 60% during construction.

CPVC/PVC PIPES

Durable CPVC and PVC pipes support long service life, recyclability and lower maintenance needs.

BUSINESS PORTFOLIO

Oberoi Realty has established a strong presence across Mumbai with nearly 51 developments spanning key locations in the city.

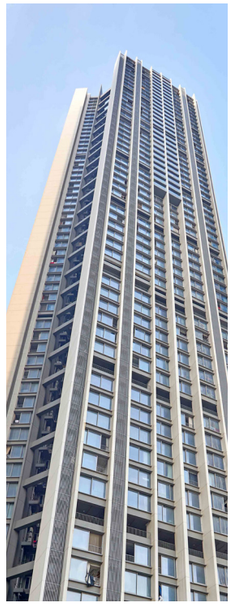
The company has established a strong presence across Mumbai's real estate market with nearly 51 developments across key locations in the city. Together, projects developed by the Company and the promoter group account for nearly 37.2 million square feet of completed construction and approximately 17.2 million square feet under development as of March 2026.

With more than four decades of experience, the Company continues to focus on creating safe, functional, and thoughtfully planned urban spaces that respond to the evolving needs of a growing city. Expansion into new micro-markets within Mumbai and neighbouring regions remains part of its long-term growth strategy while maintaining consistent construction and design standards.

Long-standing relationships with architects, consultants, contractors, and project partners continue to play an important role in delivering projects at scale and maintaining execution quality across the portfolio.

Transparency and customer communication also remain central to the Company's approach. Quarterly updates for ongoing developments are regularly disclosed through the MahaRERA platform in line with the Real Estate (Regulation and Development) Act, 2016, helping provide timely and reliable project information to stakeholders.

The Company operates across multiple real estate segments, with developments designed to support residential, commercial, retail, hospitality, and community needs. Each project reflects a focus on planned urban development, quality execution, and creating spaces that support modern lifestyles and business requirements.



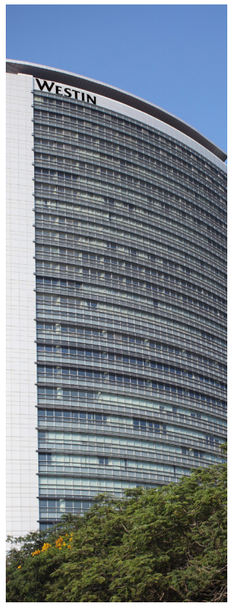
RESIDENTIAL

Oberoi Realty Limited develops residential communities designed around comfort, convenience, and quality living. Located across key urban neighbourhoods, these developments combine thoughtfully planned homes with lifestyle amenities and open spaces to meet the expectations of a diverse homebuyer base.



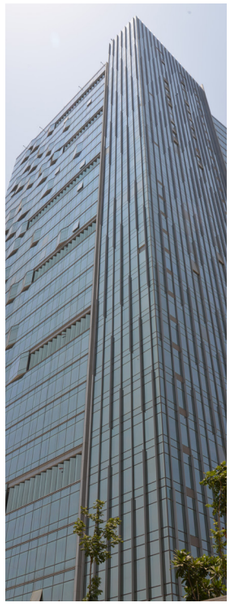
RETAIL

Retail developments are designed to provide integrated shopping, dining, and entertainment experiences within well-managed environments. Positioned in high-footfall locations, these destinations bring together national and international brands, food and beverage offerings, entertainment facilities, and community-focused public spaces.



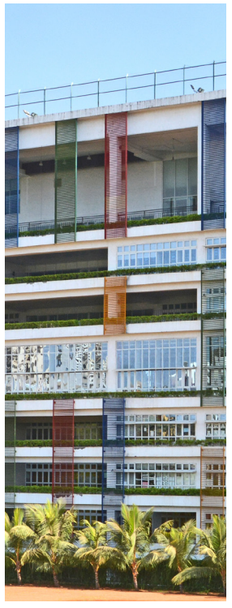
HOSPITALITY

The hospitality portfolio includes premium hotel developments that combine contemporary design with high service standards. These properties cater to both business and leisure travellers while supporting the growing demand for quality hospitality experiences within the city.



COMMERCIAL

The Company's commercial portfolio comprises premium office developments designed to support functionality, connectivity, and modern workplace requirements. Located within established business districts, these spaces cater to a wide range of occupiers, from growing enterprises to leading domestic and global corporations.



SOCIAL INFRASTRUCTURE

As part of its integrated development approach, the Company continues to strengthen social infrastructure through educational and recreational facilities that support both residents and surrounding communities. Developments such as Oberoi International School contribute towards creating more self-sustained and connected urban ecosystems.



a) Oberoi Garden City – Goregaon (East)

Located in Mumbai's western suburbs, Oberoi Garden City is the Company's flagship integrated township spread across nearly 83 acres. Positioned along the Western Express Highway and overlooking Aarey Milk Colony, the development offers strong connectivity to major business districts and the international airport. The project brings together residential towers, Grade A commercial spaces, retail, hospitality, and educational infrastructure within a unified urban ecosystem designed around convenience, accessibility, and community living.

b) Eternia and Enigma – Mulund (West)

Eternia and Enigma are premium residential developments located in Mulund (West) across adjoining land parcels of approximately 9 acres each. Situated along LBS Marg, the projects enjoy connectivity to key parts of Mumbai while offering views of Yeoor Hills and Sanjay Gandhi National Park. Marking Oberoi Realty's entry into Mumbai's eastern suburbs residential market, the developments feature thoughtfully planned 3 BHK and 4 BHK residences supported by lifestyle-focused amenities and landscaped open spaces.





c) Sky City – Borivali (East)

Spread across nearly 25 acres in Borivali (East), Sky City is a large-scale mixed-use development planned around residential living, retail, hospitality, and open green spaces. Strategically located near the Western Express Highway with direct access to the Devipada metro station, the project offers strong connectivity across Mumbai. Designed with modern urban lifestyles in mind, the development combines contemporary residences with integrated social and recreational infrastructure.



d) Forestville – Kolshet, Thane

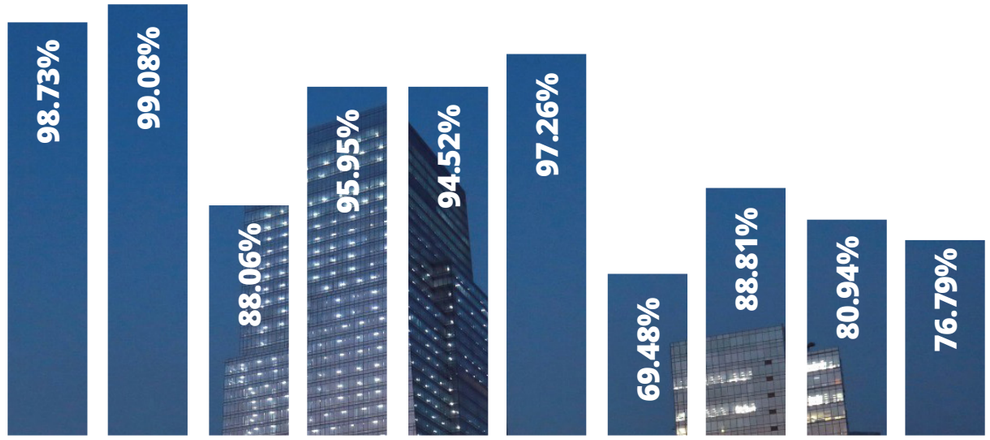
Forestville, located in Kolshet, Thane, is an approximately 18-acre residential development inspired by biophilic design principles. The project has been planned to strengthen the connection between residents and nature through the thoughtful incorporation of natural light, ventilation, greenery, and open spaces. With a development potential of around 1.8 million square feet, Forestville focuses on creating a balanced living environment that supports physical comfort, well-being, and everyday interaction with nature.

e) Three Sixty West – Worli

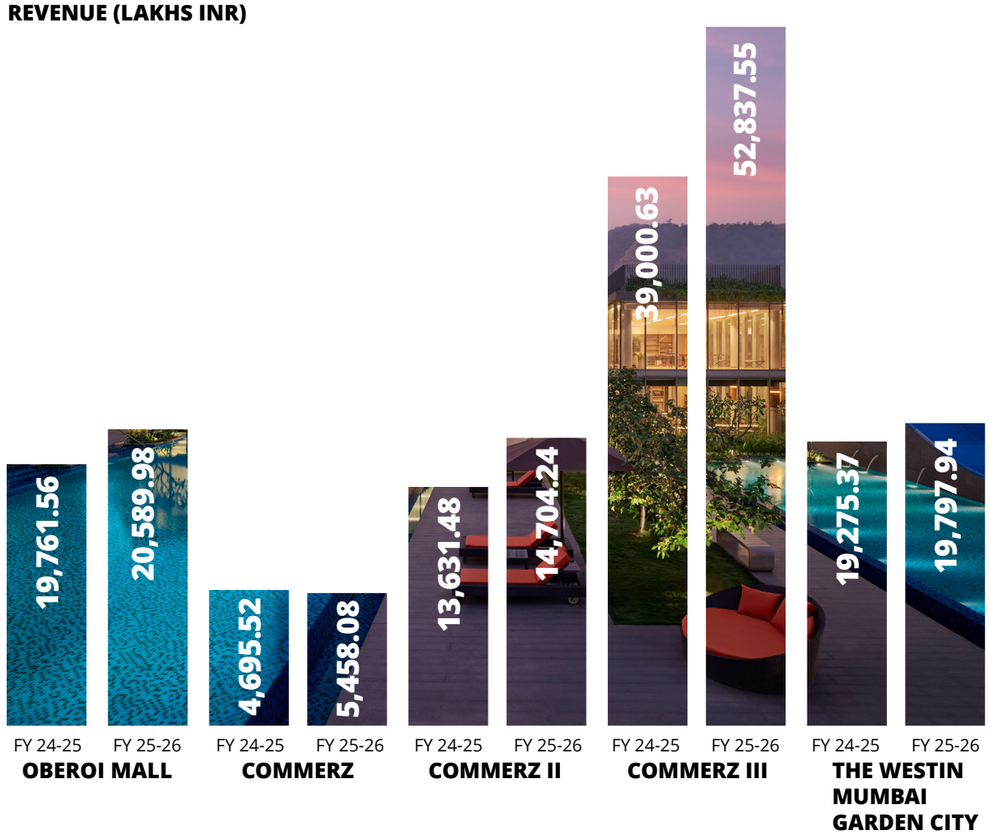
Situated on Annie Besant Road in Worli, Three Sixty West is a landmark mixed-use development comprising luxury residences and hospitality spaces across two iconic towers. Designed to reflect global standards in architecture and urban living, the project combines premium residential experiences with high-end hospitality offerings in one of Mumbai's most prominent locations. The development represents Oberoi Realty's focus on delivering distinctive spaces defined by design quality, exclusivity, and premium lifestyle experiences.



OCCUPANCY



REVENUE (LAKHS INR)



TOTAL RESIDENTIAL UNITS SOLD WITH SALES VALUE

ELYSIAN



Cumultive units sold:
887

Total Sales Value:
7,79,015.30 LAKHS INR

Revenue till FY 2025-26:
5,01,123.26 LAKHS INR

ETERNIA



Cumultive units sold:
942

Total Sales Value:
2,54,566.50 LAKHS INR

Revenue till FY 2025-26:
2,49,999.55 LAKHS INR

ENIGMA



Cumultive units sold:
616

Total Sales Value:
3,06,506.54 LAKHS INR

Revenue till FY 2025-26:
2,95,606.47 LAKHS INR

FORESTVILLE



Cumultive units sold:
344

Total Sales Value:
62,574.86 LAKHS INR

Revenue till FY 2025-26:
29,961.12 LAKHS INR

SKY CITY



Cumultive units sold:
2,564

Total Sales Value:
7,78,990.52 LAKHS INR

Revenue till FY 2025-26:
7,08,699.96 LAKHS INR

THREE SIXTY WEST



Cumultive units sold:
38

Total Sales Value:
3,73,011.60 LAKHS INR

Revenue till FY 2025-26:
2,99,420.89 LAKHS INR

JARDIN



Cumultive units sold:
587

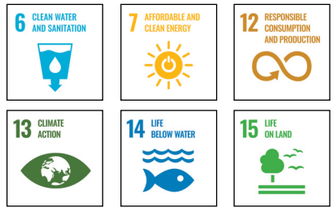
Total Sales Value:
1,69,976.92 LAKHS INR

Revenue till FY 2025-26:
20,087.35 LAKHS INR

CHAPTER 08

NATURAL CAPITAL

CONTRIBUTION TO SDGS



IN THIS SECTION

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Actual Image - Eternia, Mulund

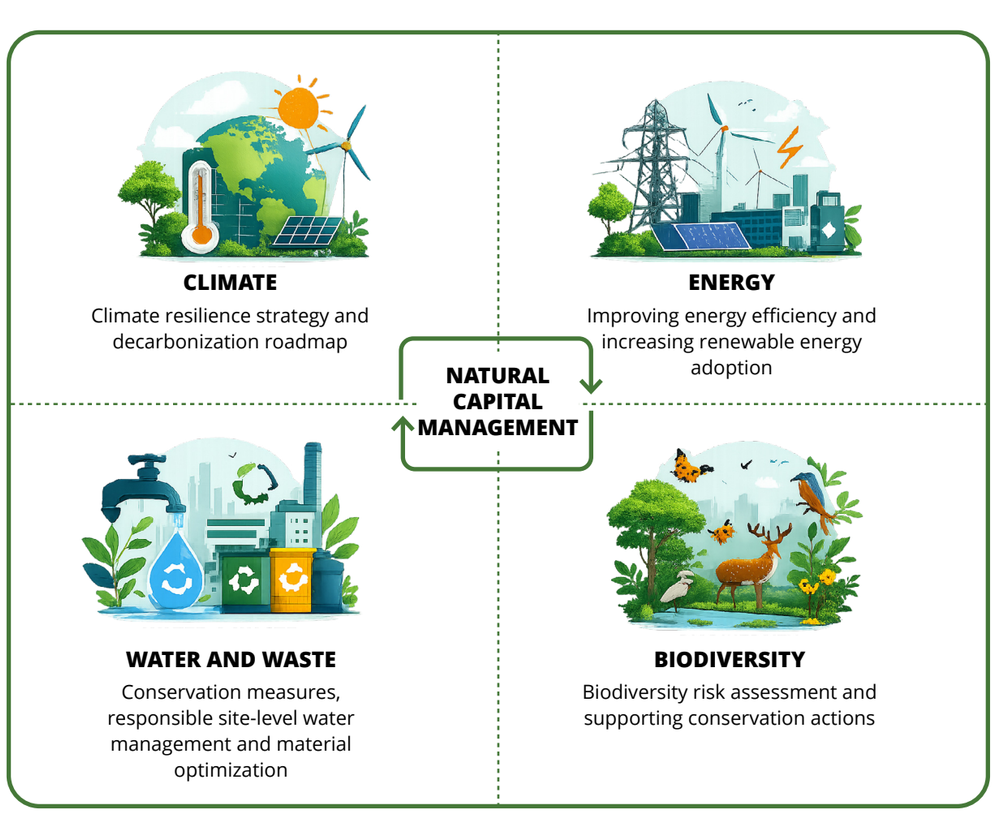
ENVIRONMENTAL COMMITMENT

Responsible growth at Oberoi Realty is supported by a strong focus on compliance with applicable environmental regulations across all projects. Adhering to these requirements helps the Company manage operational and regulatory risks while strengthening confidence among stakeholders

Environmental stewardship remains integral to ORL's approach to responsible growth and long-term value creation. As climate change, resource constraints and evolving stakeholder expectations reshape the real estate sector, we continue to strengthen our focus on climate resilience, resource efficiency, biodiversity conservation and environmental compliance across the project lifecycle.

Our approach spans project planning, design, construction and operations, with emphasis on reducing environmental impacts while enhancing the resilience and sustainability of our assets. Key priorities include energy efficiency, carbon reduction, water stewardship, waste management and the preservation of natural ecosystems.

2,083
Trees planted in FY 2025- 26 with a survival rate of 100%[32]



[32]GRI 305-5

Actual Image - Eternia, Mulund

IMPACTS AND DEPENDENCIES ON NATURE FOR REAL ESTATE ASSETS

ORL's business both impacts and depends on natural capital. Understanding these interdependencies enables us to manage environmental risks, strengthen resilience and support sustainable development across our portfolio.

Managing environmental risks is an important part of strengthening business continuity and long-term resilience at our company. With climate-related challenges becoming more frequent, the Company focuses on early identification of risks and preventive planning. Environmental Impact Assessments are conducted for project sites during the planning and design stages to identify potential impacts and implement site-specific mitigation measures aligned with broader disaster preparedness and risk management practices.

The Company has also extended its environmental focus across the supply chain. Environmental criteria are now integrated into vendor selection and evaluation processes, where partners are expected to maintain structured environmental management systems and comply with applicable environmental laws and regulations.

	 CLIMATE	 ENERGY	 WATER AND WASTE	 BIODIVERSITY
ORL'S IMPACTS ON NATURE	Carbon emissions, climate resilience and regulatory compliance	Energy consumption, efficiency and renewable energy adoption	Water consumption, discharge, quality and construction waste generation	Land use, habitat disturbance and ecological impacts
ORL'S DEPENDENCIES ON NATURE	Physical climate risks and climate-responsive design	Energy availability and construction materials	Water availability and supporting infrastructure	Green cover, ecosystem services and local ecological conditions

ORL aims to balance development with environmental stewardship while supporting ecological resilience and long-term sustainability.

At the Company, project planning and development are guided by the natural context of each site. The emphasis remains on protecting ecological balance and respecting the local character of the area, while delivering well-planned infrastructure and design-led developments.

PRESERVING EXISTING GREEN COVER

During the development phase, we made conscious efforts to preserve a meaningful portion of the site's original landscape. Across most projects, nearly 10–25% of the natural terrain is retained, helping maintain native vegetation and existing land features as part of the overall development environment.

PROTECTING TREE COVER THROUGH TRANSPLANTATION

As part of our efforts to reduce environmental impact, where required and technically feasible, approximately 40–50% of existing trees are transplanted within project sites or nearby locations to support the preservation of green cover during development activities.



ENVIRONMENTAL GOVERNANCE

Our Environmental Management System establishes a structured framework for identifying and managing environmental impacts across operations. The system supports risk reduction, strengthens environmental performance, and encourages continuous improvement in environmental practices including resource efficiency & regulatory compliance across projects and business activities

Management Review and Control Process

Environmental performance is monitored through a structured governance framework supported by internal reviews, independent assessments and management oversight. This approach helps strengthen compliance, manage environmental risks and drive continuous improvement across projects and operations.

Robust Audit Mechanism

- A minimum of three internal audits are conducted annually across each project site to review compliance levels, track progress, and identify opportunities for improvement.
- One external audit is conducted at all sites to assess compliance with applicable statutory requirements and provide independent review of environmental and governance practices.

A formal ISO 14001 certified Environmental Management System (EMS), and guided by the Environmental Sustainability Policy, supports the identification, assessment and management of environmental risks across the project lifecycle.

The Company has established a compliance monitoring mechanism to track environmental obligations and compliance to all applicable regulations across projects. During FY 2025-26, no instances of non-compliance with environmental laws and regulations were reported[33].

Environmental Impact Assessments (EIAs) are conducted for all applicable projects prior to the commencement of construction activities in accordance with Ministry of Environment, Forest and Climate Change (MoEFCC) requirements. The findings support project planning, impact mitigation and environmental risk management.

Environmental expectations are integrated into contractor and supplier management processes. Regular monitoring is undertaken across project sites to promote responsible practices related to resource consumption, waste management, pollution prevention and the use of recycled and green-certified materials.

To support sustainable development, all projects are guided by an internal mandate to achieve a minimum Gold rating under recognised green building certification frameworks, including IGBC, LEED or equivalent standards.

The Company also provides periodic environmental awareness and regulatory updates to property teams and tenants to strengthen compliance and promote responsible environmental practices. All tenants are mandated through their lease agreements to share environmental data periodically to support asset and tenant space performance monitoring.

To support data-driven decision-making, ORL has developed GreenDash, a digital platform that leverages artificial intelligence and machine learning to collect, monitor and analyse environmental performance data across the portfolio. The platform provides actionable insights, supports performance tracking and enables timely interventions to improve environmental outcomes.

We use GreenDash to record and analyse more than one million ESG data points annually. The platform supports improved asset performance and helps strengthen operational outcomes across both environmental and financial parameters.

Through these measures, ORL continues to strengthen environmental governance, enhance operational resilience and support long-term sustainable value creation.

AUDITS CONDUCTED

3 INTERNAL

2 EXTERNAL

0

ENVIRONMENTAL NON-COMPLIANCE CASES

100%

PROJECTS COVERED BY EMS

QUARTERLY

MANAGEMENT REVIEW MEETINGS

ESG & CSR Board Committee Level

ESG Steering Committee Level

Project Site Level



Representative Image - Green Dash Portal

[33] GRI 2-27 and GRI 307-1

ENVIRONMENTAL PERFORMANCE

Scope 1 & 2
Emissions Footprint
35,656.59
(tCO2e)

Scope 3
Emissions Footprint
4,83,908.19
(tCO2e)

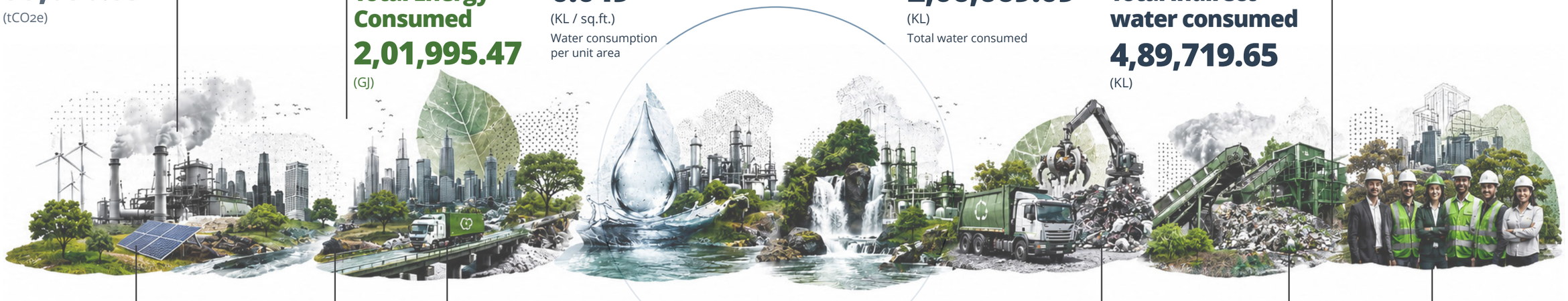
Total Energy Consumed
2,01,995.47
(GJ)

Water Intensity
0.049
(KL / sq.ft.)
Water consumption per unit area

Water Footprint
2,06,669.09
(KL)
Total water consumed

Total indirect water consumed
4,89,719.65
(KL)

Waste diverted from landfills
3,33,517.47
(Metric tons)



Scope 1 & 2
Emissions Intensity
0.009
(tCO2e / sq.ft.)

Scope 3
Emissions Intensity
0.019
(tCO2e / sq.ft.)

Energy Intensity
0.049
(GJ/sq. ft.))

Renewable Energy Consumed
17,512.58
(GJ)

Treated water reused*
3,49,336.86
(KL)
*Note – Treated water reuse includes both direct and indirect consumption streams, as all wastewater is treated through common STPs serving the respective sites.

Waste Footprint
3,33,517.47
(Metric tons)
Total waste generated

Waste Intensity
0.081
(Metric tons/ sq.ft.)
Waste generated per unit area

Workforce Footprint
23.03
(tCO2e/ FTE)
Emissions relative to permanent workforce

Environmental Sustainability Policy

Environmental responsibility is integrated into ORL's development and operational activities through its Group-wide Environmental Sustainability Policy. The policy guides environmental performance, resource stewardship, regulatory compliance and continuous improvement across the Company's operations and value chain. It details ORL's commitments on:

- Environmental accountability and defined responsibilities
- Periodic review of environmental performance and management practices
- Measurable targets for energy, greenhouse gas emissions, water and waste
- Stakeholder engagement with regulators, consultants, sustainability experts and communities
- Employee awareness, capacity building and EHS training

The policy applies to:

- ORL's development projects, construction sites and operational assets.
- Contractors, suppliers and service providers engaged across the value chain.
- Joint venture partners and other business associates, where applicable.

Implementation of the policy is overseen by Executive Management, with periodic review by the Board of Directors.

The full Environmental Sustainability Policy is available on ORL's website:

Environmental Management System Verification

The Company follows an Environmental Management System aligned with ISO 14001:2015 requirements across its operations and construction sites. The EMS supports the identification, management, and monitoring of environmental impacts through regular internal reviews and independent third-party assessments. Quarterly audits conducted by the Sustainability team help monitor compliance, environmental performance, and progress across locations.

Environmental Programmes Across the Real Estate Portfolio

Environmental considerations are integrated across key stages of project planning, acquisition, design, and development. The Company conducts environmental due diligence during pre-construction stages to identify potential concerns and compliance requirements early in the process.

Project planning and design also focus on resource-conscious development practices aimed at reducing long-term environmental impact. To strengthen awareness and alignment, the Company regularly shares training materials, guidance documents, and best practices with property managers and tenants. ESG-related clauses are also incorporated into lease agreements across the leased portfolio.

SUSTAINABLE MATERIALS AND RESOURCE EFFICIENCY



Actual Image - Sky City Mall, Borivali

We continue to promote responsible material consumption by increasing the share of recycled content used across our projects. The Company also prioritises the use of green-certified and alternative sustainable materials that support low-carbon, climate-conscious development practices and help lower the overall environmental impact of its operations.

As rising pressure on natural resources continue to intensify, supply chains across industries are expected to face greater uncertainty in the years ahead. Managing these challenges will require a more responsible approach towards resource use and long-term planning. Responsible material selection and sourcing play an important role in reducing environmental impacts and supporting resource efficiency across ORL's developments. The Company promotes the use of recycled, locally sourced and low-carbon materials to improve resource productivity while reducing embodied environmental impacts.

Adopting Responsible Material Choices

We continue to take planned and responsible steps to address concerns related to the increasing pressure on natural resources. Through careful material selection and responsible sourcing practices across projects, the Company seeks to reduce environmental impact while supporting the long-term durability and resilience of its developments. Some of the key measures adopted by the Company are highlighted below:

Use of Products with Recycled Content[34]

Based on project design requirements, ORL replaces nearly 40% of cement in concrete mixes with Ground Granulated Blast Furnace Slag (GGBFS), a by-product of the iron and steel industry. The use of GGBFS improves concrete durability while reducing the embodied carbon associated with conventional cement.

The Company also promotes the use of materials containing recycled content, including UPVC, steel and aluminium, wherever feasible across projects.

Use Of Locally Sourced Materials

ORL encourages the use of materials manufactured or processed within a radius of 400 kilometres from project sites, wherever feasible. This approach helps reduce transportation-related emissions while supporting local supply chains and improving procurement efficiency.

Use Of Climate-Smart Materials

ORL uses Autoclaved Aerated Concrete (AAC) blocks as an alternative to conventional clay bricks across projects. AAC blocks provide improved thermal insulation, helping reduce cooling demand and resulting in energy savings of up to 30%, depending on usage patterns.

Material wastage during installation is maintained below 5%. Broken AAC blocks generated during construction are collected and reused for backfilling and surface preparation activities, supporting resource efficiency and reducing waste generation.

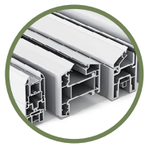
[34]GRI 301-2

PRODUCTS WITH RECYCLED CONTENT


Ground Granulated Blast Furnace Slag (GGBFS)


UPVC


Steel


Aluminium

CLIMATE-SMART MATERIALS


Autoclaved Aerated Concrete (AAC) blocks

EMBODIED CARBON MANAGEMENT

At Oberoi Realty, we recognise that embodied carbon associated with construction materials and procurement significantly contributes to the lifecycle emissions of our developments. To strengthen climate-informed decision-making across our portfolio, we measure embodied carbon annually using a methodology aligned with the GHG Protocol.

Average Data Method – Materials

Embodied emissions from construction materials are estimated using quantities of materials procured during the reporting period with emission factors from the India Construction Materials Database of Embodied Energy and Global Warming Potential.

Spend-based Method – Services

Emissions associated with procured services are estimated using the US EEIO (2022) emission factors.

This consistent methodology enables entity-level monitoring and year-on-year performance comparison across our development portfolio..

FY2025–26 PERFORMANCE

36,57,69,799.82 $kgCO_2e$

TOTAL EMBODIED EMISSIONS

1267.01 $kgCO_2e/m^2$

EMBODIED CARBON INTENSITY

(per m² of newly constructed area)

We use these assessments to identify carbon hotspots across our value chain and inform procurement decisions. As part of our ongoing decarbonisation efforts, we are incorporating lower-carbon materials across our developments.

Note: Metrics cover development activities during FY2025–26. Methodologies aligned with GHG Protocol.

ENERGY CONSUMPTION

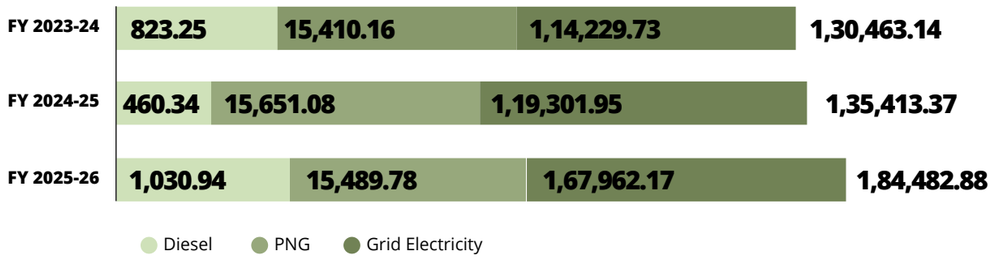
We recognise the growing importance of responsible energy management across our operations. The Company has taken focused steps to increase the contribution of renewable energy within its overall energy mix while introducing measures aimed at lowering energy consumption and strengthening energy performance across projects and operational locations.

Rising energy-related challenges continue to affect economies, industries, and communities across the world. Factors such as supply chain disruptions, geopolitical uncertainties, and the lingering impact of the pandemic have placed additional pressure on existing energy systems. Energy management is a critical component of ORL's environmental strategy. The Company focuses on improving energy efficiency, increasing renewable energy adoption and reducing energy intensity across its operations and developments.

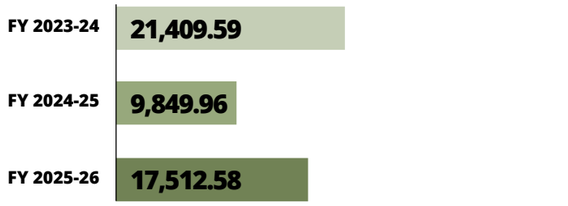
As part of these efforts, ORL continues to implement energy conservation initiatives, operational improvements and technology-driven solutions that support efficient resource use and lower environmental impacts to become a more sustainable and future-ready business


Actual Image - Commerz III, Goregaon

NON-RENEWABLE ENERGY CONSUMPTION (GJ)



RENEWABLE ENERGY CONSUMPTION (GJ)



*100% of ORL's operations are considered for data coverage of energy consumption

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

RENEWABLE ENERGY CONSUMPTION (GJ)

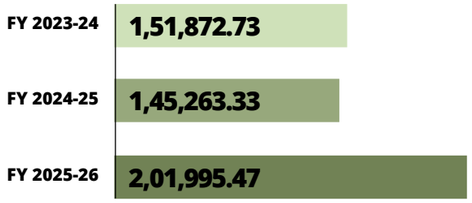
9%

TOTAL ENERGY INTENSITY(GJ/sq. ft.)

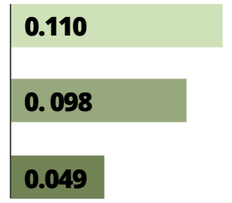
0.049

TOTAL ENERGY CONSUMED[35] (GJ)

(Non-renewable + Renewable)

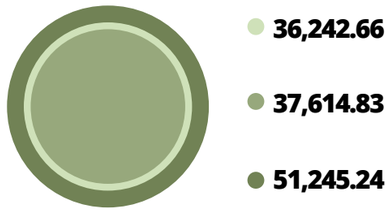


ENERGY INTENSITY[36] (GJ/sq. ft.)



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

TOTAL NON-RENEWABLE SOURCE (MWh)



TOTAL RENEWABLE SOURCE (MWh)



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

[35]GRI 302-1, [36]GRI 302-3

ENERGY MANAGEMENT SYSTEM

ORL's energy management approach, aligned to ISO 50001, focuses on continuous monitoring, efficiency improvements and increased adoption of renewable energy sources across projects and operational assets.



Energy Audits

Regular assessments help identify consumption trends, efficiency opportunities and potential energy conservation measures.



Quantified targets

Defined energy reduction targets support performance tracking and continuous improvement across operations.



Renewable Energy

The Company continues to increase the use of renewable energy sources, including solar and wind power, across its portfolio.



Training and Awareness

Periodic training programmes promote responsible energy practices among employees and operational teams.



Performance Monitoring

Energy performance is regularly reviewed against established targets to assess progress and identify corrective actions where required.



System Upgrades and Retrofitting

Operational improvements include energy-efficient lighting, HVAC optimisation, equipment upgrades and enhanced energy monitoring systems.

ENERGY SAVING AND EFFICIENCY INITIATIVES[37]

ORL continues to implement targeted projects that improve operational efficiency, reduce energy consumption and generate measurable cost savings across its assets.

VFD Control for Westin MGC Cafeteria Kitchen Exhaust and Make-Up Air Unit

At Westin MGC, the existing kitchen ventilation system was upgraded from a 5.5 kW DOL motor to a 2.8 kW VFD-based system capable of adjusting power consumption based on operational demand. Operating for approximately 12 hours daily, the initiative delivered annual electricity savings of 11,826 kWh, resulting in annual cost savings of INR 1,31,601 (USD 1,541). The project required an investment of INR 1,44,462 and achieved an ROI of 1.1.

Replacement Of Fluorescent Lights with Led Fixtures Across Key Areas

Lighting upgrades were undertaken across lobby wall washers, meeting rooms and ballroom areas through the replacement of fluorescent fixtures with LED lighting. The initiative delivered annual energy savings of 17,714 kWh and annual cost savings of INR 1,97,196 (USD 2,308). The project investment was INR 4,30,311 (USD 5,037) and included a five-year warranty period.

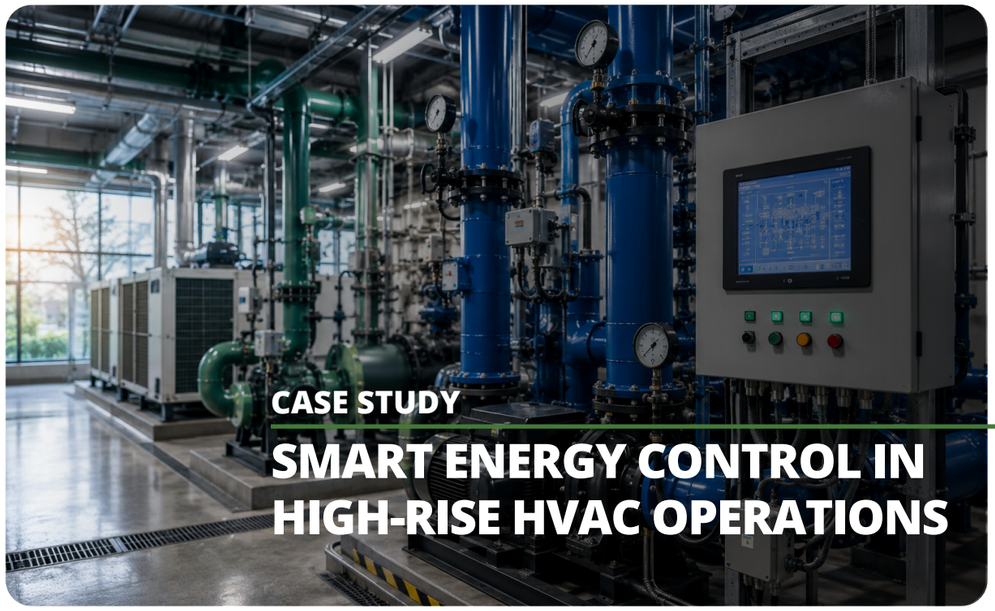
PNG Gas Reduction Through Modulated Steam Pressure in Laundry Operations

At Westin MGC, steam boiler pressure and wash temperatures were optimised to reduce PNG gas consumption in laundry operations without affecting operational performance. The initiative resulted in annual savings of 6546 SCM of PNG gas and cost savings of INR 3,87,043 (USD 4,530).

7,15,902 INR (USD 8,379) INR Is the Cumulative Annual Energy Cost Savings from these Initiatives.

Through these measures, we continue to strengthen our focus on responsible energy management and lowering overall energy consumption across its operations.

[37]GRI 302-4 and GRI 305-5



CASE STUDY

SMART ENERGY CONTROL IN HIGH-RISE HVAC OPERATIONS

To improve HVAC efficiency in one of its high-rise developments, ORL implemented an automated control system to optimise chilled water circulation based on real-time cooling demand. The initiative was designed to reduce avoidable energy consumption while improving system performance across the building.

Objective

The project aimed to create a more responsive HVAC system capable of adjusting chilled water flow according to occupancy levels and cooling requirements, thereby improving energy efficiency and operational performance.

Key Interventions

- Installation of pressure and temperature transmitters for real-time system monitoring.
- Integration of automated control valves to optimise chilled water distribution and minimise bypass flow.
- Configuration of primary pumps to maintain efficient chiller operations.
- Building Management System (BMS) integration for demand-based control and performance optimisation.

Impact

- Improved regulation of chilled water flow based on actual cooling demand.
- Reduced pump and chiller operating hours during low-demand periods.
- Daily energy savings of approximately 900 kWh.
- Project investment of INR 5 lakhs recovered within one month through energy savings.

Key Outcome

The initiative demonstrates how intelligent building controls and real-time monitoring can enhance HVAC efficiency, reduce energy consumption and improve operational performance across large commercial assets

EMISSION FOOTPRINT

Oberoi Realty monitors and reports greenhouse gas (GHG) emissions in accordance with the Greenhouse Gas Protocol. Emissions are classified into Scope 1 (direct emissions), Scope 2 (indirect emissions from purchased energy) and Scope 3 (value chain emissions), enabling the Company to track its carbon footprint, identify reduction opportunities and support its long-term decarbonisation strategy.

Scope 1

- Leakage of high-GWP refrigerants from chillers and split AC systems, mainly R-22, R-134A, R-410A, and R-404A
- Piped Natural Gas (PNG) combustion in hotel boilers and commercial kitchens
- Diesel consumption in DG Sets.

Scope 2

- Grid-purchased electricity consumed across malls, offices, hotels, and construction sites
- Major consumption areas include lighting, HVAC, lifts, pumps, and back-of-house operations.

Scope 3

- Driven mainly by embodied carbon in cement, steel, aluminium, glass, ready-mix concrete, and finishing materials
- Covers lifetime operational energy use of residential units sold to customers
- Captures tenant-controlled energy use in malls and office assets
- Covers upstream emissions due to fuel consumptions.

[38]GRI 305-1, [39]GRI 305-2, [40]GRI 305-4, [41]GRI 305-3

SCOPE 3[41]

All other emissions (15 categories) in accordance with the GHG Protocol Corporate Value Chain Standard. The inventory includes applicable upstream and downstream emission sources across the Company's value chain.

SCOPE 2[39]

Indirect emissions from purchased electricity consumed across ORL's operations. The Company reports these emissions on both location-based and market-based methods in line with the GHG Protocol requirements.

SCOPE 1[38]

Direct emissions from fuel consumption and refrigerant leakage linked to air-conditioning and other systems across operations.

TOTAL SCOPE 1 AND 2 INTENSITY FOR FY 2025-26 [40](tCO2e/ sq. ft)

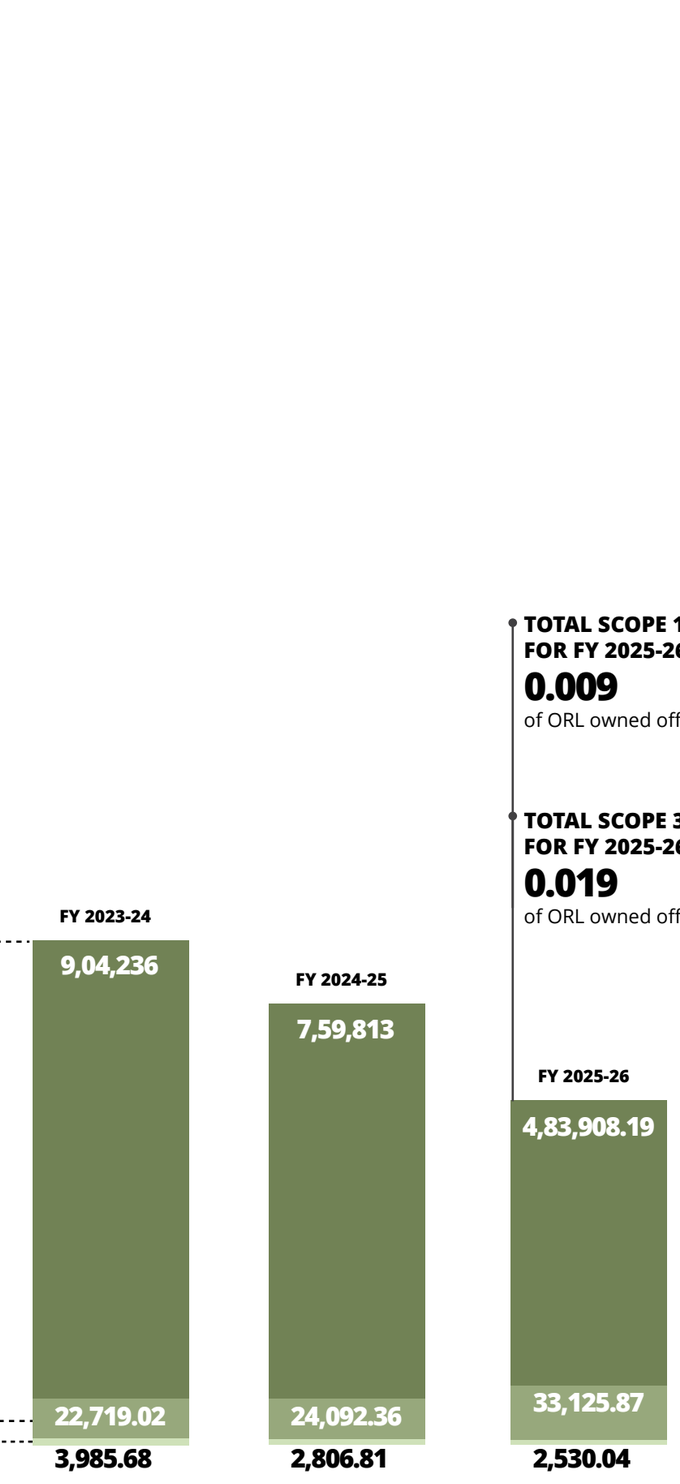
0.009

of ORL owned office/ retail areas

TOTAL SCOPE 3 INTENSITY FOR FY 2025-26 (tCO2e/ sq. ft)

0.019

of ORL owned office/ retail areas



*100% of ORL's operations are considered for data coverage of Emissions
All units are in metric tons of CO2 equivalents

Scope 3 Category	Emissions in the reporting year (metric tonnes CO_2e)	Emissions calculation methodology and exclusions
1. Purchased goods and services	3,65,769.80	Considering the nature of data Average data and Spend based methods are used to calculate emissions from purchased goods and services.. Average data method - Emission factors were taken from India Construction Materials Database of Embodied Energy and Global Warming Potential Methodology Report for top 20 materials contributing in purchase. Spend based method - Emission factors from United States Environmentally-Extended Input-Output (EEIO) Model have been used to assign emission factors excluding top 20 materials.
2. Capital goods	1,039.03	To determine the total contribution from Capital Goods, the total expenditure is multiplied by the corresponding emission factor.
3. Fuel and energy-related activities	10,977.90	Upstream Emissions of Purchased Fuels – The Well-to-Tank (WTT) emission factor of fuels consumed have been considered from DEFRA emission factors have been considered to be representative of Indian activities.
4. Upstream transportation and distribution	10,002.70	The emissions have been calculated for road and sea logistics involved in Raw material movement from supplier to operational sites.
5. Waste generated in operations	17.56	The emissions have been calculated on the basis of waste-type-specific method. This method uses emission factors for specific types of waste and waste treatment methods.
6. Business travel	176.92	This category encompasses all emissions from the transportation of employees for business-related activities in vehicles owned or operated by 3rd parties and Air flights.
7. Employee commuting	844.51	This category encompasses all emissions from the transportation of employees between their homes and their worksites. These emissions from employee commuting may arise from - Automobile travel, Bus travel, Rail travel, Air travel, other modes of transportation (e.g., subway, bicycling, walking).
11. Use of sold products	52,791.20	This category encompasses all emissions from the use phase of flats sold. Total consumption of energy was derived with reference from Bureau of Energy Efficiency
12. End-of-life treatment of sold products	15.11	In this category emissions during disposal phase of buildings were considered. We selected top two materials i.e. Concrete and Steel which will contribute maximum in the disposal.
13. Downstream leased assets	42,273.45	This category encompasses all emissions from operation of assets given on lease by ORL in the reporting year and not already included in scope 1 or scope 2 inventories.

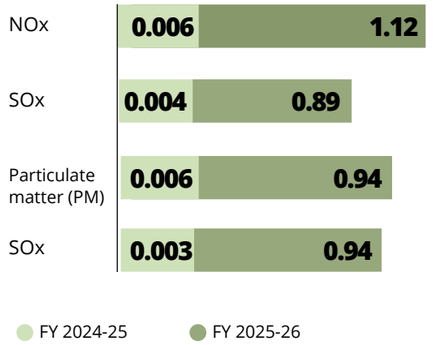
Categories 8 (Upstream leased assets), 9 (Downstream transportation and distribution), 10 (Processing of sold products), 14 (Franchises) and 15 (Investments) are not applicable owing to the nature of our business.

Other Air Emissions[42]

We continue to focus on controlling air emissions to support better air quality in and around its project locations. Preventive controls are applied at the source to limit emissions, and contractors are required to carry out ambient air and noise monitoring through certified agencies. These assessments are conducted at the start of projects and then repeated every six months, in line with State Pollution Control Board and Central Pollution Control Board requirements.

To manage dust and noise during construction, several on-site measures are implemented. These include vehicle tyre wash facilities, regular cleaning of roads around project sites, use of sprinklers and anti-smog systems, covering of buildings under construction with green nets to reduce dust spread, and installation of sound barriers to reduce noise levels in surrounding areas. The use of low Volatile Organic Compound (VOC) paints, sealants, and adhesives is also promoted to support better indoor air quality.

OTHER EMISSIONS (NON GHG) *



* All values are in tons. Starting this year, we have revised the calculation methodology for air emissions to improve accuracy. As it relies on measured data rather than assumptions, the results are more precise and verifiable than the figures used in previous years.

We are committed to achieve Net Zero emissions for Scope 1 and Scope 2 by 2040, as part of our long-term approach to reduce our direct and energy-related greenhouse gas emissions

[42]GRI 305-7

Emission Reduction

The approach of Oberoi Realty Limited focuses on expanding the use of renewable energy within its operations while also increasing green cover through tree plantation and transplantation initiatives. These actions reflect the Company's focus on responsible use of resources and maintaining environmental balance across its developments.

The Company recognises the need to respond to the broader challenges posed by climate change and has introduced measures to strengthen project resilience and support environmental responsibility. During FY 2025–26, we adopted a long-term climate target aimed at supporting its emission reduction efforts and contributing to wider climate objectives.


Dust Suppression Mist Cannons at Construction Sites

A PATHWAY TO NET-ZERO FOR OBEROI REALTY LIMITED

Oberoi Realty is committed to achieving Net Zero Scope 1 and Scope 2 emissions by 2040. To support this ambition, the Company has committed to the Science Based Targets initiative (SBTi) and is progressing the development and validation of near-term and long-term emissions reduction targets.

FY 2024-25 has been selected as the base year for SBTi target setting, as it most accurately reflects the scale and nature of ORL's operations and aligns with the target validation process.

ORL Decarbonisation Strategy

ORL's decarbonisation roadmap focuses on reducing operational emissions, improving energy performance, lowering embodied carbon and strengthening climate-conscious decision-making across the value chain.

Key Decarbonisation Levers

Decarbonising Direct Operations

1. Phasing out high-GWP refrigerants

- Transition chiller and AC systems to low-GWP alternatives
- Focus on R-32, R-1234ze, and emerging HFO blends
- Align with the NRDC HFC Phase-Down Pathway
- Support India's commitments under the Kigali Amendment

2. Electrify cooking and water heating

- Shift hospitality assets from PNG-based systems to:
  - Induction cooking
  - Electric ovens
  - Heat-pump-based water heating
- Meet added electricity demand through clean power procurement

3. Use lower-carbon fuel during transition

- Scenarios where full electrification is not immediately feasible, explore integration of Compressed Bio-Gas (CBG) into PNG supply
- Align with India's phased CBG blending mandate

In order to reduce Scope 1 emissions, we shall undertake the following measures.

Decarbonising Purchased Electricity

ORL plans to progressively increase renewable electricity procurement through a combination of initiatives :

- Scale-up of third-party Power Purchase Agreements (PPAs)
- Evaluation of Captive vs Group-captive renewable energy projects
- Utility green tariff programmes
- Expansion of rooftop solar installations, wherever possible
- Evaluation of future integration of Building-Integrated Photovoltaics (BIPV)
- Selective use of I-RECs as a transitional mechanism

Reducing Embodied Carbon

Given the significance of purchased goods and services within ORL's Scope 3 inventory, reducing embodied carbon remains a key focus area. Efforts include increasing the use of low-carbon materials, recycled-content products and resource-efficient construction practices. ORL is exploring alternative material sourcing like LC3 cement, steel produced via electric-arc-furnace (EAF), aluminium formwork from smelters powered by renewable energy source, etc. for future integration in construction.

Improving Building Performance

ORL seeks to reduce lifecycle emissions through energy-efficient building design, high-performance building envelopes, optimised glazing and daylighting strategies, efficient HVAC systems, intelligent Building Management Systems (BMS) and solar-ready developments.

Engaging Tenants

The Company continues to work with tenants across its commercial and retail portfolio to encourage responsible energy use, improve transparency and support emissions reductions within leased spaces.

Roll out green lease frameworks

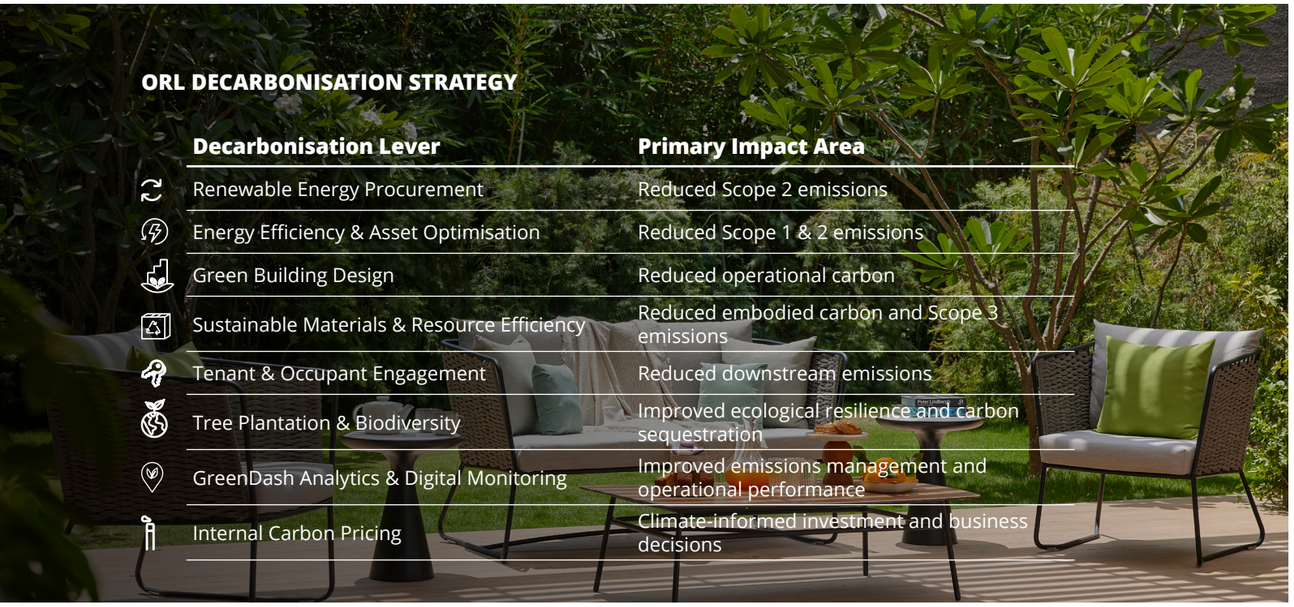
- Mandate sub-metering
- Require regular energy-data sharing
- Set minimum performance benchmarks for tenant fit-outs

Enable access to renewable electricity

Promote green power procurement by tenants

Strengthen tenant engagement

- Run energy-efficiency awareness programmes



ORL DECARBONISATION STRATEGY

Decarbonisation Lever	Primary Impact Area
Renewable Energy Procurement	Reduced Scope 2 emissions
Energy Efficiency & Asset Optimisation	Reduced Scope 1 & 2 emissions
Green Building Design	Reduced operational carbon
Sustainable Materials & Resource Efficiency	Reduced embodied carbon and Scope 3 emissions
Tenant & Occupant Engagement	Reduced downstream emissions
Tree Plantation & Biodiversity	Improved ecological resilience and carbon sequestration
GreenDash Analytics & Digital Monitoring	Improved emissions management and operational performance
Internal Carbon Pricing	Climate-informed investment and business decisions

- Provide fit-out guidelines
- Introduce joint retrofit incentives.

Innovation and Emerging Technologies

District Cooling Systems (DCS)

- Applicable in master-planned developments
- Can reduce cooling energy use by 30–50% versus distributed chiller plants
- Improve reliability and reduce refrigerant inventory

VVVF elevators with regenerative drives

- Recover energy during descent and braking
- Can reduce vertical-transportation energy use by 20–40% in high-rise assets

Grey-water heat recovery systems

- Suitable for hotels and high-density residential developments
- Reclaim thermal energy from drainage streams

AI-enabled BMS and energy analytics

- Optimise building performance in real time
- Help close the gap between design intent and actual operational performance
- Unlock continuous efficiency improvements

Pricing to Drive a Low-Carbon Transition

ORL is developing an Internal Carbon Pricing (ICP) framework to strengthen climate-informed decision-making and support the transition to a lower-carbon business model. The framework is intended to incorporate the cost of carbon into investment evaluations, operational decisions, risk assessments and long-term planning processes.

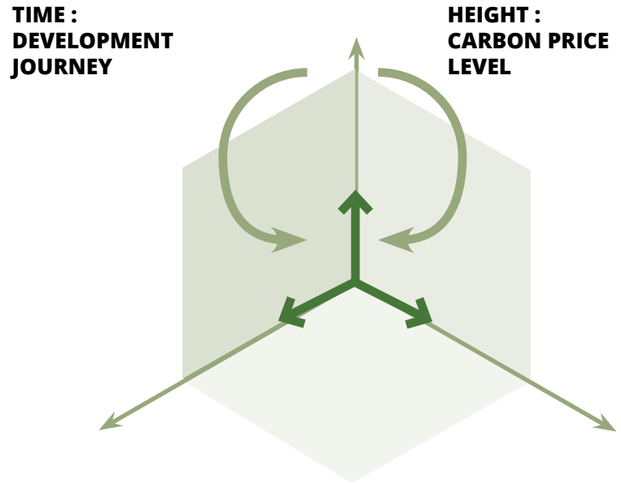
The ICP framework is designed to:

- Support energy efficiency and emissions reduction initiatives.
- Encourage low-carbon investments and climate-resilient business decisions.
- Integrate climate considerations into strategy, financial planning and risk management.
- Identify and capture opportunities arising from the low-carbon transition.
- Support achievement of climate commitments and emissions reduction targets.
- Evaluate investment resilience under evolving carbon regulations and market conditions.
- Encourage emissions reductions across operations and the value chain. Internal Carbon

PRICING FRAMEWORK

GHG Scopes covered	Scope 1 and 2
Type of internal carbon price	Shadow price
Price (per metric tonne CO2e)	INR 2,700 per ton of CO2
Application	All business decision making processes

Evolution of ORL's Internal Carbon Pricing Framework



ORL continues to evaluate innovative technologies and operational solutions that can accelerate emissions reductions across multiple asset classes and emission categories. Actions Already Underway

- Scaled up renewable energy share to 10% in FY 2025–26, compared with around 7% in the base year FY 2024–25
- 40% substitution of Ordinary Portland Cement (OPC) with GGBS
- Committed to pursue LEED Platinum or Gold certification for 100% of upcoming projects
- Signed a Green Tariff Agreement for 100% of common areas in commercial offices
- Strengthening energy efficiency through targeted initiatives and periodic energy audits
- Signed a Solar PPA for retail malls and hotel operations

While the formal SBTi roadmap is under development, ORL has already initiated several actions that support its long-term decarbonisation pathway

Dimension	ICP Parameter	ORL's Practice to ICP Approach
Height	Carbon Price per ton of CO_2	Rise to a carbon price capable of changing decisions in line with the ICP objectives.
Width	Coverage of GHG emissions	Expansion of coverage across key emission hotspots within the value chain
Depth	Application in decision-making	Increasing integration into investment, procurement and operational decisions
Time	Framework evolution	Periodic review and refinement to support alignment with ORL's decarbonisation pathway and a lower-carbon economy

The framework will continue to evolve as ORL advances its Net Zero ambition, strengthens climate governance and progresses towards science-based emissions reduction targets.

CLIMATE RISK AND RESILIENCE

We are committed on strengthening ESG performance across operations. As part of this direction, ESG-linked indicators have been integrated into annual objectives, helping align performance tracking with defined sustainability priorities.

Climate-related Financial Disclosures

Climate change presents both risks and opportunities for the real estate sector. Physical climate impacts, evolving regulations, market expectations and the transition towards a lower-carbon economy have the potential to influence asset performance, business continuity and long-term value creation.

ORL published its first standalone Task Force on Climate-related Financial Disclosures (TCFD) Report for FY 2023-24 in 2024, providing a comprehensive assessment of climate-related governance, strategy, risk management processes, climate scenario analysis and portfolio resilience. The TCFD Report is published on our website and can be assessed through this link - TCFD Report 2024

As part of its commitment to continuous improvement, ORL reviewed the findings of the FY 2024-25 climate assessment during FY 2025-26. This ESG Report provides an annual update on climate-related governance, risk management activities, mitigation measures, target progress and performance indicators. The next comprehensive climate scenario assessment and TCFD refresh is planned for FY 2026-27.

Climate Governance

Climate-related matters are governed through ORL's integrated sustainability and risk governance framework. The ESG & CSR Board Committee, chaired by the Chairman and Managing Director, provides oversight of climate-related risks, opportunities, ESG performance and sustainability priorities. Climate-related matters are reviewed periodically as part of Board Committee deliberations and strategic decision-making processes.

Key responsibilities include:

- Reviewing climate-related risks and opportunities.
- Monitoring progress against sustainability and climate commitments.
- Reviewing emerging climate-related regulations and stakeholder expectations.
- Providing strategic direction on climate resilience and decarbonization initiatives.

Climate-related risks are also reviewed through the Risk Management Committee as part of ORL's Enterprise Risk Management framework. At the management level, responsibility for climate-related matters has been assigned to the Environment and Sustainability Lead, supported by project, operations and property management teams.

Strategy

- The Company has identified climate-related risks and opportunities across short-term, medium-term, and long-term periods.
- Their impact on operations, strategy, and financial planning is considered in business decisions.
- Aligned to TCFD recommendations, climate scenario analysis, including a 2°C or lower scenario based on IPCC and NGFS guidance, is carried out to assess business resilience.

Risk Management

- Processes are in place to identify and assess climate-related risks across operations and projects.
- Measures are in place to manage and monitor these risks.
- Climate-related risks are included in the enterprise risk management framework.

Metrics & Targets

- The Company reports key climate-related metrics in line with its strategy and risk management approach.
- Scope 1, Scope 2, and Scope 3 emissions are disclosed every year.
- Climate-related targets are monitored and reviewed regularly.



NEXT CLIMATE ASSESSMENT MILESTONE

FY 2026-27

Comprehensive TCFD refresh and climate scenario analysis update

TCFD PROGRESS DASHBOARD

TCFD Pillar	FY 2023-24 Baseline Findings	FY 2025-26 Status Update	Change Since Baseline
Governance	Climate oversight established through Board ESG & CSR Committee and Risk Management Committee	Governance structure remains active and climate-related oversight continues through established committees	No material change ⟷
Strategy	Climate risks and opportunities identified across the portfolio. Net Zero ambition established	Net Zero 2040 commitment adopted, SBTi commitment initiated and decarbonization roadmap further developed	Enhanced climate strategy maturity ▲
Physical Risks	Flooding, extreme precipitation and heat stress identified as material risks	Annual review completed; identified risks continue to remain material	No material change ⟷
Transition Risks	Regulatory, market and stakeholder-driven transition risks identified	Continued strengthening of renewable energy, green building and climate governance initiatives	Increased preparedness ▲
Opportunities	Green buildings, renewable energy and resource efficiency opportunities identified	Expanded implementation of sustainability initiatives and low-carbon solutions	Opportunity portfolio expanded ▲
Scenario Analysis	Climate scenario analysis completed using IPCC and NGFS scenarios	Review completed; no material developments identified that alter previous conclusions	Findings remain valid ⟷
Risk Management	Climate risks integrated into ERM processes	Ongoing integration into enterprise risk management and operational planning	Ongoing integration ⟷
Metrics & Targets	Climate targets established and emissions inventory developed	Annual emissions inventory updated and climate targets continue to be monitored	Strengthened performance monitoring ▲

CLIMATE RISK ASSESSMENT UPDATE

During FY 2025-26, ORL reviewed the findings of the climate-related risk assessment and scenario analysis undertaken as part of its FY 2023-24 TCFD assessment.The review considered:

- Regulatory developments.
- Changes in climate-related disclosure expectations.
- Portfolio and development pipeline changes.
- Physical climate hazard exposure.
- Decarbonization pathways and market developments.
- Stakeholder expectations.

The review confirmed that flooding, extreme precipitation, heat stress, urban heat island effects, changing building regulations and evolving stakeholder expectations continue to represent the most material climate-related considerations for the business.

Climate Scenario Analysis

PHYSICAL RISK	TRANSITION RISK
SCENARIOS	
Inter-governmental Panel on Climate Change (IPCC) AR6	Network for Greening the Financial System (NGFS)
- SSP1 2.6 - SSP5 8.5	-CURRENT POLICIES SCENARIO -NET ZERO 2050
TIME FRAME	
CURRENT CLIMATE STATE AND 2050	

The scenario analysis supports risk identification, strategic planning, investment decisions and climate adaptation measures across the portfolio.

Climate-related Risks

PHYSICAL RISKS

Potential impacts include increased operating costs, project delays, asset damage, increased cooling demand and business continuity risks.

ACUTE

- EXTREME RAINFALL AND FLOODING
- CYCLONES AND SEVERE STORM EVENTS
- CONSTRUCTION DISRUPTIONS
- UTILITY AND INFRASTRUCTURE INTERRUPTIONS

CHRONIC

- HEAT STRESS
- RISING TEMPERATURES
- URBAN HEAT ISLAND EFFECTS
- WATER AVAILABILITY CHALLENGES

TRANSITION RISKS

Potential impacts include increased compliance costs, capital expenditure requirements and changing market expectations.

- CARBON PRICING MECHANISMS
- CLIMATE-RELATED REGULATIONS
- ENERGY EFFICIENCY REQUIREMENTS
- SUSTAINABLE BUILDING STANDARDS
- TECHNOLOGY TRANSITIONS
- STAKEHOLDER AND INVESTOR EXPECTATIONS

Climate-related Opportunities

Opportunity Area	Potential Value Creation
Green Buildings	Asset value enhancement and market differentiation
Renewable Energy	Reduced operating costs and emissions differentiation
Resource Efficiency	Improved operational performance differentiation
Climate-resilient Design	Enhanced asset durability and resilience differentiation
Sustainable Finance	Improved access to capital differentiation
Green Leasing	Stronger tenant engagement and operational efficiency

Climate Risk Management[43]

Climate-related risks are integrated into ORL's Enterprise Risk Management framework and assessed alongside financial, operational and strategic risks. The findings of the integrated risk assessment guide climate response strategies and support actions related to sustainable building design, efficient resource management, and water conservation practices aimed at strengthening long-term resilience across assets and operations.

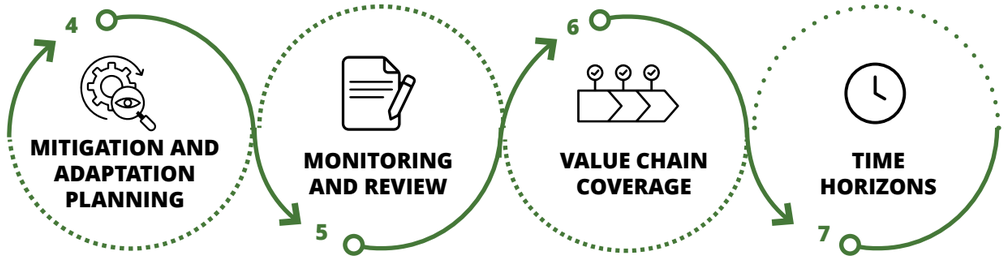
ORL'S CLIMATE RISK MANAGEMENT FRAMEWORK



Identification of physical and transition risks across operations, developments and the value chain.

Evaluation of likelihood, severity, business impact and financial implications.

Material climate-related risks are incorporated into risk registers and governance review processes.



Development and implementation of risk-specific mitigation and adaptation measures

Periodic review of climate-related risks to reflect changing environmental, regulatory and market conditions.

- Own Operations
- Upstream Supply Chain
- Downstream Users and Occupiers

- Short-term: Up to 2035
- Medium-term: Up to 2055
- Long-term: Beyond 2055

Climate-related Financial Implications[44]

Key Financial Risks

Carbon Pricing Mechanisms

Potential future carbon pricing regulations and carbon taxes may increase operating costs across the business. The Company continues to assess mitigation measures to manage potential financial impacts.

- Estimated financial implication: ~INR 2,000–2,500 Cr
- Time frame: 5 years
- Estimated mitigation cost: ~INR 1,000–1,600 Cr

Heat Stress

Increasing temperatures may affect workforce productivity, particularly construction workers engaged through contractors, potentially leading to project delays and increased costs. The Company works closely with contractors to implement measures such as shaded work areas and hydration facilities to support worker safety and productivity.

- Estimated financial implication: ~INR 20–25 Cr
- Time frame: 5 years
- Estimated mitigation cost: ~INR 8–10 Cr

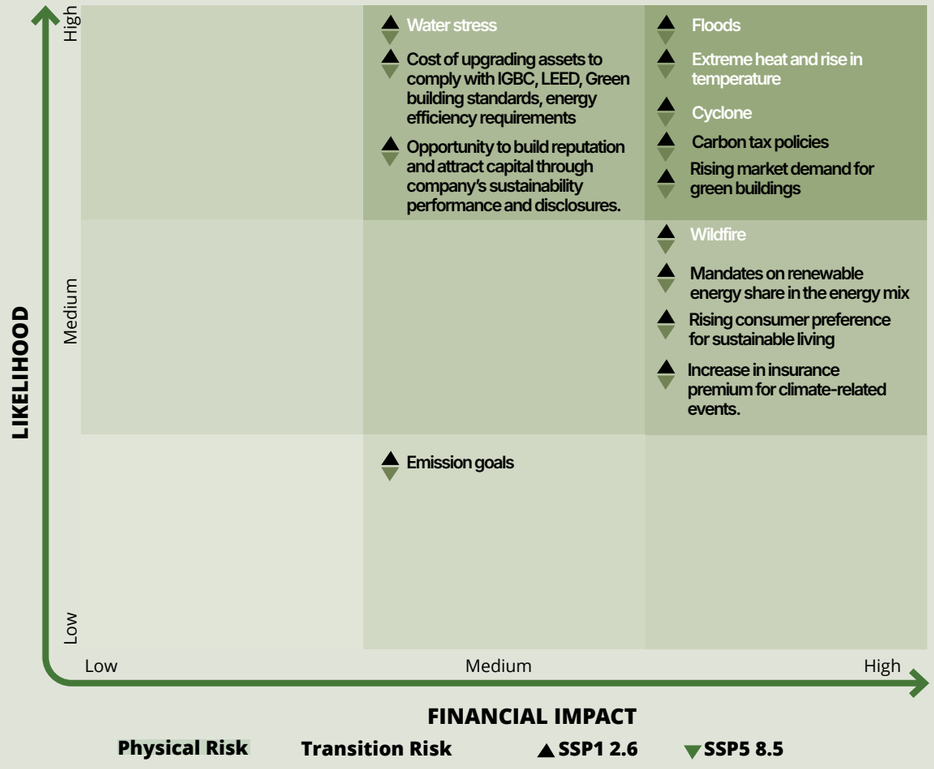
Key Financial Opportunities

Resource Efficiency

The Company continues to focus on energy-efficient equipment, low-carbon materials, sustainable construction practices and nature-based solutions that can improve operational performance while reducing environmental impacts.

- Estimated positive financial implication: ~INR 1,000–1,600 Cr annually
- Time frame: 20 years
- Estimated annual cost: ~INR 1–2 Cr

COMPREHENSIVE RISK MATRIX



[43]GRI 201-2, [44]GRI 201-2

Climate Targets and Metrics

Long-Term Commitments

Focus Area	Commitment	Target Year
Emissions Reduction	Net Zero Scope 1 & Scope 2 Emissions	2040
Water Stewardship	Water Positive Operations	2030
Waste Management	Net Zero Waste to Landfill	2030
Sustainable Land Use	No Net Deforestation	2030
Green Certification	100% Green-certified Projects (Minimum Gold Rating)	2030

Scope 1, Scope 2 and Scope 3 emissions are disclosed annually and monitored through ORL's climate governance and performance management processes.

Progress against climate-related targets is reviewed periodically as part of the Company's sustainability strategy and long-term resilience planning.



Actual Image - Eternia, Mulund

Climate-related Management Incentives

Environmental performance is now embedded into the annual appraisal process for key stakeholders and HODs, including at senior leadership levels. Sustainability-linked KPIs form part of performance evaluations across relevant roles, helping strengthen ownership of climate priorities and encouraging progress towards the Company's broader environmental and sustainability goals. The ESG & CSR Board Committee has a detailed functional KPI charter to ensure board level oversight of the Company's key ESG, Sustainability and Climate goals and performance.

A complete summary of the actions we are taking to address and prepare for climate risks is available in our TCFD Report, which can be accessed through our corporate website: TCFD Report 2024.

*Note – These incentives support accountability and strengthen alignment between business performance and sustainability objectives. Monetary incentive in the form of annual appraisal & increments are embedded in their annual reviews linked to their respective KPIs. On an average, approx. 10% of the Annual KPIs of key stakeholders are mapped to different sustainability and climate goals.

Eligible Beneficiaries
Business Unit Leadership

Incentivized KPIs
GREEN BUILDING CERTIFICATION TARGETS

Description of the KPI
Achieving green building ratings for projects, C&D waste management, and sustainable material used during construction.

Eligible Beneficiaries
Sustainability & CSR Head

Incentivized KPIs
CLIMATE STRATEGY EXECUTION AND ESG RATING PERFORMANCES

Description of the KPI
Delivery of climate action roadmap, emission reduction initiatives and tracking, external ESG disclosures, and maintaining/ increasing GRESB, DJSI, or MSCI ratings.

Eligible Beneficiaries
Procurement Head

Incentivized KPIs
SUSTAINABLE PROCUREMENT TARGETS

Description of the KPI
Percentage of eco-labelled products sourced, vendor sustainability screening, and alternative material procurement.

Eligible Beneficiaries
Contracts Head

Incentivized KPIs
INCLUSION OF ESG CLAUSES IN CONTRACTS

Description of the KPI
Percentage of contracts including green performance clauses, waste diversion mandates, and circular economic commitments.

Eligible Beneficiaries
Design Head

Incentivized KPIs
SUSTAINABLE DESIGN ADOPTION

Description of the KPI
Incorporating all requirements in design to meet green building ratings for projects, like energy efficiency, water recharge and conservation measures, waste management, etc.

Eligible Beneficiaries
Project / Asset Managers

Incentivized KPIs
SUSTAINABLE SITE

Description of the KPI
Timely monitoring and reporting of environmental and climate data for their sites.

WATER STEWARDSHIP

We continue to strengthen our approach to water stewardship through measures focused on reducing dependence on freshwater sources and promoting more responsible water use across operations and developments.

Responsible water management remains a key priority for ORL across project planning, construction, landscaping and operational activities. Through water-efficient design, recycling and reuse initiatives, rainwater harvesting and wastewater treatment systems, the Company seeks to reduce dependence on freshwater resources and strengthen long-term water resilience.

WATER POSITIVE LEVERS

- WATER EFFICIENCY
- WATER RECYCLING & REUSE
- RAINWATER HARVESTING
- GROUNDWATER RECHARGE
- ZERO LIQUID DISCHARGE
- SMART WATER MONITORING
- WATER-EFFICIENT FIXTURES
- SUSTAINABLE LANDSCAPING

WATER STEWARDSHIP FRAMEWORK

1. **Reducing freshwater consumption.**
2. **Increasing water recycling and reuse.**
3. **Maintaining Zero Liquid Discharge across operations.**
4. **Enhancing groundwater recharge through rainwater harvesting.**
5. **Improving water efficiency across construction and operational activities.**
6. **Supporting long-term water resilience through technology and infrastructure investments.**

WATER EFFICIENCY PROGRAMS[45]

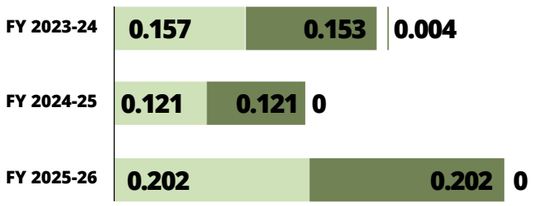
Water Efficiency Initiative	Portfolio Coverage	Est.Water Savings	Est. ROI	Programme Details
Use of gypsum plaster and chemical curing compounds across construction projects	100%	33,292.5 m³	150%	Adoption of chemical curing compounds helps reduce water consumption during construction activities
Installation of sensor-based low-flow faucets across retail projects	100%	1000 m³	0.17%	Sensor-based faucets installed at Oberoi Mall have helped achieve daily water savings of approximately 3000 – 4000 litres

[45]GRI 303-1

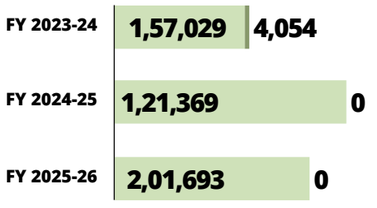
Water Consumption

The Company tracks and reports water withdrawal, discharge, and net freshwater consumption across its operations to support its water stewardship goals. Water-related performance and annual targets are monitored regularly to strengthen transparency, accountability, and responsible water management practices.

WATER WITHDRAWAL, CONSUMTION & DISCHARGE[46] (in million cubic meters)

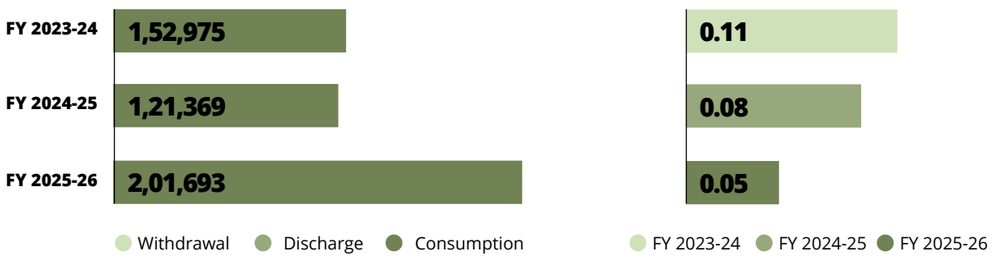


WATER WITHDRAWAL AND DISCHARGE
(Same data set reported in KL)



TOTAL NET WATER CONSUMED (KL)
Withdrawal - Discharge

WATER INTENSITY (KL/sq. ft.)



100%
WATER WITHDRAWAL SOURCED THROUGH THIRD PARTIES.

ZERO
LIQUID DISCHARGE MAINTAINED ACROSS OPERATIONS DURING FY 2025-26

AS PART OF ITS LONG-TERM COMMITMENT TO SUSTAINABLE WATER MANAGEMENT, ORL HAS ADOPTED A TARGET TO ACHIEVE WATER POSITIVITY BY 2030

*100% of ORL's operations are considered for data coverage of water data

[46]GRI 303-3, GRI 303-4, GRI 303-5

WATER CONSERVATION INITIATIVES

Construction Phase



- Use of chemical curing compounds and gypsum plaster in place of conventional water-based curing methods has helped reduce water consumption during construction by nearly 60%.



- Sewage treatment plants across projects have been upgraded with membrane bioreactor technology to improve treated water quality for reuse in gardening, flushing, cleaning, and cooling operations. These systems recycle up to 720 kL of water per day and support the Company's Zero Liquid Discharge approach[47].

Operational Phase



- Rainwater harvesting systems have been implemented across project sites to support groundwater recharge and improve long-term water availability



- At the Company's hospitality properties, operational controls such as maintaining optimum cistern water levels and regulated water pressure help reduce water consumption without affecting user experience.



- Sensor-based taps have been installed to reduce unnecessary water flow and minimise wastage across high-use areas.



- Water-efficient fixtures and low-noise fittings across residential, retail, and commercial developments help reduce water use through lower flush volumes and controlled faucet and shower flow rates.



- At Oberoi Mall, sensor-based taps have enabled daily water savings of approximately 3000 - 4000 litres, demonstrating the impact of targeted conservation measures in high-footfall locations.

[47]GRI 303-2

CASE STUDY

SEWAGE TREATMENT PLANT TECHNOLOGY UPGRADE

Objective

ORL upgraded its sewage treatment infrastructure from Moving Bed Biofilm Reactor (MBBR) technology to a Membrane Bio-Reactor (MBR) system to improve treated water quality, operational efficiency and water reuse performance. Prior to the upgrade, the facility relied heavily on water tankers, potable water, and borewell water due to declining treatment performance. Aging equipment also contributed to higher electricity consumption and operational inefficiencies.

Key Outcomes

Between July 2023 and March 2026, the project generated cost savings of INR 1.02 Cr through reduced electricity consumption and lower dependence on external water supply.

- Treated water fully recycled and reused for non-potable applications.
- Elimination of untreated or partially treated wastewater discharge.
- Reduced electricity consumption through energy-efficient pumps.
- Elimination of dependence on water tankers and borewell water.
- Improved operational reliability through SCADA-based controls.
- Continued compliance with CPCB requirements.
- Support for green building certification objectives.



CASE STUDY

WATER RECYCLING AND REUSE ACROSS OPERATIONS

Objective

We continue to strengthen our water stewardship practices by increasing the treatment and reuse of water across our developments. The initiative focuses on reducing dependence on freshwater sources through the reuse of treated water for landscaping, flushing systems, and cooling tower operations.

Key Outcomes

During FY 2025–26, the Company recycled and reused 1,20,106 KL of water, accounting for nearly 48% of total water consumption. This contributed to lower freshwater demand and supported more responsible water management across operations.

CHILLED WATER LINE FREEZING FOR OPERATIONAL CONTINUITY

Objective

To complete a critical chilled water interconnection without disrupting HVAC services, ORL deployed liquid nitrogen-based freezing technology to isolate and connect chilled water lines while maintaining uninterrupted cooling operations. It also prevented water wastage and operational downtime during critical infrastructure work.

Key Outcomes

- Activity completed within 16 hours versus an estimated 48 hours.
- Avoided rental cooling equipment costs of approximately INR 32 lakhs.
- Prevented loss of approximately 600 KL of chilled water.
- Maintained uninterrupted cooling for office spaces and server rooms.
- Demonstrated resource-efficient infrastructure management.

WASTE MANAGEMENT

Reducing waste generation also remains an important consideration while selecting materials, technologies, and operational processes across projects and facilities.

As a resource-intensive sector, real estate generates waste across construction, demolition, operations, and tenant activities. Effective waste management remains an important component of ORL's environmental strategy. Through responsible resource management, material recovery, recycling and reuse initiatives, the Company seeks to minimise waste generation, reduce environmental impacts and support circular economy principles across its developments and operations.

As part of its long-term sustainability commitments, ORL continues to pursue its objective of maintaining Zero Waste to Landfill across operations.

WASTE GENERATED RECYCLED OR REUSED
100%

WASTE SENT TO LANDFILL
0

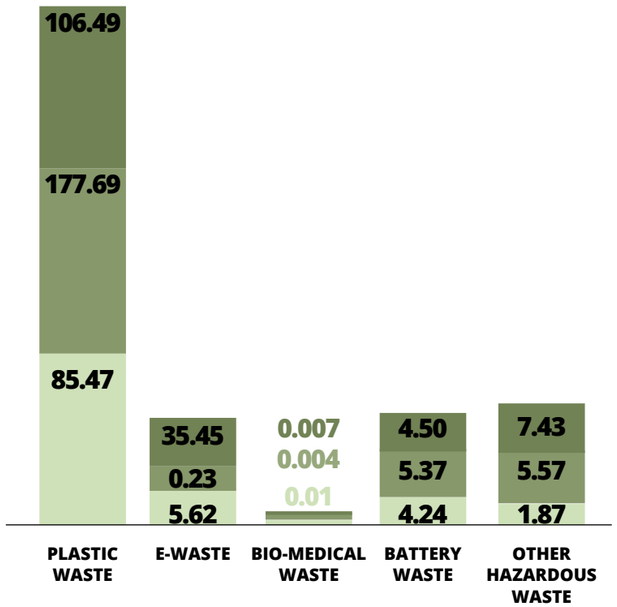
ORL'S OPERATIONS COVERED WITHIN WASTE REPORTING BOUNDARIES
100%

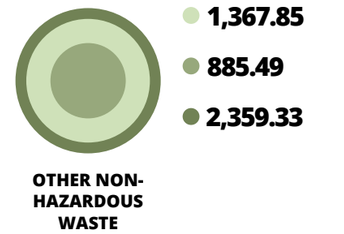
HAZARDOUS WASTE RECYCLED
100%

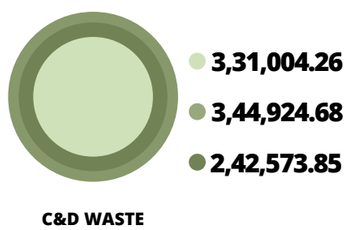


Actual Image - Jardin, Oberoi Garden City, Thane

WASTE GENERATED (MT)

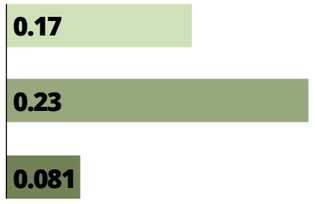






FY 2023-24 FY 2024-25 FY 2025-26

WASTE INTENSITY (MT/sq. ft.)

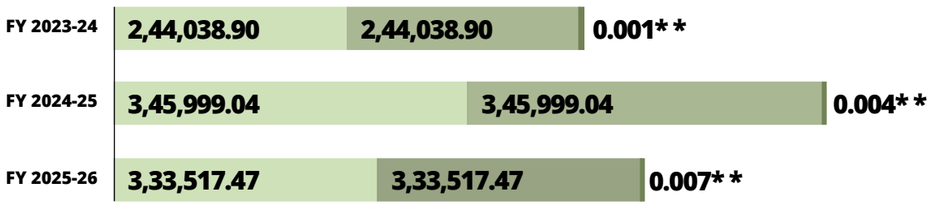


FY 2023-24 FY 2024-25 FY 2025-26

0 MT
WASTE SENT TO LANDFILL

WASTE MANAGEMENT[48] (MT)
Generated (hazardous + non-hazardous) and Treated

TOTAL WASTE LANDFILLED (MT)
0



Generated Recycled/ Reused Disposed

*100% of ORL's operations are considered for data coverage of waste data.
**This data represents the biomedical waste that is disposed through incineration as per the regulations.
[48]GRI 306-3, GRI 306-4, GRI 306-5

Circular Waste Management Framework

ORL's waste management approach is based on circular economy principles focused on reducing waste generation, extending material life and maximising resource recovery.

REDUCE

- Responsible procurement and material planning.
- Efficient material utilisation.
- Sustainable construction practices.
- Reduction in packaging and paper consumption.

REUSE

- Reuse of formwork, pallets, metal components and excavated materials wherever feasible.
- Reuse of treated organic waste as compost across developments.

RECYCLE

- Segregation of construction waste into concrete, metal, plastic and wood streams for recycling.
- Recycling of e-waste, battery waste and used oil through authorised recyclers.
- Composting of biodegradable waste through on-site organic waste converters.

Construction & Demolition Waste Management[49]

Construction and Demolition (C&D) waste represents the largest waste stream generated across ORL's projects. The Company continues to strengthen C&D waste management practices through segregation, recovery, recycling and reuse initiatives integrated into project execution processes.

Key measures include:

- Dedicated waste collection and segregation zones across project sites.
- Structured C&D waste management procedures under designated supervision.
- Project-level waste reduction, reuse and recycling targets.
- Contractor incentive mechanisms supporting material recovery.
- Waste management awareness and EHS training programmes.
- Engagement with recycled-product exchanges and authorised recyclers.

In line with the Construction and Demolition Waste Management Rules, 2025, which introduce Extended Producer Responsibility (EPR) obligations for applicable entities and are scheduled to come into effect from 1 April 2026, ORL has initiated preparatory measures to strengthen its C&D waste management framework. The Company is working towards ensuring compliance with the forthcoming EPR requirements in the next financial year through enhanced tracking, reporting and resource recovery mechanisms across its projects.

These measures support resource efficiency, regulatory compliance and the Company's Zero Waste to Landfill commitment.

Solid Waste Management

ORL adopts a comprehensive solid waste management approach across its operational assets, with source segregation mandated to ensure effective handling and maximum resource recovery. Waste is segregated into wet and dry fractions at the point of generation, enabling efficient treatment and recycling.

Organic waste converters have been installed across operational assets to support on-site treatment of biodegradable waste.

During FY 2025-26, 45,690.73 kg of compost was generated through organic waste treatment systems and reused for landscaping and soil enrichment across project locations. Surplus compost is also distributed to visitors at retail properties, supporting awareness and circular resource use.

Segregated dry waste is channelled to authorised recyclers for further processing and material recovery, ensuring 100% circularity of waste generated across operational assets.

WASTE SENT TO LANDFILL
0

WASTE RECOVERY RATE ACROSS OPERATIONS DURING FY 2025-26
100%



Actual Image - Sky City, Borivali

[49]GRI 306-1

PRODUCT STEWARDSHIP

The Company continues to integrate sustainability considerations throughout the lifecycle of its developments, from planning and design through construction, operations and ongoing asset management.

This approach supports the delivery of high-performance assets that are designed to enhance environmental performance, improve occupant wellbeing and create long-term value for stakeholders.

The Company's product stewardship framework focuses on:

- Sustainable design and development.
- Resource-efficient construction practices.
- Green building certification.
- Operational performance optimization.
- Occupant health and wellbeing.
- Long-term asset resilience and value creation.

Through this approach, ORL seeks to reduce environmental impacts and strengthen the long-term sustainability performance of its portfolio.

Green Building Certification and Benchmarking

ORL continues to align its developments with recognized green building certification frameworks to support responsible construction and operational excellence.

Sustainability considerations are integrated into project planning, development and asset management processes to improve environmental performance, resource efficiency and long-term resilience.

88%
PROJECTS PORTFOLIO CERTIFIED UNDER RECOGNIZED GREEN BUILDING STANDARDS REST IN PROCESS OF REGISTRATION

100%
OPERATIONAL COMMERCIAL, RETAIL AND HOSPITALITY ASSETS CERTIFIED UNDER RECOGNIZED GREEN BUILDING CERTIFICATION FRAMEWORKS WITH A MINIMUM GOLD RATING

These certifications support improved energy performance, water efficiency, waste management, indoor environmental quality and occupant wellbeing across the portfolio

SUSTAINABLE DEVELOPMENT FRAMEWORK

DESIGN AND PLANNING
- Climate-responsive building design
- Energy and water-efficient systems
- Sustainable material selection
- Biodiversity and landscape considerations

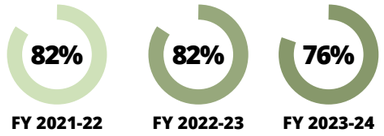
CONSTRUCTION
- Resource-efficient construction practices
- Construction and demolition waste management
- Responsible material sourcing
- Environmental compliance and monitoring

OPERATIONS
- Energy, water and waste performance management
- Green building certification maintenance
- Indoor environmental quality management
- Digital monitoring and performance optimization

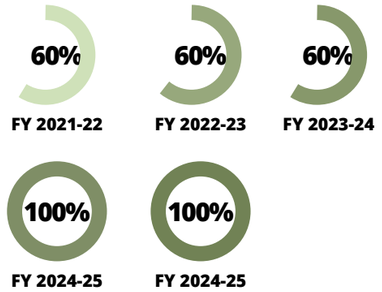
OCCUPANCY AND ASSET PERFORMANCE
- Enhanced occupant comfort and wellbeing
- Resource-efficient building operations
- Climate resilience and operational continuity
- Long-term asset value preservation

TYPE OF CERTIFICATION/STANDARD

BUILDING STANDARDS – NEW CONSTRUCTION/MAJOR RENOVATIONS



BUILDING STANDARDS – 'IN-USE'/ OPERATIONAL ASSETS (IGBC/LEED CERTIFIED WITH A MINIMUM GOLD RATING LEVEL)



Sustainable Asset Performance

The Company's certified developments incorporate a range of sustainability measures, including:

- High-efficiency HVAC systems.
- Water-efficient fixtures and recycling systems.
- Renewable energy integration.
- Sustainable and recycled-content materials.
- Advanced building management systems.
- Indoor environmental quality monitoring.
- Climate-resilient design features.

These measures contribute to lower operational costs, reduced environmental impacts and enhanced user experience.

CASE STUDY

LEED PLATINUM O+M CERTIFICATION – ADVANCING LOW-CARBON BUILDING OPERATIONS

Objective

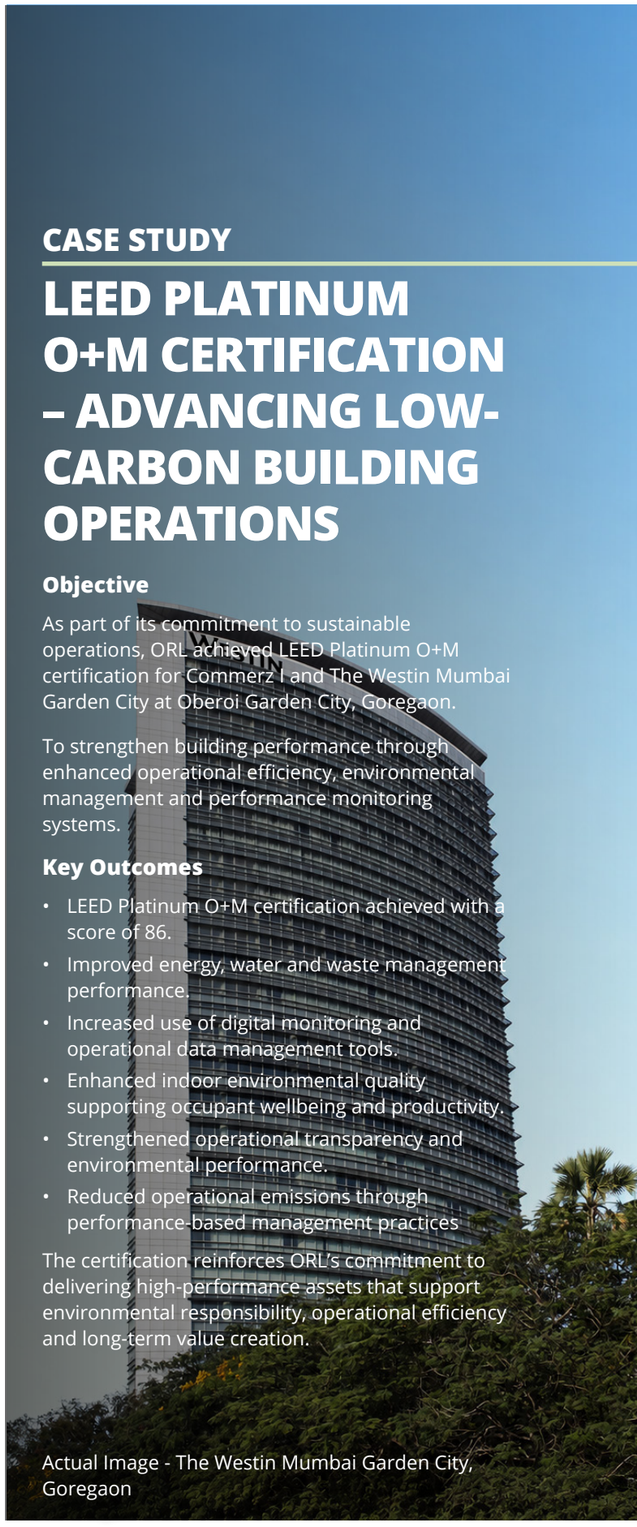
As part of its commitment to sustainable operations, ORL achieved LEED Platinum O+M certification for Commerz I and The Westin Mumbai Garden City at Oberoi Garden City, Goregaon.

To strengthen building performance through enhanced operational efficiency, environmental management and performance monitoring systems.

Key Outcomes

- LEED Platinum O+M certification achieved with a score of 86.
- Improved energy, water and waste management performance.
- Increased use of digital monitoring and operational data management tools.
- Enhanced indoor environmental quality supporting occupant wellbeing and productivity.
- Strengthened operational transparency and environmental performance.
- Reduced operational emissions through performance-based management practices

The certification reinforces ORL's commitment to delivering high-performance assets that support environmental responsibility, operational efficiency and long-term value creation.



Actual Image - The Westin Mumbai Garden City, Goregaon

BIODIVERSITY

Biodiversity conservation forms a critical component of ORL's sustainability approach. The Company integrates biodiversity considerations into project planning, design, construction and operations with the objective of protecting ecosystems, supporting ecological resilience and creating nature-positive developments.

Through policy commitments, biodiversity risk assessments and responsible development practices, ORL seeks to minimise impacts on biodiversity while enhancing ecological value across its portfolio.

Biodiversity Governance

ORL's biodiversity approach is guided by its Biodiversity Policy, which aligns with the objectives of the Convention on Biological Diversity (CBD) and relevant national and international frameworks.

Key Commitments

- Integrate biodiversity considerations into business strategy and project planning
- Support protection and enhancement of ecosystems and habitats
- Commitment towards No Net Deforestation across operations
- Conduct Environmental Impact Assessments (EIAs) for applicable projects, in line with MoEFCC requirements
- Avoiding operational activities within notified eco-sensitive zones, World Heritage sites, and IUCN Category I–IV protected areas
- Promote biodiversity awareness among employees, customers, suppliers and communities

Integrating Biodiversity into Operations

Biodiversity Policy

To strengthen its approach further, the Company also adopted a dedicated biodiversity policy aligned with the objectives of the Convention on Biological Diversity (CBD) and relevant national and international frameworks. The policy integrates biodiversity conservation and ecosystem management into the Company's broader sustainability strategy and supports responsible development practices across projects and operations.

- Integrate Biodiversity conservation into business strategy
- Align with CBD Goals
- Adhere to national and international standards and best practices

Biodiversity Risk Assessment[50]

During FY 2025-26, we conducted a Biodiversity Risk Assessment across our operations to better understand potential interactions between real estate activities and biodiversity-related impacts. The Company is committed to minimizing the ecological impact of its operations and integrating biodiversity considerations into project planning, development and operational practices.

Additionally, in alignment with applicable regulatory requirements of the Ministry of Environment, Forest and Climate Change (MoEFCC), Environmental Impact Assessments (EIAs) are conducted for applicable projects. Building on this approach, the Company is undertaking Biodiversity Risk Assessments across operational sites to identify, assess and manage biodiversity-related dependencies, risks and impacts across the value chain.

Biodiversity Risk Assessment Approach[51]

The assessment framework includes:

- **Proximity and Sensitivity Analysis:**

Geospatial tools such as GIS platforms, Google Earth Pro and biodiversity databases are being used to evaluate the proximity of operational sites to ecologically sensitive areas including Protected Areas (PAs), Wildlife Sanctuaries, Key Biodiversity Areas (KBAs), Tiger Corridors and habitats of species listed under the IUCN Red List within a 10 km radius. This assessment helps identify biodiversity-sensitive landscapes and supports informed project planning and decision-making.

- **Dependency and Impact Identification:**

Sectoral and site-level biodiversity dependencies and impacts are being assessed using globally recognized tools such as ENCORE and the WWF Biodiversity Risk Filter (BRF). These assessments help strengthen understanding of ecosystem service dependencies, biodiversity pressures and nature-related operational risks associated with construction and real estate development activities.

- **Risk Mitigation Strategy Development:**

Based on the assessment findings, corporate and site-level mitigation measures are being identified to address biodiversity and nature-related risks through ecological planning, habitat enhancement, restoration initiatives and sustainable infrastructure practices integrated into project lifecycle management.

OPERATIONAL SITES LOCATED WITHIN ECO-SENSITIVE ZONES, PROTECTED AREAS OR WORLD HERITAGE SITES[52]

0

BIODIVERSITY RISK ASSESSMENT COMPLETED ACROSS OPERATIONS

COMMITMENT TO NO NET DEFORESTATION ACROSS OPERATIONS

DEDICATED BIODIVERSITY POLICY ADOPTED

TREES PLANTED DURING FY 2025-26[53]

2,083

KEY RISKS IDENTIFIED



Risks to local flora and fauna



Soil erosion, degradation and runoff during construction activities



Dust, noise, light and waste pollution



Climate-related risks

[50]GRI 304-2

[51]GRI 304-3, [52]GRI 304-1, [53]GRI 305-5

Actual Image - Thane Creek

The Biodiversity Proximity and Sensitivity Analysis was conducted across 18 business operation sites to assess potential biodiversity-related impacts and dependencies. Based on the assessment, priority sites were identified and evaluated for their ecological sensitivity. The analysis also considered species listed under the International Union for Conservation of Nature (IUCN) Red List and applicable national conservation lists.

The summary of threatened species identified in and around the priority sites is provided below:

IUCN RED LIST SPECIES AND NATIONAL CONSERVATION LIST SPECIES[54]

IUCN Classification	List of Species
Critically Endangered	2
Endangered	6
Vulnerable	10
Near Threatened	0
Least Concern	0

Key Mitigation Measures

To address identified biodiversity risks, ORL integrates biodiversity considerations throughout the project lifecycle.

- Development and implementation of Biodiversity Management Plans (BMPs)
- Native and climate-resilient species plantation
- Ecological landscaping and habitat enhancement
- Stormwater management and soil stabilization measures
- Pollution prevention and control practices
- Waste segregation and composting initiatives
- Biodiversity awareness and stakeholder engagement programmes
- Biodiversity monitoring and site-level management measures

Nature-positive Development Practices

ORL continues to incorporate biodiversity-enhancing measures across residential, commercial, hospitality and mixed-use developments.

Sustainable Landscaping

- Preference for native and drought-tolerant species.
- Reduced dependence on high-water-demand turf areas.
- Pollinator-friendly planting strategies.
- Ecological landscaping practices.

Ecosystem Protection and Restoration

- Preservation of existing vegetation wherever feasible.
- Retention of natural site features and topography.
- Support for ecosystem restoration initiatives.
- Enhancement of green cover across developments.

Water and Soil Conservation

- Rainwater harvesting systems.
- Filtered stormwater drainage systems.
- Erosion and sedimentation control measures.
- Vegetation retention and soil stabilization practices.

Climate and Urban Ecology

- High Solar Reflectance Index (SRI) materials to reduce heat island effects.
- Green roofs, green walls and green infrastructure solutions.
- Biodiversity corridors and pollinator habitats, where feasible.

Site-Level Ecological Enhancement Initiatives

Site-level ecological assessments across residential, commercial, hospitality and recreational assets identified opportunities to strengthen urban biodiversity and ecological resilience through:

- Native species plantations.
- Terrace gardens and container planting.
- Pollinator-friendly landscapes.
- Green walls and vertical greening systems.
- Biodiversity corridors and butterfly habitats.

These initiatives contribute to improved habitat quality, ecological connectivity and enhanced urban biodiversity outcomes.

[54]GRI 304-4



CASE STUDY

ENHANCEMENT OF LANDSCAPING – ENVIRONMENTAL SUSTAINABILITY AND BIODIVERSITY

Overview

As part of its commitment to responsible urban development, the Company undertook a landscaping enhancement initiative focused on improving the environmental quality and ecological value of its project surroundings. The initiative emphasized the development of greener outdoor spaces through biodiversity-conscious landscaping, resource-efficient practices, and nature-inclusive design elements.

Objective

The initiative aimed to strengthen environmental sustainability across project locations by increasing green cover, supporting local biodiversity, and creating aesthetically appealing outdoor environments that enhance user experience and recreational value.

Key Interventions

- The landscaping approach incorporated a range of ecological and resource-conscious measures, including:
- Plantation of native and drought-tolerant species to reduce water dependency
- Development of pollinator-friendly gardens to support bees, butterflies, and other beneficial species
- Introduction of gardens, vertical greenery, and shaded green spaces to improve environmental quality
- Adoption of drip irrigation systems and rainwater harvesting practices for better water management
- Use of organic fertilizers and composting methods to enrich soil health and reduce chemical usage

Impact

The initiative contributed to strengthening the ecological character of the surrounding environment while improving the usability and visual appeal of outdoor spaces. Increased green cover and pollinator-friendly plantations supported local biodiversity and ecological balance. Sustainable irrigation and soil management practices helped conserve natural resources, while landscaped open areas created a more engaging and comfortable environment for residents, visitors, and other stakeholders.

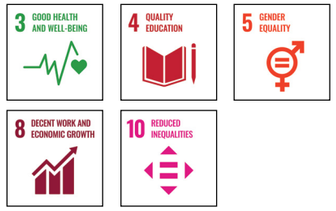
Key Outcomes

- Reduction in landscape water demand through native and drought-resilient plantation
- Improved habitat support for pollinators and small urban biodiversity species
- Enhancement of air quality and outdoor aesthetics through expanded green infrastructure
- Improved soil quality through composting and organic nutrient management
- Better water conservation through efficient irrigation and rainwater harvesting systems

CHAPTER 09

HUMAN CAPITAL

CONTRIBUTION TO SDGS



IN THIS SECTION

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Human Rights and Freedom of Association	196
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Actual Image - Eternia and Enigma, Mulund

HUMAN CAPITAL MANAGEMENT STRATEGY

People remain central to how value is built across the organization, shaping the way talent is supported, aligned, and developed in line with business objectives.

A strong foundation enables both performance and adaptability, while also supporting long-term stability in an evolving environment. This perspective guides how individuals are equipped to contribute meaningfully and grow within the organization.

A culture grounded in collaboration, appreciation and consistent support creates the conditions for sustained performance and professional fulfilment. The approach to people management is defined by growth over time, with Career Development Plans (CDPs) and succession planning playing a key role in strengthening capability and ensuring continuity in leadership. These efforts also contribute to broader ESG priorities by reinforcing workforce development and responsible practices.

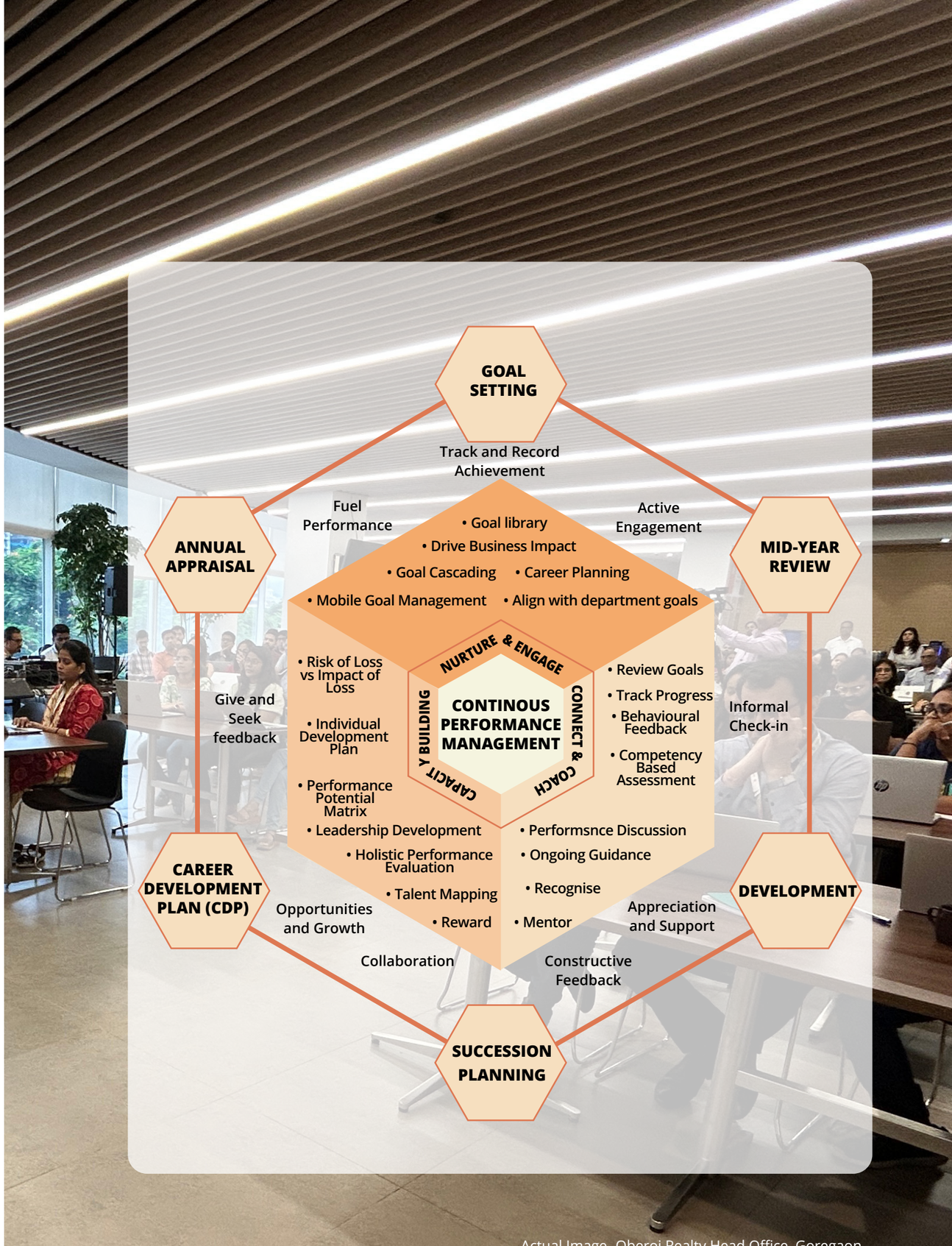
Within this framework, performance management functions as an ongoing and structured process. Clear goal setting, mid-year reviews, development plans and annual appraisals provide measurable checkpoints, ensuring alignment with business priorities while maintaining visibility on progress.

Strong execution is supported by regular engagement and open dialogue. Continuous feedback, active participation, and consistent check-ins create space for recognition, course correction, and alignment. This steady cadence helps maintain engagement while ensuring that individual contributions remain connected to the organization's overall direction.



Great Place to Work Certified (Nov2025 - Nov2026)

Oberoi Realty took part in the Great Place to Work® employee engagement survey and insights from this exercise led to the organization earning the Great Place to Work certification with a score of 95 surpassing the India - Best Workplaces - Large - Top 100 benchmark of 88.



Actual Image -Oberoi Realty Head Office, Goregaon

TALENT ACQUISITION AND HIRING STRATEGY[55]

Fostering a culture that encourages progress and responsiveness, Oberoi Realty has been able to stand apart, reinforcing its position as an employer that prioritizes long-term readiness while remaining deeply aligned with the expectations and experiences of its workforce.

An important distinction in our operating model is the composition of the wider workforce that supports site execution. Against this broader backdrop, our approach to people management in FY 2025–26 continues to be anchored in delivering a well-rounded and consistent experience across the entire employee lifecycle. Our emphasis remains on ensuring that every individual, from entry to progression and beyond, engages with the organization in a meaningful way

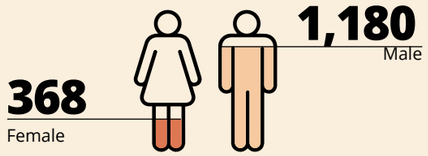
During the year, the company's direct workforce comprised 1548 employees, including 1536 permanent and 12 non-permanent staff members, reflecting a largely stable and committed employee structure that supports ongoing business priorities.

Close to 14,950 labourers were also deployed across construction locations through contractors and subcontractors. These individuals, while integral to project delivery, are not on the company's direct payroll and are therefore classified separately from the employee base.

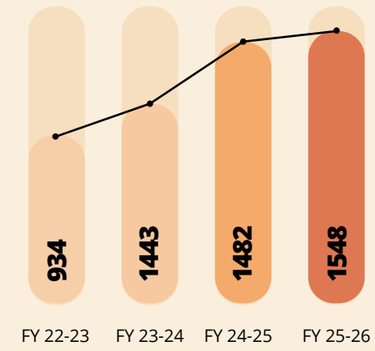
Together, this blended workforce model underlines the scale and operational complexity of the company's project execution environment.

TOTAL EMPLOYEES

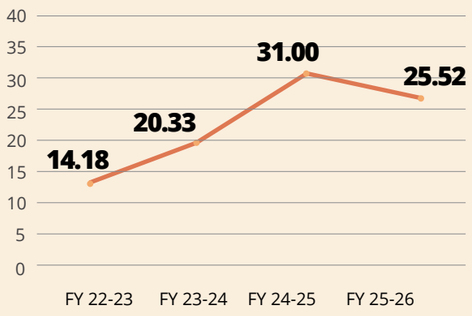
1,548



TOTAL EMPLOYEES OVER THE YEARS

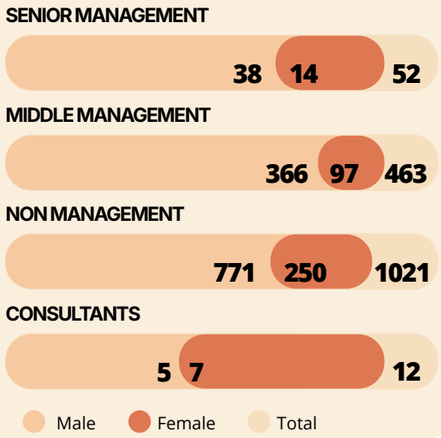


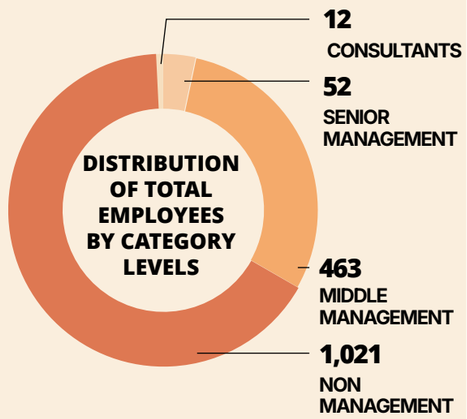
HUMAN CAPITAL ROI



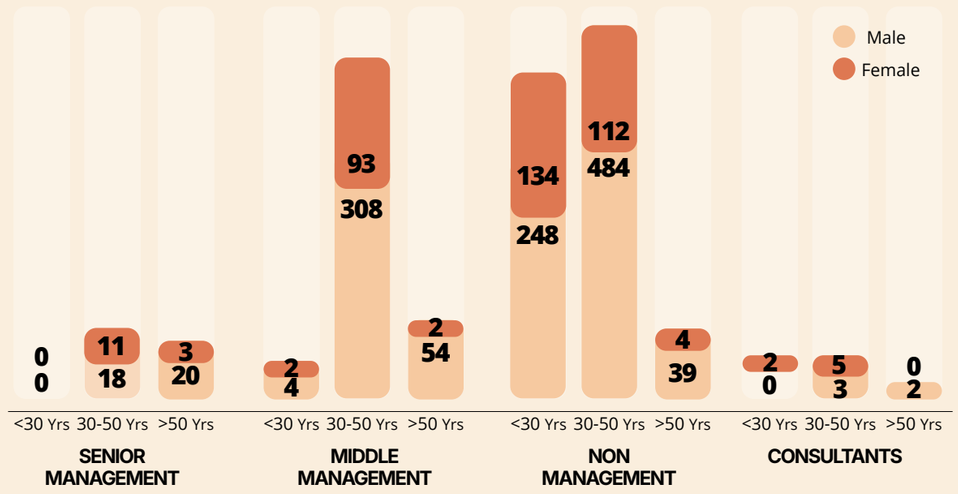
[55]GRI 2-7 ,GRI 2-8 and GRI 401-1

DISTRIBUTION OF TOTAL EMPLOYEES BY GENDER AND CATEGORY LEVELS





DISTRIBUTION OF EMPLOYEES BY CATEGORY LEVELS, AGE AND GENDER



HUMAN CAPITAL RETURN ON INVESTMENT

PARAMETERS	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
TOTAL REVENUE	41,92,58,18,000	44,95,78,53,000	54,74,17,69,320	63,04,26,89,000
TOTAL OPERATING EXPENSES	53,73,88,18,000	25,16,25,55,000	20,45,21,88,000	30,01,70,52,000
TOTAL EMPLOYEE-RELATED EXPENSES	77,79,47,000	1,02,39,80,000	1,14,28,17,000	1,34,67,53,000

PEOPLE FIRST 2.0

A CULTURE SHIFT DESIGNED WITH AND FOR OUR WORKFORCE

As workplace expectations continue to shift, the company reimagined how culture should be built and experienced. This led to the launch of our People-First initiative, a company-wide movement that became the foundation of a renewed cultural movement, one that placed empathy, inclusion, and everyday interactions at the centre of the work environment. It was designed to evolve through shared ownership, shaping a culture where people remain the starting point for every decision.

The initiative focused on building moments, behaviours and systems that strengthen connection and trust across the organization.

What Drove the Initiative

The shift began with four core drivers that formed the backbone of the program:

- **Leadership setting the cultural direction:** Senior leaders participated in focused coaching that strengthened self-awareness, listening and people-focused leadership styles.
- **A cascade designed with intention:** Rollout sequences were planned to avoid mixed messaging, ensuring teams across locations and grades experienced the same principles with clarity.
- **Values shaped collectively:** Employees from diverse teams co-created cultural themes, making the company's values reflective of real workplace experiences rather than abstract statements.
- **Creativity and Dialogue:** Interactive formats like workshops, collaborative murals, discussions and interactive storytelling and team activities, made the change more engaging and memorable.

How we created cultural momentum

The initiative sparked deeper connection across teams by bringing employees together through dialogue and shared reflection. Leadership circles strengthened emotional intelligence and listening capabilities. Cross-functional sessions fostered collaboration, while refreshed values gave employees a clearer guide for day-to-day decisions.

What the Program Enabled

- **Workforce Coverage:** 95% of employees across roles and locations participated, ensuring wide cultural alignment.
- **Improved Collaboration:** Joint activities and value workshops broke silos and encouraged peer learning.
- **Increased Recognition:** Value-led recognition became more consistent, spotlighting positive behaviour and performance.
- **Leadership Coaching:** 144 hours of targeted development through leadership sessions deepened people-centric skills.
- **Refreshed Values:** A renewed set of core values, co-created with employees, brought clarity and relevance to cultural expectations.



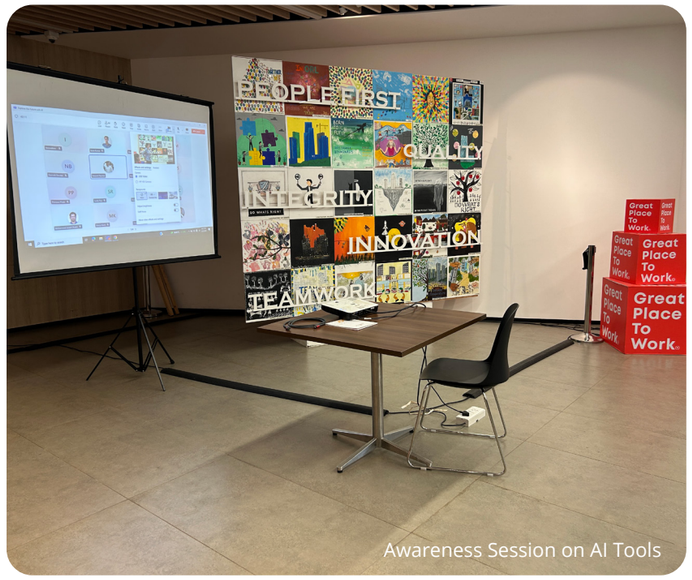
People First 2.0 Attendees



People First Workshop



People First Workshop



Awareness Session on AI Tools

ANCHORING HIRING IN MERIT AND CLARITY[56]

Our hiring is approached as a deliberate and well-orchestrated process with clarity and fairness guiding every stage.

Decisions are shaped by merit, sound judgment and equal opportunity, ensuring that roles are filled by individuals whose strengths align with what the position truly demands. The use of technology and automation brings discipline and transparency into the system, while a thoughtful mix of sourcing channels, supported by an annual hiring roadmap, allows access to a wide and varied pool of talent.

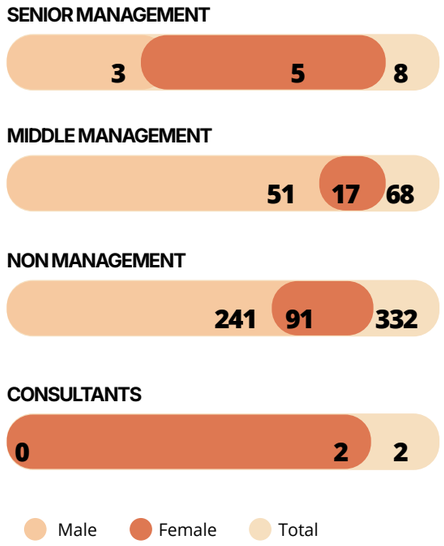
TOTAL NEW HIRES

410
(Indian Nationality)

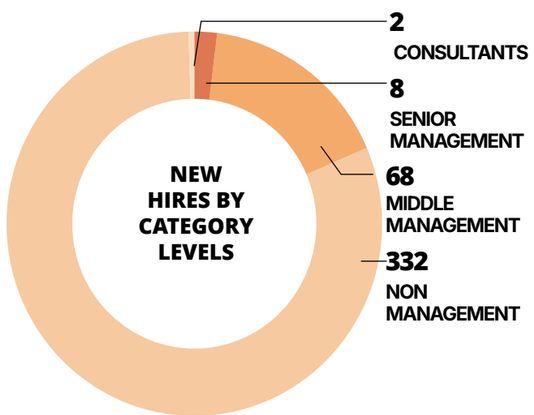
AVERAGE HIRING COST

6565 INR
Per Employee in FY2025-26

NEW HIRES FOR FY 2025-26 BY GENDER

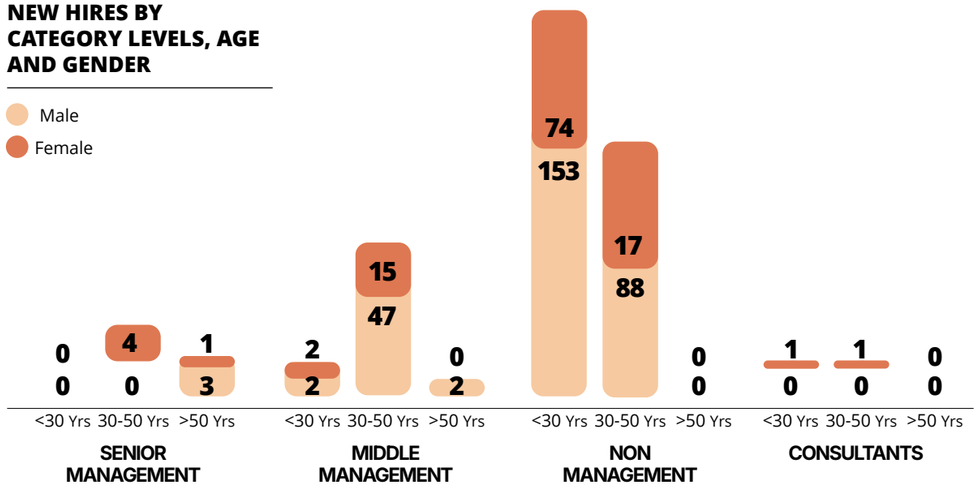




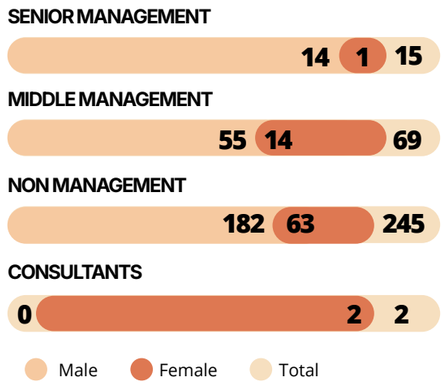


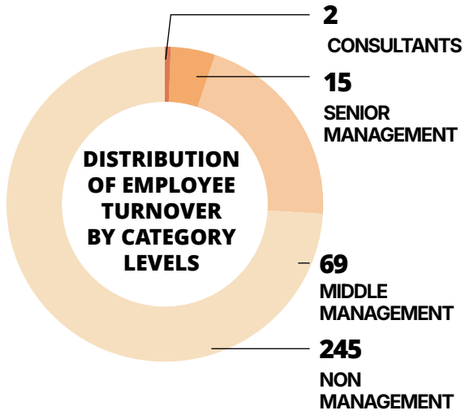
[56]GRI 401-1, GRI 202-2

NEW HIRES BY CATEGORY LEVELS, AGE AND GENDER

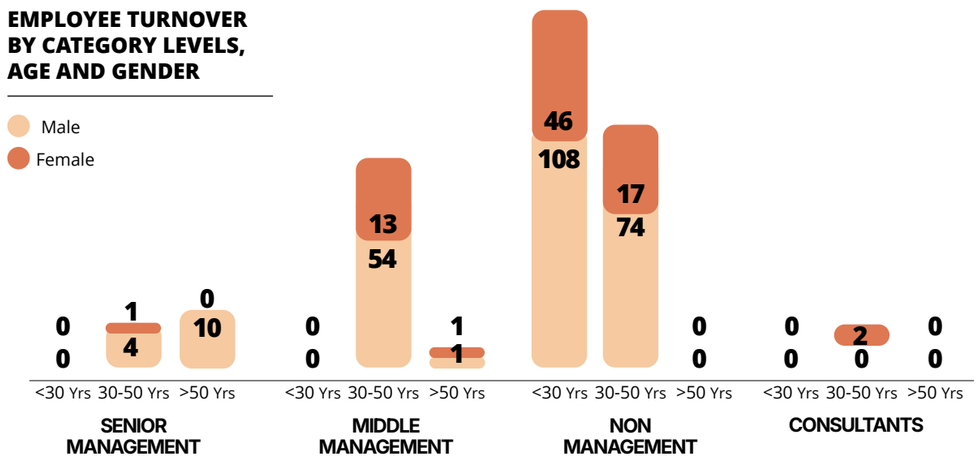


EMPLOYEE TURNOVER BY GENDER

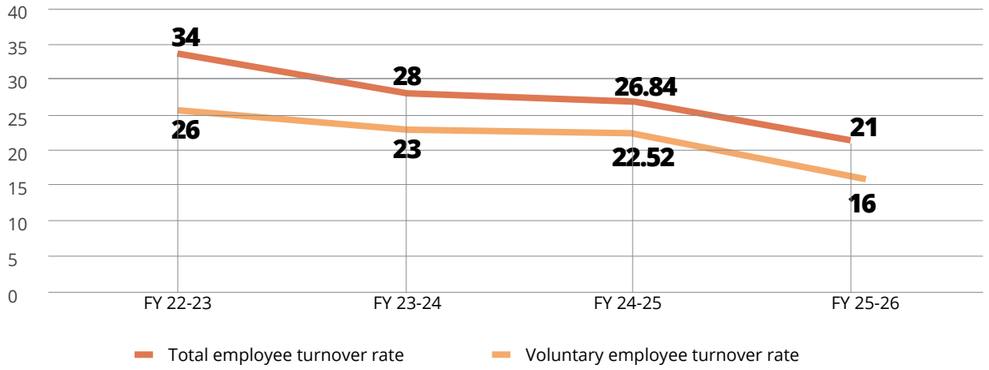




EMPLOYEE TURNOVER BY CATEGORY LEVELS, AGE AND GENDER



TREND OF EMPLOYEE TURNOVER



Data coverage FY 22-26 (as % of all FTEs globally) : 100%



Value Refresh & Cascade Workshop



People first- Appreciation day



POSH Awareness Session

FROM HIRING EXERCISE TO ENDURING CONTRIBUTION

Hiring is viewed as more than a routine activity, with emphasis placed on its long-term impact on the organization. This perspective shapes retention efforts, with focused initiatives aimed at reducing the exit of skilled employees.

- Retention practices are aligned to limit the loss of experienced talent through targeted interventions.
- The return-to-work policy enables professionals to rejoin after career breaks, offering a supportive environment to rebuild and grow.
- 'Stay Interviews' are conducted to understand employee concerns and address them in a timely and structured manner.

CREATING PREFERENCE OVER SELECTION

We aim to position the organization as one that talent actively seeks out, not simply one that evaluates candidates. This is supported by open communication that highlights key strengths, including stability, legacy, accelerated career paths, and a focus on innovation.

- We use varied recruitment channels to support diversity in hiring, including campus placements at leading business schools and direct applications.
- Focus on specific talent clusters for niche roles through targeted hiring efforts.
- Strengthen connections with real estate networks, academic institutions, and industry associations.



PLANNING AHEAD FOR TALENT NEEDS

- The organization remains committed to equal opportunity, with recruitment decisions based on merit, ethics, transparency, and fairness.
- Annual hiring plans are closely aligned with business priorities and defined targets. Workforce planning draws on future talent requirements, expansion plans, and succession considerations.
- Recruitment is managed through SAP SuccessFactors, bringing consistency across processes

HIRING RATE

23%

ENCOURAGING GROWTH THROUGH INTERNAL MOVEMENT

Internal mobility remains central to supporting employee development, enabling individuals to pursue new roles within the organization while continuing to build their careers. Our Internal Mobility Policy helps employees expand their professional scope. Key aspects include:

- Movement across functions or into advanced roles allows employees to build broader skill sets and increase their contribution.
- Internal transitions support retention, make effective use of institutional knowledge, and contribute to building a flexible and responsive workforce.
- Employees can apply for internal opportunities without requiring prior approval from their manager, promoting autonomy, transparency and individual initiative.

ADVANCING INCLUSION AND REPRESENTATION[57]

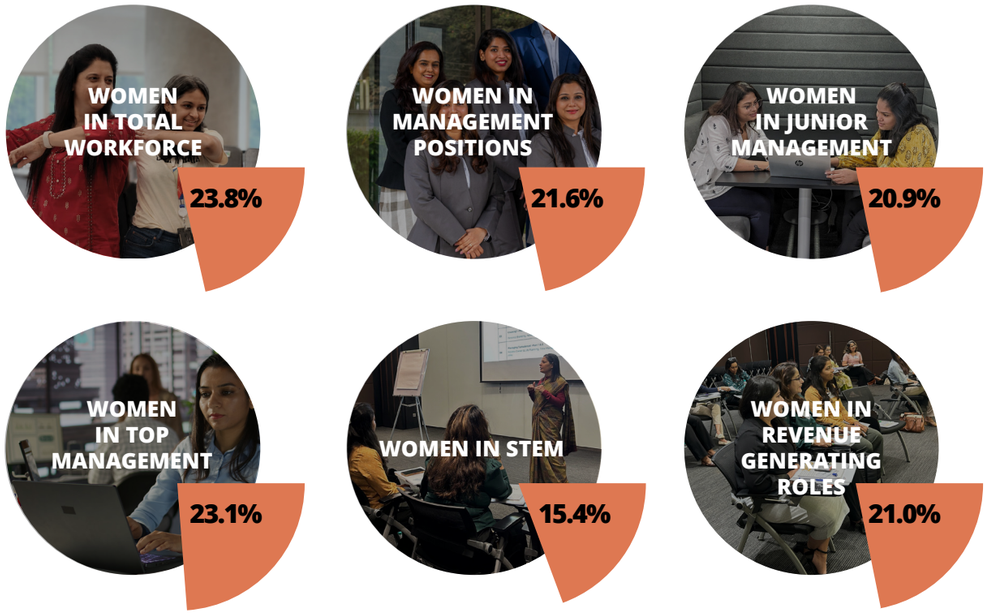
Building a workplace where diversity is valued and inclusion is actively practiced remains our continuous focus, ensuring every individual feels heard and able to contribute. This commitment is supported by the DEI Council, formed with representation across functions, levels and locations, including leadership and mid-management.

The Council drives initiatives, improves communication through regular updates and feedback channels, and serves as a point of contact at deicouncil@oberoirealty.com.

- Promote diverse representation and inclusive practices across the organization
- Enable open communication through structured updates and feedback mechanisms
- Implement focused initiatives that strengthen DEI practices

The long-term DE&I roadmap, shaped with an experienced DEI partner (external), is guided by internal policy and built around step-by-step actions that embed inclusion across the employee lifecycle.

GENDER-INCLUSIVE SNAPSHOT



[57]GRI 405-1 and GRI 405-2


Flying Lessons Workshop

OUR STRATEGY



Building Inclusive Mindsets

- Leader-led DEI conversations on equity, bias awareness, and inclusive culture from hiring to onboarding
- Inclusive Hiring Workshops with external experts for hiring managers
- Internal sessions for People Managers to strengthen unbiased decision-making
- Practices to promote inclusive language and gender-neutral practices

Strengthening DEI Strategy

- Co-created DEI roadmap with consulting partners
- Integrated expert guidance into policies, programs and frameworks for sustained impact

Advancing Women Leadership

- "Flying Lessons" batches rolled out every year as a four-month leadership accelerator
- Open to all women employees across teams, levels, and locations and designed to strengthen the future leadership pipeline

Creative Engagement & Culture Building

- DEI Street Play as a high-impact awareness format
- Conducting internal campaigns focused on identity, authenticity and everyday inclusion
- Reinforcing value-based behaviours through ongoing DEI-aligned communication



CASE STUDY

FLYING LESSONS - WOMEN LEADERSHIP DEVELOPMENT

Purpose

To expand the women leadership pipeline by equipping aspiring women professionals with the clarity, skills and confidence needed to navigate their growth journeys and take on future leadership roles.

Objective

- Create an inclusive and accessible development platform open to all women employees
- Identify high-potentiall talent through structured assessments
- Provide a blend of experiential, classroom and reflective learning to strengthen leadership behaviours

Outputs

- The cohort began with a high-impact outbound experience inspired by natural elements such as earth, water, fire and win, designed to break subconscious barriers and build self-awareness
- Participants engaged in experiential challenges to overcome fear, recognize strengths, and expand leadership perspectives
- Classroom workshops followed, offering immersive learning, real scenarios, and reflective exercises.

Outcomes

- Strengthened confidence and self-leadership capabilities among participants
- Early behavioural shifts to be evaluated through a follow-up assessment planned for 2026
- A stronger, broader pipeline of women ready for future leadership opportunities

Program Highlights

46

EMPLOYEES REGISTERED AND UNDERWENT AON ASSESSMENTS

15

HIGH-POTENTIAL WOMEN SELECTED FOR THE COHOR

77%

RETENTION OF KEY CONCEPTS AS SHOWN BY A GOST-TRAINING KNOWLEDGE CHECK



CASE STUDY

GREAT PEOPLE MANAGER STUDY 2026

Purpose

To strengthen people leadership across the organisation by evaluating managerial effectiveness, identifying high-im,gact managers, and reinforcing a culture built onempathy, clarity, and people-centric decision-making. The organisation continued its participation in the Great People Manager Study 2026, conducted by the Great Manager Institute®, one of India's most recognised benchmarks for evaluating managerial excellence.

Objective

- Benchmark People Managers against national standards
- Recognise effective managerial behaviour and leadership strengths
- Use insights to guide leadership development, coaching, and cultural alignment

Outcomes

- Strengthened culture of accountability, coaching, and people-centric management
- Positive reinforcement for managers demonstrating behaviours aligned to organisational values

Program Highlights

84 to 88

PEOPLE MANAGER EFFECTIVENESS INDEX IMPROVEMENT INDICATING MEASURABLE GROWTH IN CAPABILITY ACROSS THE LEADERSHIP COHORT

49

SIGNIFICANT RISE IN PARTICIPATION IN THE 2026 CYCLE

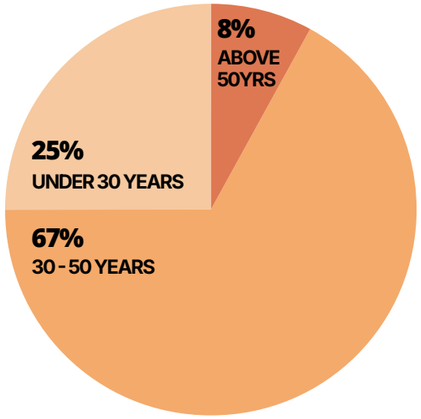
24

HIGHER NUMBER OF MANAGERS QUALIFIED FOR ROUND 2 FROM PREVIOUS 14 TO

3

NUMBER OF ROUND 2 QUALIFIERS RECOGNIZED AMONGST INDIA'S TOP 100 GREAT PEOPLE MANAGERS™ FOR 2026

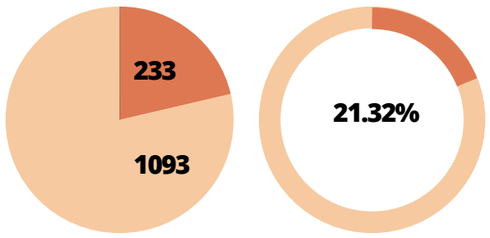
AGE INCLUSIVE WORKFORCE



OUR TARGET FOR SHARE OF WOMEN IN TOTAL WORKFORCE BY 2030.



TOTAL MANAGEMENT POSITIONS IN REVENUE-GENERATING FUNCTIONS



SENIOR MANAGEMENT 23. 08%

6 26

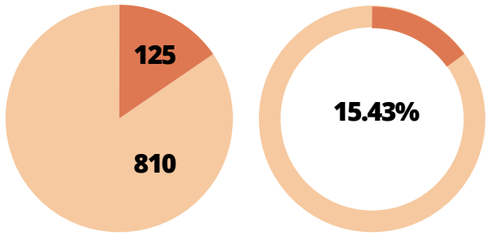
MIDDLE MANAGEMENT 22.03%

65 295

NON MANAGEMENT 20.98%

162 772

TOTAL STEM RELATED POSITIONS



SENIOR MANAGEMENT 22.58%

7 31

MIDDLE MANAGEMENT 12.91%

39 302

NON MANAGEMENT 16.56%

79 477

Number of women in the category

Number of total employees in the category



Women Empowerment Event



Women's Day Celebration



Flying Lessons Workshop



Women's Day Celebration

WELLBEING AND EMPLOYEE EXPERIENCE

Managing human capital with care and consistency remains central, alongside a continued commitment to supporting both personal and professional development.

The organization takes pride in being a preferred workplace, where individuals are encouraged to grow in a balanced and meaningful way. Our wellbeing framework is guided by eight core principles that shape a structured and comprehensive approach. These principles focus on areas such as psychological safety, inclusion, accountability, and ongoing improvement, helping create an environment where employees can progress with confidence across all aspects of their work and wellbeing.

EMPLOYEE CENTRICITY

- Prioritize employee needs and preferences.
- Involve employees in shaping well-being policies and programs.

INCLUSION AND EQUITY

Ensure programs are accessible to all employees regardless of gender, location, physical ability, or role.

WORK-LIFE INTEGRATION

- Encourage flexibility in work hours, locations and expectations.
- Respect boundaries.

PSYCHOLOGICAL SAFETY

Promote an environment where employees can express concerns, without fear.

EMPLOYEE WELLBEING FRAMEWORK

MANAGERIAL RESPONSIBILITY

Managers should role model healthy behaviours and prioritize team wellness.

PREVENTION AND PROACTIVENESS

- Focus on preventive care and early warning systems.
- Target for preventive care rather than reactive solutions.

COMMUNICATION AND TRANSPARENCY

Open, honest and regular communication about the well-being initiatives and available resources.

MEASUREMENT AND CONTINUOUS IMPROVEMENT

Track impact of the well-being initiatives using KPIs to regularly evaluate and update strategies.



GREAT PLACE TO WORK (NOVEMBER 2025 TO NOVEMBER 2026)

In FY 2025-26, our company participated in the 'Great Place to Work' employee engagement survey again this financial year with over 900 employees participating. Based on their feedback, our company earned the 'Great Place to Work' certification for the second consecutive year with a remarkable score of 95, surpassing the India Top 100 benchmark of 88.

Additionally, our company has bagged three prestigious accolades by Great Place to Work India:

'India's Top 100 Best Companies to Work For' – ranked 74th out of 2000+ companies across 10+ industries

India's Best Workplaces in Real Estate industry for 2025

India's Best Workplaces for Women for 2025

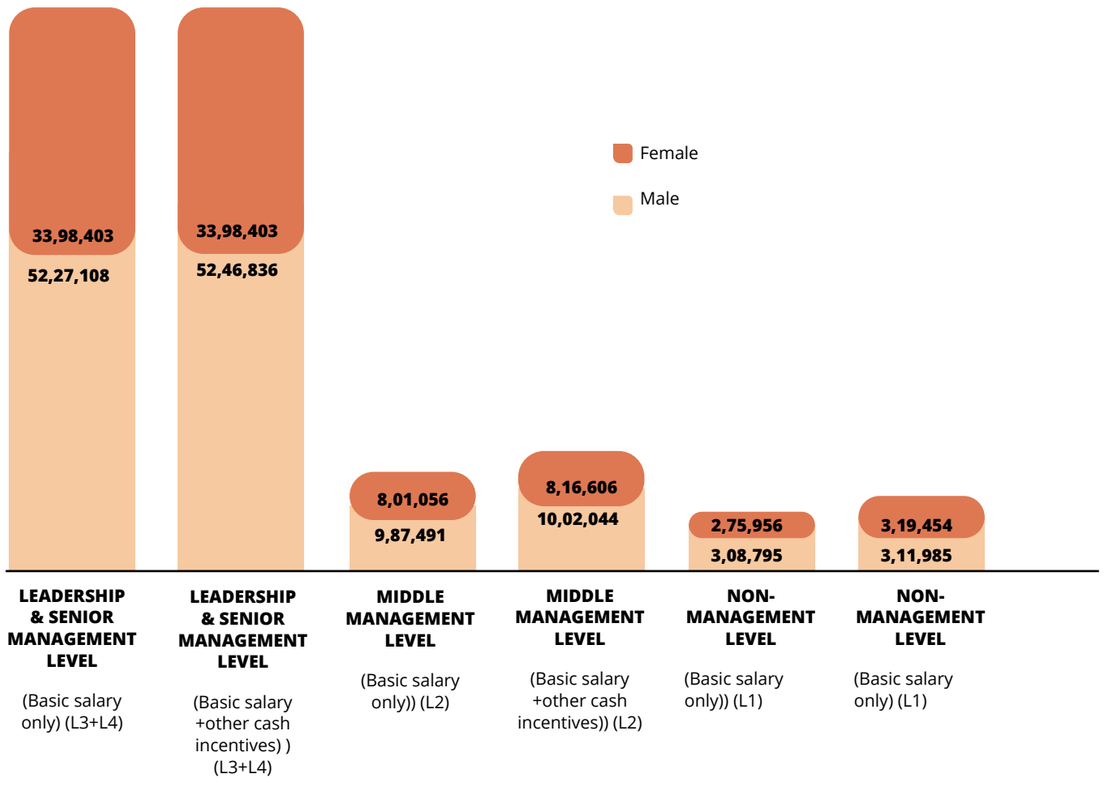


RECOGNISED FOR WORKPLACE SAFETY

We continue to uphold a strict zero-tolerance stance on harassment and discrimination, maintaining a work environment that is safe, respectful, and fully aligned with internal policies and applicable laws. This sustained focus on employee protection and inclusion led to the organization being recognised among India's Top 25 Safest Workplaces at the Kelp POSH Awards® 2026, reflecting its consistent efforts to uphold high standards in workplace conduct.



AVERAGE PAY OF OUR EMPLOYEE BY GENDER











TIME AND STATISTA'S BEST COMPANIES ASIA PACIFIC AWARD LIST

Our company has been recognized in the Best Companies Asia Pacific 2026 rankings by TIME and Statista. This is an encouraging acknowledgement and one that holds special meaning for us as an organization. The Best Companies Asia Pacific list is a comprehensive assessment of leading companies across the region, evaluating organizations with revenue of at least USD 100 million in 2024. Companies were assessed across three important dimensions – employee satisfaction, financial performance, and sustainability transparency – reflecting not just how business perform, but how responsibly and thoughtfully they grow.

TIME BEST COMPANIES ASIA-PACIFIC IN PARTNERSHIP WITH statista 2026

CONFEDERATION OF INDIAN INDUSTRY (CII) HR EXCELLENCE AWARD 2025

The company participated in the CII–HR Excellence Award, a comprehensive and strategic framework covering all aspects of human resource management. Following a rigorous assessment process, the organization achieved the accolade "Strong Commitment towards HR Excellence."

EMPLOYEE BENEFITS AND ENGAGEMENT[58]

Our employees are supported through a range of benefits designed to strengthen connection with the organization while aiding retention of high-performing talent.

Parental Support

Paid parental leave is available to both male and female employees. Eligible male employees receive three days of paternity leave, while female employees are entitled to twenty-six weeks of maternity leave, with an additional week as per policy. A company-supported creche facility, which also serves as a breastfeeding space, is available for working mothers until the child reaches 15 months of age.

PERMANENT EMPLOYEES

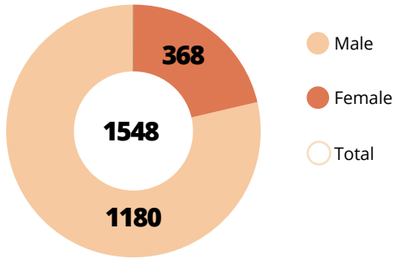
Number of Employees covered by Accident Insurance	1536
Number of Employees covered by Health Insurance	1536
Number of Employees covered by Day Care Facilities	1129

NON-PERMANENT EMPLOYEES

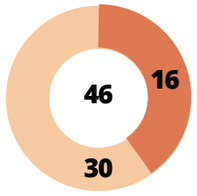
Number of Employees covered by Accident Insurance	12
Number of Employees covered by Health Insurance	12
Number of Employees covered by Day Care Facilities	12



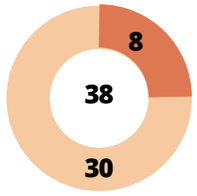
NUMBER OF EMPLOYEES ENTITLED TO PARENTAL LEAVE



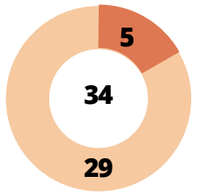
Number of employees who took parental leave



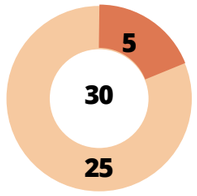
Number of employees who returned in 2025-26 after their parental leave ended



Number of employees who took parental leave



Number of employees who returned in 2025-26 after their parental leave ended



[58]GRI 401-2 and GRI 401-3



Flexible Work Options

Employees are provided flexibility in managing personal commitments through adjustable working hours, including late entry or early exit when required. Work-from-home and part-time arrangements are reviewed on a case basis. A mandatory three-day leave is provided each financial year, along with options for block leave and sabbaticals.

Health and Wellbeing

Employee wellbeing is supported through a 24x7 round the year Employee Assistance Program available to employees and their families, offering tele-counselling and in-person sessions. Online sessions on mental wellness complement this support. Annual health check-ups are provided, with discounted services for family members. Regular meditation sessions and recreational activities such as cricket, table tennis, and carrom are also conducted.

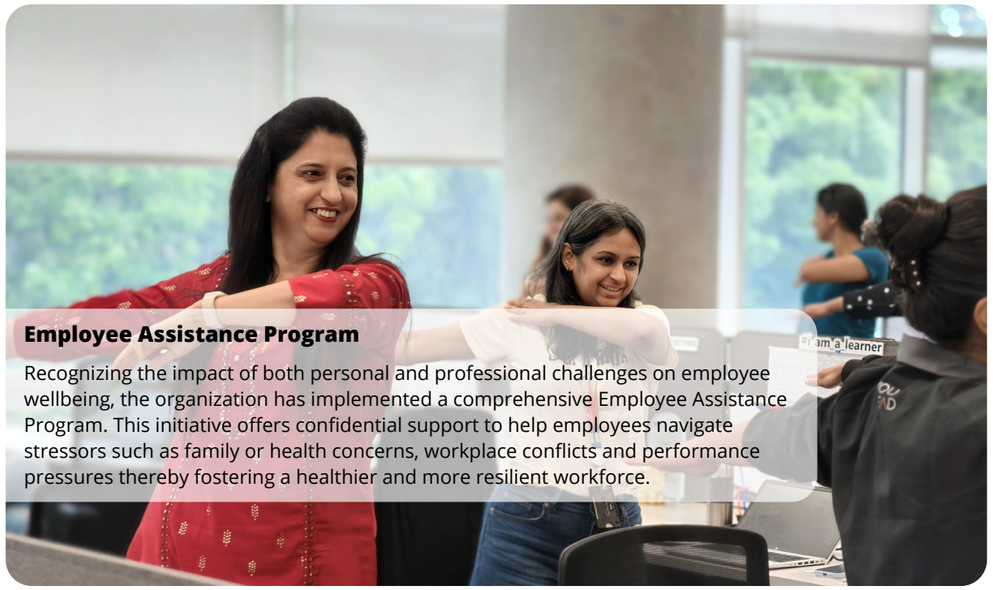
Digitally Enabled HR Experience

Digital HR initiatives continue to streamline employee interactions by centralizing processes on SAP SuccessFactors, bringing greater clarity and consistency across the employee lifecycle. The transition to paperless systems and mobile-enabled platforms improves ease of access while supporting speed and sustainability. Employees are able to engage with HR services in real time, from onboarding through performance management. The portal further strengthens this experience by offering personalized insights and tools, encouraging self-service and deeper, ongoing engagement.

Additional Support and Engagement

Employees are supported through a wide range of benefits, including medical insurance, dependent Mediclaim, retirement provisions, food subsidies, and education reimbursement for children. Personal milestones are also recognized through initiatives such as birthday and marriage vouchers, adding a more value to the workplace experience. Enhanced insurance coverage offers greater financial security, complemented by a Corporate Buffer for exceptional situations where added support may be required.

Flexibility is further extended through optional holidays beyond the standard public holiday calendar, allowing individuals to observe occasions that hold personal importance. Regular engagement surveys are conducted to gather structured feedback, helping assess employee sentiment across areas such as satisfaction, sense of purpose, workplace experience, and stress levels.

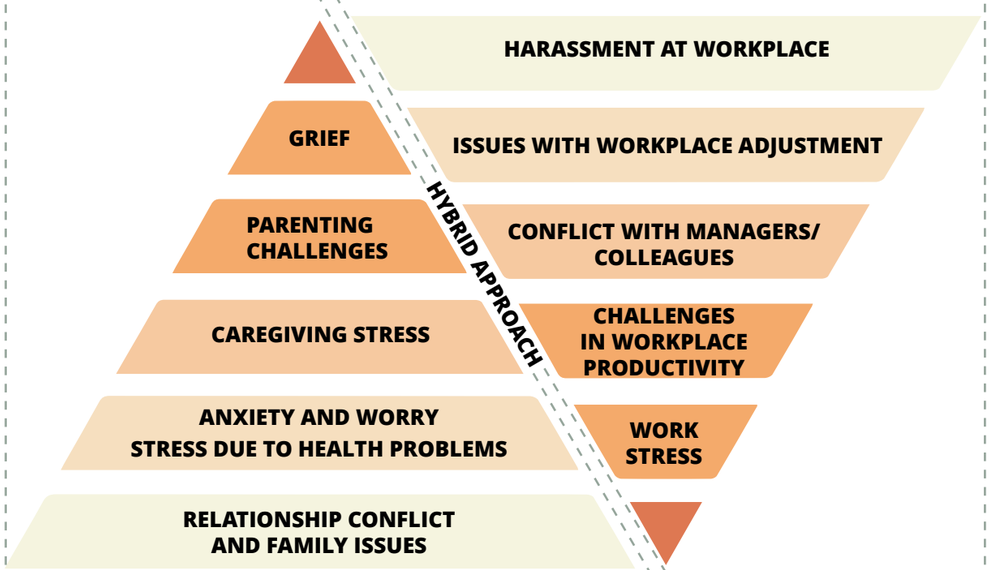


Employee Assistance Program

Recognizing the impact of both personal and professional challenges on employee wellbeing, the organization has implemented a comprehensive Employee Assistance Program. This initiative offers confidential support to help employees navigate stressors such as family or health concerns, workplace conflicts and performance pressures thereby fostering a healthier and more resilient workforce.

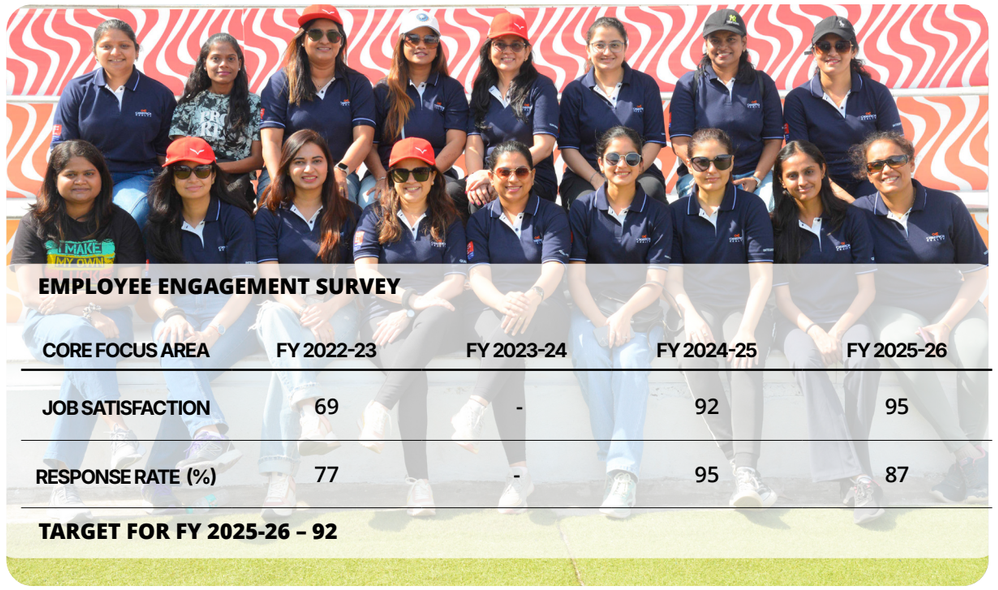
Work stressors

By recognizing their impact on performance and actively fostering a supportive, balanced work environment, we promote open communication and systemic solutions to reduce burnout and improve employee well-being.



Personal stressors

By acknowledging the whole individual beyond the workplace, offering flexibility & empathy, we are always with our employees in navigating life's challenges with dignity and support.



EMPLOYEE ENGAGEMENT SURVEY

CORE FOCUS AREA	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
JOB SATISFACTION	69	-	92	95
RESPONSE RATE (%)	77	-	95	87

TARGET FOR FY 2025-26 – 92









Engagement Initiatives

Fun@Work Committees, with representation across departments, lead employee engagement efforts. These include organizing wellness camps, festival celebrations across locations, reflecting the diversity of the workforce.









DRIVING PERFORMANCE AND RECOGNITION[59]

Our approach to performance management is built around regular and constructive feedback, delivered through a mix of informal discussions, team-based assessments, and formal evaluations aligned to clearly defined targets set by reporting managers. This is supported by a multi-dimensional appraisal framework designed to provide a balanced view of individual contributions.

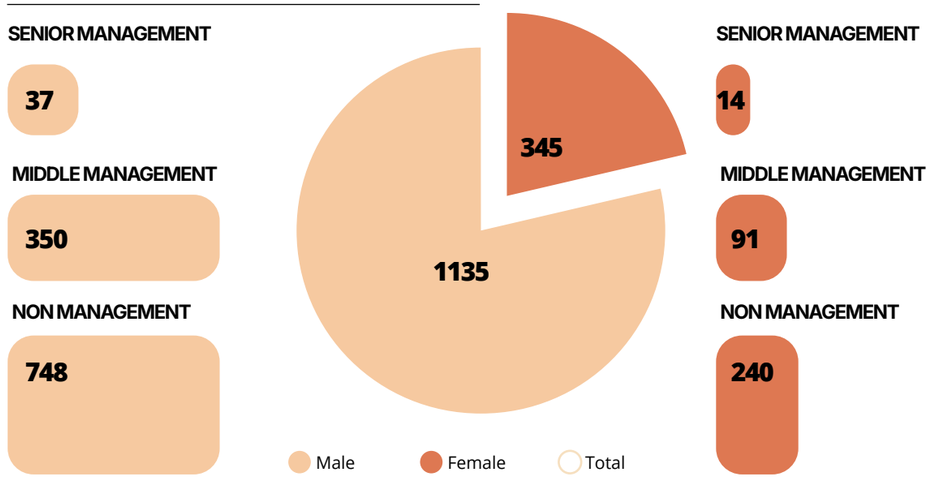
Appraisal Systems

- **Management by Objectives (MBO):** Performance is assessed through clearly defined, measurable goals agreed between employees and managers, with periodic reviews ensuring alignment and accountability.
- **Team-Based Performance Appraisal:** Evaluations focus on collective outcomes, collaboration and peer feedback, reinforcing shared responsibility and a strong team-driven work culture.

Recognition and Rewards

Performance-linked sales incentives and project-based rewards acknowledge strong outcomes, while the Employee Recognition Program highlights contributions on a quarterly basis across areas such as innovation, efficiency, problem solving, and commitment. Recognition for strong performance and value-led behaviour is reinforced through sales and project incentives, digital appreciation, long-service recognition and spot awards.

EMPLOYEES THAT RECEIVED PERFORMANCE REVIEWS FOR FY 2025-26



[59]GRI 404-3



PERFORMANCE REVIEWS AND APPRAISALS COMPLETED OF MALE EMPLOYEES

96.3%

PERFORMANCE REVIEWS AND APPRAISALS COMPLETED OF FEMALE EMPLOYEES

93.3%

Everyday Hero

Everyday Hero is an open, inclusive platform where employees can recognize peers who embody our core values in their daily work. By celebrating these moments in real time, our company brings its values to life across the organization.

Each day, a nominated "hero" is spotlighted—highlighting the value they exemplified and the colleague who recognized them. This simple yet powerful initiative reinforces a culture of appreciation, making recognition a shared responsibility.

Fostering Shared Growth through Employee Equity Programs

As part of our commitment to fostering employee engagement and long-term value creation, we have established the Employee Stock Option Plan 2025 (ESOP 2025). Aligned to SEBI (Share Based Employee Benefits and Sweat Equity) Regulations, 2021 and approved by shareholders through a postal ballot, the scheme is designed to align employee interests with the Company's long-term growth objectives and create opportunities for shared success including:

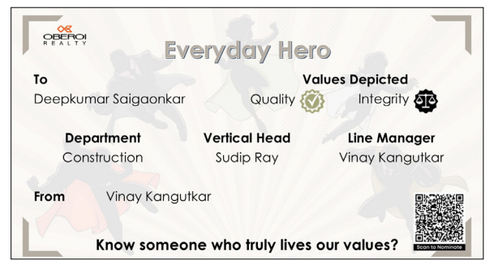
- **Wealth creation:** Supports long-term financial growth for employees.
- **Interest alignment:** Aligns employee and Company goals.
- **Talent retention:** Helps attract and retain skilled talent.
- **Performance recognition:** Rewards exceptional contributions.
- **Employee ownership:** Encourages a culture of shared success.

Incentivizing Project Delivery

The Project Completion Bonus (PCB) is a long-term incentive designed to recognize employees who contribute to the successful delivery of our construction projects. Linked to key project delivery, from execution quality, adherence to timelines, environmental and safety performance to successful handover, the program encourages sustained commitment throughout the project lifecycle. This recognition initiative fosters accountability, collaboration and a strong sense of ownership. It also supports talent retention while reinforcing a culture of excellence.

Succession Planning

Succession planning and talent reviews continue to support long-term capability building by identifying high-potential employees and ensuring continuity in critical roles. Annual talent reviews, in place since 2022, assess readiness, performance, potential, and role-specific risks, followed by focused development interventions to prepare talent for future responsibilities. workforce.



LEARNING AND DEVELOPMENT[60]

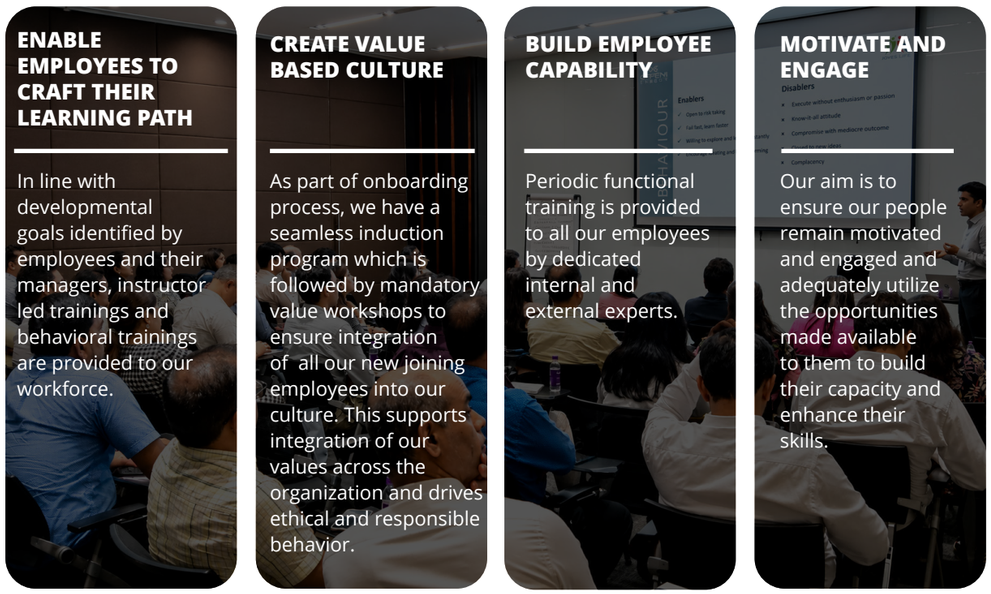
We follow a blended learning approach covering technical, behavioural and leadership areas, alongside mandatory programs on health and safety, code of conduct, insider trading, prevention of sexual harassment, and diversity and inclusion. Continuous learning remains central to both individual and organizational growth, with structured initiatives designed to build future-ready skills, encourage innovation, and support career progression.

Employees are also provided with focused development programs designed to advance their capabilities, complementing ongoing technical, functional and behavioural training delivered through both digital and classroom formats. These initiatives are structured to deepen expertise and support broader professional growth, alongside role-specific programs such as Primavera P6 for the Planning team and Enscape and SketchUp for Architects.

27
Average hours per FTE of training and development

INR 5389.365
Average amount spent per FTE on training and development

FOUR KEY FACETS OF EMPLOYEE LEARNING AND DEVELOPMENT



ENABLE EMPLOYEES TO CRAFT THEIR LEARNING PATH

In line with developmental goals identified by employees and their managers, instructor led trainings and behavioral trainings are provided to our workforce.

CREATE VALUE BASED CULTURE

As part of onboarding process, we have a seamless induction program which is followed by mandatory value workshops to ensure integration of all our new joining employees into our culture. This supports integration of our values across the organization and drives ethical and responsible behavior.

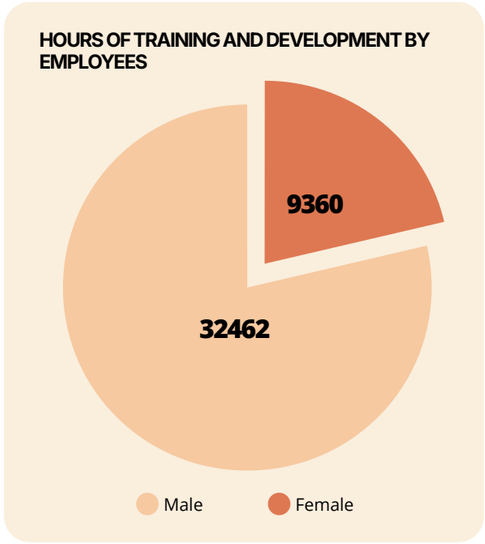
BUILD EMPLOYEE CAPABILITY

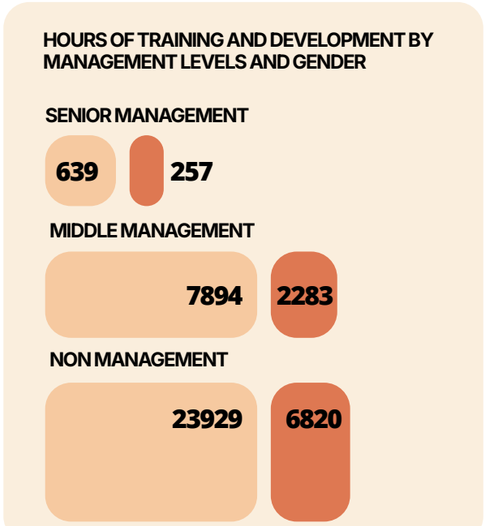
Periodic functional training is provided to all our employees by dedicated internal and external experts.

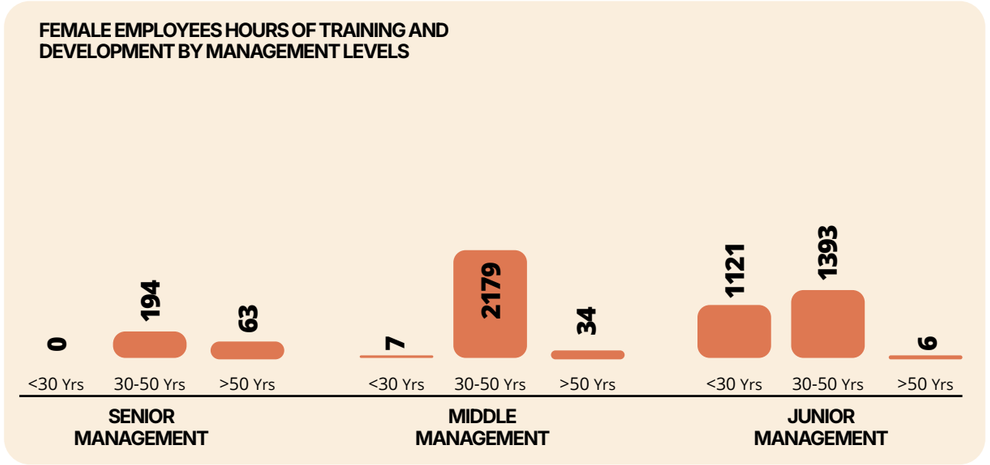
MOTIVATE AND ENGAGE

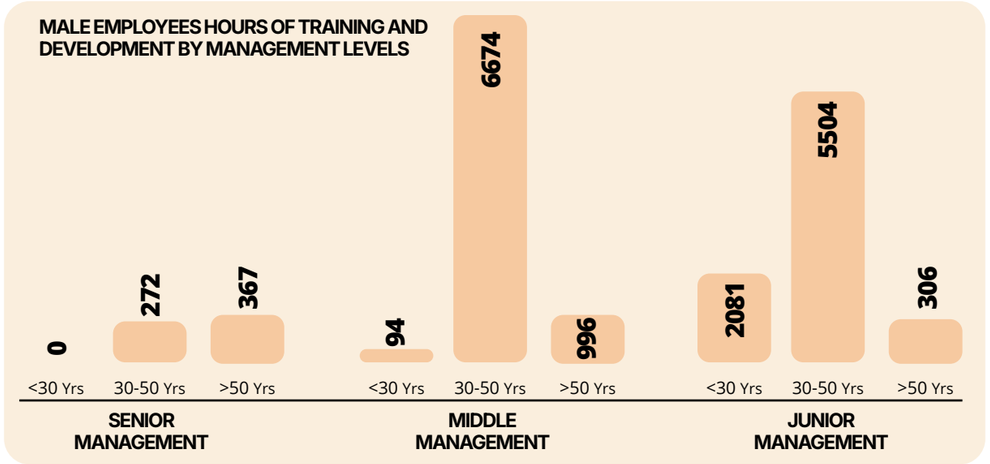
Our aim is to ensure our people remain motivated and engaged and adequately utilize the opportunities made available to them to build their capacity and enhance their skills.

[60]GRI 205-2, GRI 404-1, GRI 404-2









CASE STUDY

BUILDING A DIGITALLY CONFIDENT WORKFORCE THROUGH TARGETED SKILLS TRAINING

Purpose

Strengthening digital capability across teams became a key priority during the year, leading to the rollout of three focused learning interventions. Each is designed to enhance a different dimension of workplace effectiveness through integrated capability-building effort to improve communication, analytical thinking and on-the-job accuracy.

- Presentation design
- Document structuring
- Data intelligence

Collective Impact

- Knowledge Retention: 74% (post-training assessment)
- Training by Microsoft-certified experts on graphics, charts, animation basics, and visual structuring
- External training by Microsoft-certified trainers on track changes, comments, and legal formatting
- Specialist-led training covering formulas, pivot tables, data analysis and reporting

PowerPoint Skill Enhancement Program

This program was designed to help employees create clearer, more impactful presentations that support effective communication.

Outcomes

- Behavioural Score (30 days): 4.0/5
- Greater confidence in building polished, presentation-ready slides
- More consistency in presentation standards across teams

MS Office Proficiency Training

This intervention focused on improving document accuracy, professional formatting, and collaboration readiness.

Outcomes

- Behavioural Score (30 days): 3.5/5
- Higher confidence in using advanced MS Office tools

Advanced Data Skill Development Program

This program strengthened analytical skills and digital fluency in handling organizational data.

Outcomes

- Behavioural Score (30 days): 4.0/5
- More reliable and consistent data practices
- Increased confidence in dav-to-dav analytical decision-making

Impact

Together, these three programs created measurable uplift in digital proficiency, strengthened core workplace skills, and established greater alignment in communication and analytical practices across the organisation.



CASE STUDY

FIRST TIME MANAGER PROGRAM

Purpose

As part of our efforts towards strengthening the leadership pipeline, First Time Manager (FTM) Program was launched with an aim to equip employees with the skills and attitudes required for success in a managerial role.

The program focused on building managerial competencies such as guiding teams, problem solving, planning, influencing, and performance review.

The four-month journey comprised of classroom learning through engaging methodologies including storytelling, theatre techniques, scenario playing and also included post programme touchpoints (articles, storyboards, quizzes) for sustained learning.

Objective

Focus on building managerial competencies such as guiding teams, problem solving, planning, influencing, and performance review.

Program Highlights

- 4 month journey
- Delivered through engaging methodologies including storytelling, theatre techniques, and scenario playing.
- Included post-programme touchpoints (articles, storyboards, quizzes) for sustained learning.

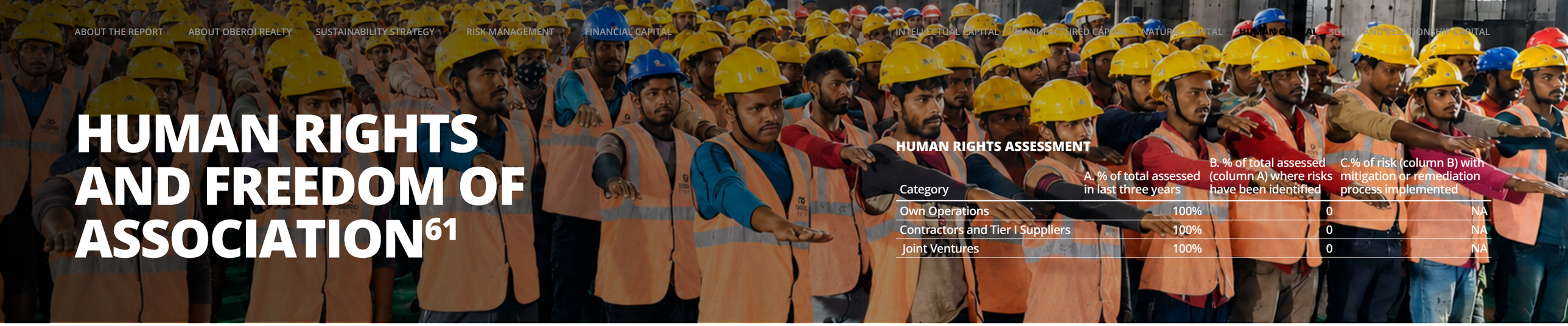
Impact

72%

KNOWLEDGE RETENTION

4.7/5

BEHAVIOURAL SCORE (30 DAYS)



HUMAN RIGHTS AND FREEDOM OF ASSOCIATION[61]

HUMAN RIGHTS ASSESSMENT

Category	A. % of total assessed in last three years	B. % of total assessed (column A) where risks have been identified	C.% of risk (column B) with mitigation or remediation process implemented
Own Operations	100%	0	NA
Contractors and Tier I Suppliers	100%	0	NA
Joint Ventures	100%	0	NA

A Culture Built on Dignity: ORL Human Rights Framework

At Oberoi Realty Limited, human rights define how people are welcomed, protected and empowered across every site. At the core of our operations is a firm commitment to protecting human rights across our developments, supply chain and workplace environments. Guided by international standards such as the UN Guiding Principles on Business and Human Rights and aligned with national regulations, we ensure that dignity, fairness, and safety remain non-negotiable. This commitment is formalized through our Human Rights Policy, applicable across all business units, and shared with all stakeholders to promote consistent alignment with our values and legal obligations.

We strictly prohibit discrimination, forced or child labour, human traffiicking and unsafe working conditions, and extend these expectations to all partners and contractors. Ethical sourcing (through our procurement policies) and due-diligence practices help us identify and address risks, particularly in construction and contracting. Through ongoing training, accessible grievance channels, and active stakeholder engagement, we work to cultivate a culture built on respect and responsibility.

Building Awareness and Capability

A culture of rights-respect begins with awareness. Mandatory human rights learning, regular communication, and open dialogue with worker representatives help embed understanding across all levels.

- Awareness and training
- Manager accountability
- Everyday behavioural reinforcement

Putting it into Practice

Operational expectations translate commitments into lived experience. Sites are required to maintain safety, hygiene, fair pay, and social security standards, with routine checks ensuring consistency. These controls help maintain environments that reflect our values, not just our policies.

Responsible Partnerships

Suppliers and contractors operate under clear human rights requirements that mirror our internal expectations. Compliance reviews, site visits, and corrective-action processes ensure that every partner aligns with the standards we uphold.

Monitoring, Reporting & Redress

Continuous monitoring forms the backbone of our governance. Internal audits, specialized assessments, and transparent documentation keep performance visible. When concerns arise, employees and partners have safe channels supported by our Whistleblower Policy to raise issues without fear of retaliation.

Understanding and Managing Risk

Human rights risks are actively identified and managed through structured internal reviews and external due-diligence checks. Monitoring covers areas such as fair remuneration, working hours, overtime practices and the conditions faced by vulnerable groups, particularly in construction and contracting environments. Employees also take part in mandatory human rights modules to reinforce ethical conduct and employee wellbeing.

Human Rights Assessment: A Ground-Level Check

This year's human rights assessment was designed as a listening exercise, a way to understand what dignity looks like in day-to-day work, and how strongly our systems support it.

OVERALL ASSESSMENT SCORE ACHIEVED

145/160

[61]GRI 2-7, GRI 2-30, GRI 406-1, GRI 407-1, GRI 408-1, GRI 409-1, GRI 412-2, GRI 412-3

360° Listening Approach

The assessment combined conversations, field visits and document reviews to capture the lived experiences of people across functions and locations.

At the Head Office:

- Dialogue with HR and Compliance teams
- Review of policies, procedures, and governance frameworks
- Interviews with employees across multiple functions

At Construction Sites: (Elysian, Forestville, Jardin and Sky City)

- Direct engagement with workers and site personnel
- On-ground assessment of working conditions, safety systems, and rights awareness

Eight key human rights themes formed the backbone of this evaluation, ranging from child labour, bonded/forced labour, discrimination and harassment prevention, fair remuneration and decent working hours, freedom of association and right to collective bargaining and workplace health and safety.

What Emerged: Key Outcomes
Policies and practices aligned closely with national and global human rights expectations
No indications of child labour, forced labour, or discriminatory treatment across sites
Employees and workers demonstrated strong awareness of safety protocols and grievance channels
Fair wage structures and social security provisions were consistently implemented
Workers expressed their freedom to raise concerns
Safety infrastructure, sanitation and site facilities met expected standards

[62]GRI 412-1

Labour Practices Programs

We remain committed to fair and equitable working conditions across the workforce, with wages aligned to or above cost-of-living benchmarks and strict monitoring of working hours, including overtime, which is duly compensated. Regular engagement with worker representatives supports transparency and resolution of concerns, while periodic gender pay reviews help address disparities and reinforce equal remuneration. Employees are encouraged to fully utilize annual leave, and social protection measures extend beyond statutory requirements to strengthen financial security. Focused training and reskilling initiatives prepare employees for evolving industry needs, including those linked to technological and climate-related changes, while a confidential whistleblower mechanism ensures concerns can be raised without fear. Notably, in FY 2025-26, no incidents of human rights violations or discrimination were reported. We have a commitment to respect freedom of association and the right to collective bargaining. As part of this commitment, 13% of our permanent workforce was covered under collective bargaining and freedom of association agreements during the reporting period.

Due Diligence Mitigation and Remediation[62]

A structured due diligence framework is in place to identify and address human rights risks across operations and business relationships, with particular attention to vulnerable groups. Regular assessments ensure alignment with internal policies and global standards, supported by ongoing engagement with value chain partners to reinforce shared expectations. Monitoring and compliance reviews are conducted across suppliers and contractors, alongside site-level measures such as inspections of worker facilities, healthcare provisions and biometric access systems to strengthen safety and prevent unauthorized entry.

OCCUPATIONAL HEALTH AND SAFETY

In FY 2025–26, the focus continues to be on nurturing a culture that values continuous learning and practical innovation, enabling employees to strengthen their skills and contribute meaningfully to organizational progress. Creating a safe and healthy workplace remains a shared responsibility across all levels of the organization. This commitment is reflected in the Occupational Health and Safety framework, supported by detailed EHS guidelines and policies.

Safety at Oberoi Realty is treated as a core principle, reinforced through clear protocols, defined systems and individual accountability, with direction provided by the organization's 10 Golden Safety & Health Rules[63].

These principles are reflected in everyday actions across project sites, with employees, contractors, and visitors all expected to follow consistent safety standards. A strong focus on preventive practices and a people-first approach guides operations, with the aim of maintaining zero-harm environments. Visitor protocols are clearly defined, limiting access to construction areas strictly to essential business requirements.

[63]GRI 403-8

PROTECTING PEOPLE, PREVENTING RISK: OUR SAFETY PROMISE

HEALTH AND SAFETY GOVERNANCE AND OVERSIGHT →	Clear accountability, top-down leadership, monthly reviews, and central oversight ensure safety.
OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM →	Systematic risk governance through audits, contractor plans, and proactive controls.
HAZARD IDENTIFICATION AND RISK ASSESSMENT (HIRA) →	Structured HIRA process ensures early risk detection and preventive actions.
SAFETY MONITORING, AUDITS, AND COMPLIANCE →	Bi-monthly reviews and third-party audits drive continuous site improvement.
INCIDENT REPORTING AND INVESTIGATION →	All incidents are reported, investigated, and lessons shared organization-wide.
TRAINING AND AWARENESS →	Mandatory trainings build safety-first mindset across all project personnel.
EMERGENCY PREPAREDNESS AND RESPONSE →	Site-specific plans and resources ensure readiness for all emergencies.

10 GOLDEN RULES TO ENSURE HEALTH AND SAFETY



HAZARD IDENTIFICATION AND RISK ASSESSMENT

Identify hazards and assess risk before the start of work and communicate mitigation measures.



WORK METHOD STATEMENT

Work to proceed as per approved method statement and procedures.



WORKING CONDITIONS

Ensure illumination, ventilation, housekeeping and hygiene at all times.



TRAINING AND AWARENESS

Impart safety induction and training to enhance awareness.



PERSONAL PROTECTIVE EQUIPMENT

Use personal protective equipment correctly for the task at hand.



PLATFORMS, MEP OPENINGS AND MANHOLE GUARDING

Guard all openings, floor edges, manholes, platforms and work sites that may present fall hazards.



WORKING AT HEIGHT

Use full body harnesses, safety lifelines and secure lanyard when working in shafts and at height.



CONFINED SPACE

Never enter a confined space unless checked and permitted.



ELECTRICAL SAFETY

Use standard electrical installations supported by MCB's and ELCB's.



REPORT HAZARDS AND INCIDENTS

Report all hazards, near misses and incidents immediately.

Health and Safety Governance and Oversight[64]

Health and safety across sites are driven by clearly defined targets applicable to employees, contractors, and subcontractors. These expectations are introduced through mandatory inductions and reinforced through ongoing awareness efforts, with periodic reviews led by senior management in line with the EHS Management Manual. A structured governance framework supports implementation, with designated teams responsible for monitoring, reviews, and continuous refinement, while leadership forums address key risks and enable timely decisions.

Occupational Health and Safety Management System[65]

The Occupational Health and Safety Management System forms the foundation of safety practices, covering both employees and external partners. It focuses on early risk identification, prevention and control, supported by regular internal and external audits. On-site accountability rests with Project Heads and EHS Committees, working with cross-functional teams and worker committees that meet monthly to assess progress and identify areas for improvement. Contractors are required to submit detailed, site-specific EHS plans before project commencement, outlining responsibilities and preventive measures, with strict monitoring to ensure adherence.



KEY TARGETS THAT ARE MANDATED UPON ALL OUR EMPLOYEES, CONTRACTORS AND SUBCONTRACTORS:

- Safety induction of employees and contractors – 100%
- Implementation of all Standard Operating Procedures
- Medical fitness examination of workers
- Adherence to personal protective equipment (PPE) usage at site
- Third party inspection of all applicable equipment, lifting machines, tools and tackles
- Timely compliance with inspection and audit reports and legal requirements
- Safety kick off meeting with new contractors
- Fall protection measure implementation
- Incident reporting and investigation
- Good housekeeping and hygienic conditions

[64]GRI 403-8, GRI 403-1, [65]GRI 403-1

Hazard Identification and Risk Assessment[66]

Risk management is supported through a structured approach to hazard identification and mitigation, formalized in the HIRA Standard Operating Procedure. This applies to employees, contractors, and vendors alike, promoting consistency and reinforcing a preventive, safety-focused work environment across operations.

The steps followed by hazard identification and risk assessment (HIRA):

Step 1: Hazard Identification

Step 2: Risk Assessment

Step 3: Determine Controls

Step 4: Implement Controls

Step 5: Review And Improve

Findings from the HIRA process are shared with site personnel through classroom sessions and regular Toolbox Talks, strengthening awareness and readiness. At the site level, implementation is overseen by the Project Head, while the Safety-in-Charge ensures training delivery and completion of required actions.

Major contractors are expected to carry out their own HIRA assessments, submit outcomes to the Project Head and Tower-in-Charge, and prepare method statements and risk evaluations for approval before execution. They are also required to conduct monthly inspections of tools, equipment, and work areas, enabling early identification of risks and timely corrective measures.



DETAILS ON OUR FORMAL JOINT MANAGEMENT-WORKER HEALTH AND SAFETY COMMITTEES FOR FY 2025-26[67]

Name of Committee	Number of Management Members in FY 2025-26	Number of worker or their representatives in FY 2025-26 on the committee
Sky City Hotel	10	08
Sky City Residential	15	40
Fairview	06	11
Elysian	09	10
Ritz Carlton Worli	07	09
Forestville	12	18
Jardin	18	17

[66]GRI 403-2, GRI 403-3, GRI 403-7, [67]GRI 403-2, GRI 403-3, GRI 403-4 and GRI 403-7

Description of responsibility

The committee conducts regular meetings to review site safety practices, identify potential hazards, investigate incidents or near-misses, and ensure compliance with statutory safety regulations and company policies. It serves as a platform for employees, supervisors, and management to collaboratively discuss safety concerns, suggest improvements, and track the implementation of corrective actions.

Frequency of meetings: Monthly

Safety Monitoring, Audits, and Compliance

Workplace safety is treated as an ongoing discipline, supported by coordinated efforts across teams. While contractors carry out routine checks, these are complemented by bi-monthly assessments from the Central Project Office EHS team, with each review generating compliance scores and actionable inputs for site improvements. Independent third-party audits commissioned by civil contractors add another layer of review, helping identify and address gaps. In addition, high-risk equipment such as cranes, hoists, pressure vessels and power tools undergo mandatory third-party inspections every six months, forming a fixed part of the operational cycle.

Incident Reporting and Investigation[68]

All work-related incidents, including near misses, are reported and investigated in line with the Incident Investigation SOP, using channels such as in-person reporting, phone, email, or the BIM360 app. Each case is formally documented, followed by detailed analysis to determine corrective and preventive actions. The Project Head and Safety In-Charge ensure adherence to reporting requirements, covering incidents such as injuries, fire hazards, and dangerous occurrences. Findings are systematically shared with relevant stakeholders to reduce recurrence and support continuous improvement in workplace safety.

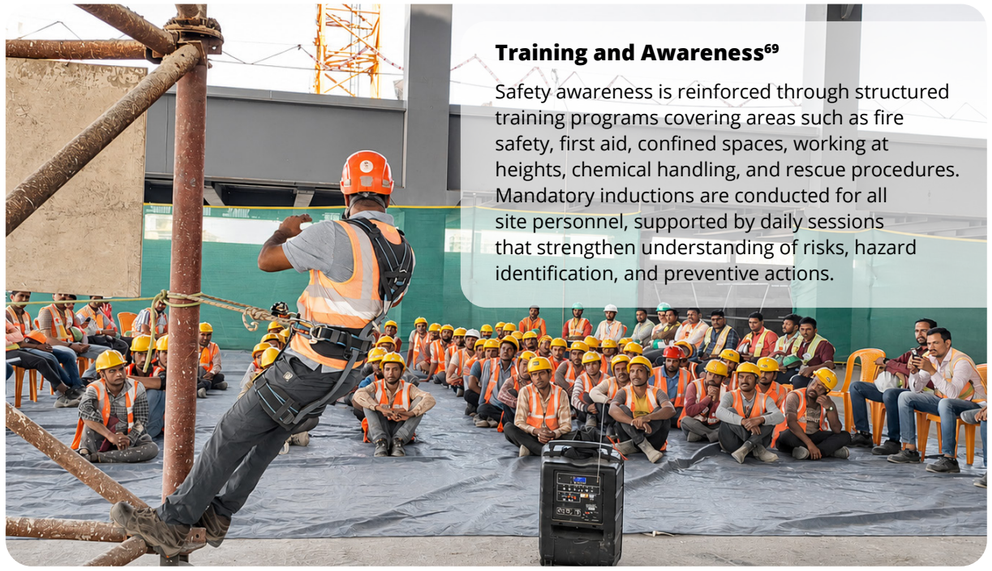
Emergency Preparedness and Response[70]

Each site is supported by detailed emergency preparedness plans developed by contractors and approved by Project Heads, covering scenarios such as fires, accidents, structural failures, leaks, natural events, and health risks. Sites are equipped with first aid facilities, trained responders, protective equipment, and emergency support resources, alongside established linkages with nearby hospitals to ensure timely medical assistance when required.

Employee Health and Well-being[71]

Support for employee wellbeing extends beyond the workplace, with insurance coverage that includes family members such as parents and in-laws, along with regular medical check-ups to promote overall health. Hygiene standards are maintained through routine sanitation of site facilities.

During the year, no complaints related to health, safety, or working conditions were reported, reflecting continued focus on maintaining a safe and supportive work environment.



Training and Awareness[69]

Safety awareness is reinforced through structured training programs covering areas such as fire safety, first aid, confined spaces, working at heights, chemical handling, and rescue procedures. Mandatory inductions are conducted for all site personnel, supported by daily sessions that strengthen understanding of risks, hazard identification, and preventive actions.

[68]GRI 403-9, GRI 403-10, [69]GRI 403-5 and GRI 410-1, [70]GRI 403-3, [71]GRI 403-6

SAFETY RELATED INCIDENT FOR FY 2025-26

Parameter	Employees	Contractors
Total working hours	**6,64,811**	**2,01,31,233**
Number of recordable work-related injuries	0	4
Recordable work-related injuries rate	0	0.19
Number of fatalities	0	1
Fatality rate	0	0.05
Number of high consequence work-related injuries	0	0
High consequence work-related injuries rate	0	0
Number of recordable work-related injuries due to work-related ill health	0	0
Number of fatalities due to work-related ill health	0	0
Number of lost days	0	7,830
Lost days rate	0	0.40

EMPLOYEES AND WORKERS WHO ARE NOT IN EMPLOYMENT RELATIONSHIP WITH THE ORGANIZATION, BUT THEIR WORK AND/ OR WORKPLACE IS CONTROLLED BY THE ORGANIZATION FOR FY 2025-26

Parameter	FY 2025-26
Number of workers and employees	14,950
How many of them are covered by the OHS system	100%
How many of them are covered by the OHS system that has been internally audited	100%
How many of them are covered by the OHS system that has been audited or certified by an external party	100%

ABSENTEE RATE

Parameter	Unit	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Employees	% of total days scheduled	1.68%	1.64%	1.76%	1.74%
Data coverage	%	100	100	100	100

TARGET FOR FY 2025-26 1.50%

TOTAL NUMBER OF SECURITY PERSONNEL TRAINED DURING THE YEAR

21

CHAPTER 10

SOCIAL AND RELATIONSHIP CAPITAL

CONTRIBUTION TO SDGS



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Actual Image-Oberoi Garden City, Goregaon

CREATING SOCIAL VALUE ACROSS OUR ECOSYSTEM

At Oberoi Realty, creating spaces that enhance quality of life extends beyond the built environment. Our People First approach to Social and Relationship Capital focuses on creating long-term value for employees, construction workers, customers, suppliers, occupants, communities, and institutional partners through responsible business practices, meaningful stakeholder engagement, and targeted social investments.

As a developer of integrated residential, commercial, retail, hospitality and social infrastructure assets, our ability to create sustainable value is closely linked to the strength of the relationships we build across our ecosystem. Through community development initiatives, customer-centric practices, inclusive design, responsible procurement, workforce development programmes and strategic partnerships, we seek to contribute positively to society while supporting long-term business resilience and sustainable growth.

OUR SOCIAL IMPACT APPROACH IS GUIDED BY THREE INTERCONNECTED PRIORITIES

Strengthening Communities

Supporting health, education, livelihoods, social inclusion and environmental stewardship through targeted community interventions.

Creating Inclusive and Healthy Spaces

Designing environments that promote accessibility, wellbeing, safety, connectivity and social cohesion.

Building Responsible Partnerships

Engaging customers, suppliers, contractors, government institutions and community stakeholders through transparent, ethical and responsible practices.

OUR SOCIAL VALUE CREATION FRAMEWORK

This integrated approach enables ORL to contribute to stronger communities, healthier environments and more inclusive urban development while creating sustainable value for stakeholders.

CONSTRUCTION WORKFORCE

Social protection, skills development, livelihood enhancement, wellbeing and access to government welfare schemes.

CUSTOMERS

Quality, transparency, trust, responsive grievance management and positive ownership experiences.

OCCUPANTS

Healthy, accessible, inclusive and sustainable built environments.

SUPPLIERS AND CONTRACTORS

Responsible procurement, ESG integration, capability development and long-term partnerships.

COMMUNITIES

Health, education, employability, financial inclusion, environmental improvement and community wellbeing .

GOVERNMENT AND INSTITUTIONS

Partnerships supporting sustainable development and social progress.

FY 2025–26 SOCIAL IMPACT HIGHLIGHTS



45,000+

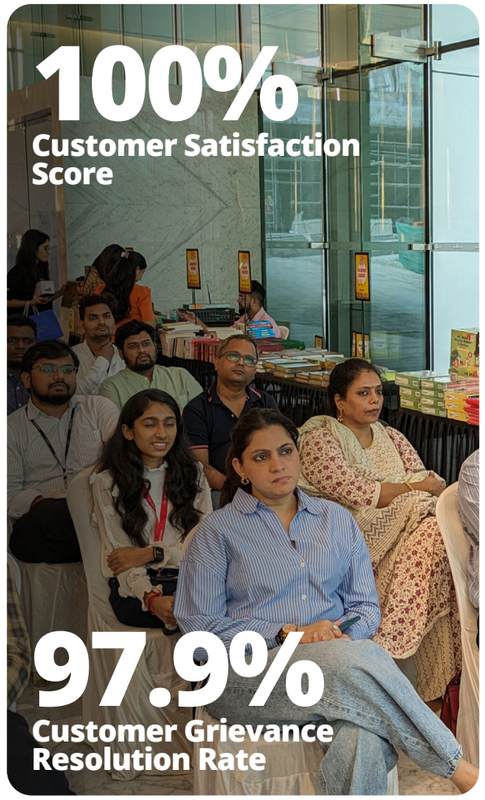
Students Reached through Career Education Programmes

42,500+

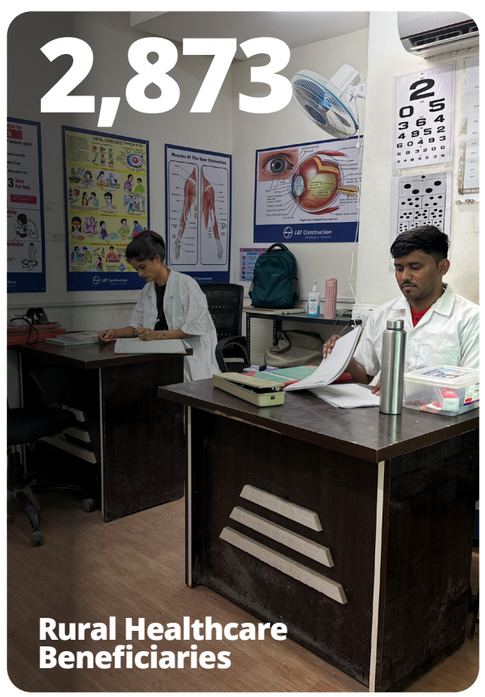
Construction Workers Reached for Social Protection













2,967

Persons with Disabilities Supported

COMMUNITY ENGAGEMENT AND SOCIAL RESPONSIBILITY FRAMEWORK

Meaningful engagement with communities remains an integral part of Oberoi Realty's approach to responsible business. The Company seeks to create positive and lasting social impact by contributing towards community wellbeing, strengthening local resilience and supporting inclusive development in areas surrounding its operations.

Community investments are guided by the belief that long-term business success is closely connected to the wellbeing of the communities in which the Company operates. Through strategic partnerships, stakeholder engagement and focused interventions, ORL supports programmes that address critical social priorities including health & wellbeing, social inclusion, environmental stewardship and workforce welfare.

The Company's CSR initiatives are implemented in accordance with the requirements of Section 135 of the Companies Act, 2013 and are guided by a Board-approved CSR Policy. Oversight of CSR activities is provided through the CSR Committee of the Board, which reviews programme implementation, utilisation of funds and overall impact.

CSR Implementation

Implementation is undertaken through a combination of direct initiatives and partnerships with credible implementing partners that possess deep domain expertise and community-level reach. This approach enables the Company to maximise the effectiveness, scalability and sustainability of its interventions.



Solar Lights installations at Jardin



Fully Equiped first-aid center with 2 Full time Nurses

CSR IMPLEMENTATION FRAMEWORK



IDENTIFYING PRIORITY SOCIAL NEEDS

Understanding local community requirements through stakeholder engagement and needs assessments.



BUILDING STRATEGIC PARTNERSHIPS

Collaborating with specialized implementation partners to deliver measurable and sustainable outcomes..



MONITORING PROGRESS AND OUTCOMES

Tracking programme implementation, beneficiary reach and impact indicators to strengthen effectiveness and accountability.



CREATING LONG-TERM COMMUNITY VALUE

Supporting interventions that generate lasting social, economic and environmental benefits.

CSR INITIATIVES AND COMMUNITY IMPACT[72]

ORL's CSR initiatives are designed to create measurable and lasting social impact across communities, workforce ecosystems and the built environment. During FY 2025–26, the Company's CSR investments focused on improving workforce welfare, strengthening employability, advancing climate innovation, promoting environmental stewardship, supporting healthcare access and fostering social inclusion.

These initiatives contribute directly to several United Nations Sustainable Development Goals (SDGs), including SDG 1 (No Poverty), SDG 3 (Good Health and Wellbeing), SDG 4 (Quality Education), SDG 5 (Gender Equality), SDG 8 (Decent Work and Economic Growth), SDG 10 (Reduced Inequalities), SDG 11 (Sustainable Cities and Communities) and SDG 13 (Climate Action). SDG 15: Life on Land, SDG 17: Partnership for Goals



OUR CSR FOCUS AREAS

ENVIRONMENTAL STEWARDSHIP AND RESOURCE CONSERVATION

Our initiatives focus on strengthening waste management practices, promoting the adoption of clean and renewable energy solutions, and conserving natural resources through responsible environmental management. Efforts also extend to biodiversity conservation, protection of local ecosystems, and the development of green landscapes that enhance ecological balance and environmental resilience across areas surrounding our operations.

SOCIAL DEVELOPMENT AND COMMUNITY ADVANCEMENT

We support programmes that strengthen social protection, skill development, health, and wellbeing for construction workers and local communities. Our initiatives also contribute to improving educational infrastructure, enhancing learning opportunities, and advancing women's empowerment through need-based interventions that promote inclusive and sustainable community development.

HEALTHCARE ACCESS AND COMMUNITY WELLBEING

We work towards improving access to healthcare, nutrition, sanitation, and essential community services, particularly for underserved populations. Through targeted interventions and supporting infrastructure, we seek to enhance health outcomes, promote preventive care, and contribute to the long-term wellbeing of communities surrounding our areas of operation.

[72]GRI 413-1



INITIATIVE

FACILITATING SOCIAL PROTECTION FOR CONSTRUCTION WORKERS

Empowering Construction Workers through Social Protection Schemes

Construction workers play a critical role in the development of urban infrastructure and communities. However, access to social security benefits and welfare schemes often remain limited due to gaps in registration and awareness.

To address this challenge, ORL partnered with Disha Foundation and government stakeholders to facilitate registration of construction workers under the Building and Other Construction Workers (BOCW) Welfare Board schemes, enabling access to social protection benefits and government welfare programmes.

Objective

To improve access to government welfare schemes, strengthen social security coverage and enhance awareness among construction workers regarding their entitlements and benefits.

Impact

During FY 2025–26:

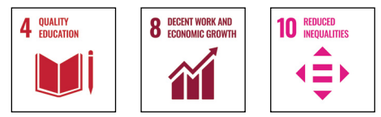
- 42,500 construction workers were reached through awareness and mobilization efforts
- 32,000 workers were successfully registered under BOCW welfare schemes. These workers received access to BoCW Schemes including other schemes like Ayushman Bharat, ABHA and E Shram, etc.
- 500 community facilitators and leaders trained
- 58.9% female participation accounted out of total registrations

The initiative improved access to welfare programmes covering healthcare support, education assistance, maternity benefits, insurance and other social security provisions, helping strengthen the wellbeing and financial resilience of worker households.

Key Outcomes

- Expanded social protection coverage for vulnerable construction workers
- Improved access to government welfare benefits and entitlements
- Enhanced awareness regarding worker rights and social security provisions
- Strengthened financial and social resilience of worker families
- Supported inclusive participation through strong female representation.

SDGs Supported





INITIATIVE

CONSTRUCTION WORKFORCE SKILL DEVELOPMENT INITIATIVE

Enhancing Employability and Workforce Capability

Skilled construction workers contribute significantly to project quality, productivity and safety outcomes.

Recognizing the importance of workforce capability development, ORL continued its skill development initiative aimed at improving employability and technical competencies among construction workers.

Objective

To strengthen workforce skills, improve employability and support long-term livelihood enhancement through industry-relevant training programmes.

Impact

During FY 2025–26:

- 5,000 construction workers received certified skill development training
- Participants were trained across technical and operational competencies relevant to construction activities
- Training programmes focused on improving productivity, safety awareness and employability outcomes
- 39 Trainers Involved
- 151 Training batches conducted

Key Outcomes

- Enhanced workforce capability and productivity
- Improved employment prospects and career progression opportunities
- Strengthened safety awareness and operational competence
- Supported long-term livelihood enhancement for workers and their families.

The initiative reflects ORL's commitment to creating value across the broader construction ecosystem while supporting workforce development and social mobility.

SDGs Supported





INITIATIVE

URBAN GREENING AND BIODIVERSITY ENHANCEMENT INITIATIVE

Supporting Nature-positive Communities

Urbanization continues to place increasing pressure on ecosystems and green spaces.

Through its urban greening and biodiversity enhancement initiatives in collaboration with local municipal bodies, to beautify and maintain central median of arterial roads across major roads in Mumbai & Thane, ORL seeks to strengthen ecological resilience, improve environmental quality and create healthier environments for urban communities.

Objective

To increase green cover, support biodiversity conservation and enhance the environmental quality of urban spaces through nature-based interventions.

Key Interventions

- Plantation of native and climate-resilient species
- Biodiversity-conscious landscaping
- Habitat enhancement measures
- Pollinator-friendly plantation strategies
- Community awareness and engagement initiatives

Impact

- The initiative contributed to improved environmental quality, increased green cover and enhanced biodiversity value across project locations and surrounding communities
- 26.4 km approx. total stretch of median plantation across the city transformed into green corridors
- 2,16,379 plants and 1,765 trees planted and maintained through median plantation program till date.

Key Outcomes

- Increased green cover and ecological value
- Improved habitat support for pollinators and urban biodiversity
- Enhanced environmental awareness among stakeholders
- Strengthened ecosystem resilience and environmental quality
- Supported ORL's broader commitment towards biodiversity conservation and No Net Deforestation

SDGs Supported





Award for our research project - Dynamic Emission Factors for Integrated Net-zero Ecosystems

INITIATIVE

DEFINE – DYNAMIC EMISSION FACTORS IN NET-ZERO ECOSYSTEMS

Climate Innovation for Public Good

Achieving net-zero ambitions across the built environment requires robust and locally relevant emissions data.

Recognizing this need, ORL continues to support DEFINE (Dynamic Emission Factors in Net-Zero Ecosystems), a collaborative initiative focused on strengthening carbon accounting methodologies and improving emissions transparency within the Indian built environment sector.

DEFINE seeks to address challenges associated with static emissions factors by developing more dynamic, data-driven approaches that reflect evolving technologies, energy systems and material supply chains.

Objective

To support industry-wide decarbonization efforts through improved emissions accounting methodologies, enhanced transparency and greater availability of locally relevant carbon data.

Strategic Importance

The initiative contributes towards:

- Strengthening climate-related decision-making
- Improving emissions measurement accuracy
- Supporting embodied carbon assessments
- Advancing net-zero transitions across the real estate sector
- Enhancing industry collaboration on climate action

Impact

Through collaboration with industry stakeholders, technical experts and sustainability practitioners, DEFINE supports the development of tools, methodologies and knowledge resources that can accelerate decarbonization across the built environment ecosystem.

Quarterly sectoral workshops conducted to validate the methodology and create sectoral buy-in for 5 critical sectors. Steel-sector methodology refined and operationalised as the anchor framework. Templates and factor libraries prepared for cement, glass, AAC blocks, and aluminium sectors. Strategic engagements undertaken with the Bureau of Energy Efficiency, Ministry of Finance, RBI and major financial institutions for adoption, policy and influence.

- 305 value-chain partners engaged as direct beneficiaries
- 19.34% of beneficiaries belong to vulnerable and marginalised groups including MSMEs
- Participation from organisations valued at over USD 200 billion, including major steel producers, cement manufacturers and real estate developers
- Development of a unified and sector-aligned manufacturer database
- GREENEST buyers' coalition initiated to support low-carbon materials
- Alignment of measurement outcomes with SEBI guidance / CCTS baseline

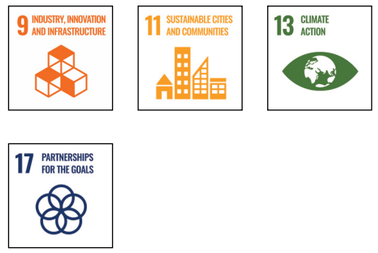
Key Outcomes

- An interoperable platform with company-level datasets and data-sharing across value-chain partners with necessary partitions and attributions for scaling adoption to 500+ value chain partners
- Platform processes over 30 million geospatial climate datapoints and 56 million environmental datapoints monthly, covering approximately 900,000 industrial assets globally
- Recognised as the #1 Industrial AI Solution in a global challenge conducted by UNIDO and Anthropic and identified among the Top 30 AI Innovations at the Global AI Impact Summit 2026
- Official mandate received from the Ministry of Steel for a national pilot across 34 major steel plants covering over 90 million tonnes of production capacity and more than 50% of India's installed steel capacity
- Opened a pathway to access an estimated USD 1.5 trillion in annual global climate finance available through 2050 under a 1.5°C scenario

Long-Term Value Creation

By contributing to the development of sector-wide climate solutions, DEFINE extends the impact of ORL's sustainability efforts beyond its own operations and supports broader industry transformation towards a lower-carbon future.

SDGs Supported



INITIATIVE

YOUTH EMPLOYABILITY AND CAREER READINESS

Empowering Youth Through Education and Career Guidance

Preparing young people for the future workforce requires access to quality career guidance, employability skills and informed decision-making.

Through its partnership with Antarang Foundation, ORL supports programmes focused on strengthening career readiness and employability among students.

Objective

To improve career awareness, strengthen employability skills and support informed career decision-making among youth.

Impact

During FY 2025–26:

- More than 45,000 students were reached through career guidance and employability programmes.
- Students received exposure to career planning resources, mentoring and future-readiness intervention
- Programme activities helped strengthen awareness regarding educational and employment pathways

Key Outcomes

- Improved career awareness among students
- Enhanced employability and future-readiness skills
- Increased confidence in career planning and decision-making
- Expanded access to guidance and mentorship opportunities
- Parent engagement increased from 16% to 41% through targeted outreach, Parent-Teacher meetings, community engagement, and school-led initiatives
- School leadership engagement was strengthened through structured review mechanisms, improving programme ownership and implementation quality
- Capacity building was conducted for 110+ State Resource Group members, 85+ district trainers, and 280 teachers to support sustainable implementation
- Engagements with the Government of Haryana advanced discussions on integrating a scalable teacher-led career education model within the state education system
- The initiative supports long-term economic mobility and contributes towards creating a more skilled and employable future workforce.

Value Created

Through direct student engagement and systems-level partnerships, the programme is helping young people make informed education and career decisions while strengthening pathways from school to employment. This initiative has contributed to large-scale institutionalization of career education within government systems, creating the potential to reach millions of students from underserved communities through sustainable, state-led implementation.

SDGs Supported



INITIATIVE

PUBLIC SYSTEM PARTNERSHIP FOR MATERNAL & CHILD HEALTH

Strengthening Maternal and Child Health Outcomes

Access to quality maternal and child healthcare remains a critical determinant of community wellbeing and long-term social development.

Through its partnership with SNEHA (Society for Nutrition, Education and Health Action), ORL continues to support programmes focused on improving maternal and child health outcomes among vulnerable urban communities directly impacting beneficiaries like Pregnant Women and Newborns, ASHAs and Frontline Health Workers, Mahila Arogya Samiti (MAS) Members, Municipal Corporation Health Staff, Public Healthcare Facilities.

Objective

To improve access to healthcare services, strengthen maternal and child health awareness and support early intervention measures that contribute to healthier communities among vulnerable urban and peri-urban populations across the Mumbai Metropolitan Region (MMR).

Impact

During FY 2025–26:

- Supported maternal health systems across 7 Municipal Corporations, reaching 299,754 beneficiaries, of which 99% belonged to vulnerable and marginalized communities
- Facilitated 12,408 high-risk pregnancy referrals through strengthened referral systems
- Supported 85,376 institutional deliveries through improved maternal healthcare access
- 5,075 weekly ANC clinics conducted across 94 primary healthcare facilities, reaching 105,579 beneficiaries
- 796 mentoring sessions for 195 ASHAs, strengthening community-health system linkages
- Supported 423 Mahila Arogya Samitis, resulting in 241 active MAS bank accounts and outreach to approximately 195,000 community members

Key Outcomes

- Improved maternal and child health awareness
- Enhanced access to preventive healthcare services
- Strengthened community-level healthcare engagement
- Increased health-seeking behaviour among beneficiaries
- Support for healthier outcomes among women and children
- 5 Municipal Corporations adopted digital ANC monitoring systems for data-driven decision-making and service improvement
- ASHA mentoring initiatives resulted in a 93.9% improvement in performance scores between baseline (2024) and March 2026

The initiative contributes towards building healthier communities and improving long-term wellbeing outcomes for vulnerable populations.

The Maternal Referral Handover Manual was launched during the 10th Partners Meet to support continuity and scale.

Value Created

The programme contributed to the institutionalization of maternal referral systems and antenatal care processes across multiple Municipal Corporations, enabling greater ownership by public health systems and improving healthcare access, continuity of care, and maternal health outcomes for vulnerable women and newborns across the Mumbai Metropolitan Region.

SDGs Supported



INITIATIVE

MATERNAL AND NEWBORN HEALTH PROGRAMME

Supporting Healthier Mothers and Newborns

Maternal and newborn health remains a critical priority for improving long-term community health outcomes.

Through Apnalaya's targeted healthcare interventions, ORL supports programmes aimed at strengthening maternal healthcare access and improving outcomes for pregnant women, mothers and infants.

Objective

To improve maternal and newborn health through awareness, preventive healthcare and community-based support systems.

Impact

- 3,069 pregnant women registered, achieving 102% of the annual target
- 1,188 women registered during the first trimester, enabling early access to antenatal care
- 477 high-risk pregnancies identified and managed through coordinated support with government health facilities
- 401 antenatal care sessions conducted, reaching 6,794 pregnant women with essential health information and services
- 1,600 pregnant and lactating women accessed benefits under the Pradhan Mantri Matru Vandana Yojana (PMMVY)
- 99.87% institutional deliveries recorded across intervention areas
- 83.53% of deliveries took place in government hospitals, reflecting increased utilization of public healthcare services
- 88.71% of newborns were born with normal birth weight
- 1,616 members actively engaged across 69 Mother Support Groups, strengthening peer support and community participation

Key Outcomes

- Strengthened access to maternal and newborn healthcare services
- Increased community engagement around maternal wellbeing
- Support for healthier birth and early childhood outcomes
- 250 ICDS Anganwadi staff and 293 Health Post staff participated in community health campaigns and awareness initiatives
- Improved maternal health literacy among pregnant women and enhanced newborn care knowledge among lactating mothers
- Strengthened coordination between ICDS, Health Posts, maternity homes, and community health workers

The initiative contributes to reducing health vulnerabilities and strengthening long-term community wellbeing.

Value Created

The programme reached over 15,000 direct beneficiaries and strengthened maternal and newborn healthcare systems in underserved urban communities. Through early pregnancy registration, identification of high-risk pregnancies, increased institutional deliveries, improved birth outcomes, and enhanced community engagement, the initiative contributed to safer pregnancies, healthier newborns, and greater utilization of public healthcare services.

SDGs Supported



INITIATIVE

DISABILITY INCLUSION AND COMMUNITY DEVELOPMENT

Promoting Inclusion and Equal Opportunities

Creating inclusive communities requires ensuring persons with disabilities have equitable access to opportunities, support systems and community participation.

Through its partnership with Apnalaya, ORL supports initiatives aimed at strengthening inclusion and improving quality of life for Children with Disabilities (CWDs), Persons with Disabilities (PWDs), Parents and Caregivers, etc.

Objective

To enhance access to services, promote inclusion and support the social and economic empowerment of persons with disabilities.

Impact

During FY 2025–26:

- 2,967 Persons with Disabilities and Children with Disabilities benefited from community-based interventions
- 51 children and youth with disabilities received educational support
- Provided healthcare assistance, therapy support, and assistive devices to beneficiaries requiring specialized interventions
- 40 awareness and parent engagement sessions conducted, reaching over 770 parents and caregivers
- 180 participants connected to vocational training and employment opportunities through referral and information sessions
- 5 persons with disabilities supported with financial assistance to strengthen livelihood opportunities and economic independence
- Convened a disability-sector networking platform involving 28 NGOs and 30 sector representatives to strengthen collaboration and referral systems

Key Outcomes

- Enhanced social inclusion and participation
- Strengthened community awareness regarding disability inclusion
- Increased opportunities for empowerment and self-reliance
- Established collaboration with The Hans Foundation to initiate a therapy van service in Cheeta Camp, improving community-level access to rehabilitation services
- Partnered with Niramaya Niketan to launch weekly therapy services for Children with Disabilities, strengthening developmental support system
- Enabled participation of children with disabilities and their families in a disability-inclusive marathon, promoting confidence, visibility, and social inclusion
- The initiative supports ORL's broader commitment to creating inclusive communities where individuals can participate fully and equally.

Value Created

The initiative reached 11,083 beneficiaries, including persons with disabilities, caregivers, volunteers, and government stakeholders. By strengthening access to healthcare, rehabilitation, education, livelihood opportunities, and support services, the program contributed to greater inclusion, improved quality of life, enhanced community awareness, and increased independence for persons with disabilities and their families.

SDGs Supported





INITIATIVE

RURAL HEALTHCARE AND COMMUNITY WELLBEING

Improving Access to Healthcare in Rural Communities

Access to quality healthcare remains a challenge for many rural communities.

Through its partnership with Mann Deshi Foundation, ORL supports programmes that improve healthcare access and wellbeing outcomes in underserved regions directly impacting women and children, elderly Individuals in rural households and low-income families.

Objective

To strengthen access to healthcare services and improve health outcomes among rural populations through a Community Healthcare Centre serving more than 500,000 people across Mann and Khatav tehsils. Equipped with a CT scan machine, digital X-ray facility, pathology laboratory, physiotherapy unit, outpatient department, and ambulance services, the centre delivers comprehensive healthcare services under one roof.

Impact

During FY 2025–26:

- 2,873 beneficiaries received healthcare support through programme interventions
- 461 children across four schools were screened for blood-related health concerns and vision impairments
- 150 children received prescription eyeglasses, improving vision, learning outcomes, and overall wellbeing
- 12 healthcare awareness workshops were conducted for women and families, strengthening preventive healthcare awareness
- 12 community health camps and 3 mega health camps were organized, reaching more than 1,200 individuals

Key Outcomes

- Improved healthcare access in underserved areas
- Increased awareness regarding health and wellbeing
- Strengthened community resilience through preventive healthcare measures
- Enhanced quality of life for beneficiaries



- This initiative reflects ORL's commitment to supporting equitable access to healthcare and improving wellbeing outcomes across diverse communities. Continued delivery of highly subsidized healthcare services reduced financial barriers to quality healthcare for rural families.

Value Created

The programme improved access to affordable healthcare for 2,873 beneficiaries while strengthening preventive healthcare systems across rural communities. Through diagnostics, screenings, treatment, health education and referral services, the initiative contributed to early disease detection, improved child health outcomes, reduced healthcare costs, and enhanced healthcare access for vulnerable populations.

SDGs Supported



INCLUSIVE COMMUNITIES AND SOCIAL INTEGRATION

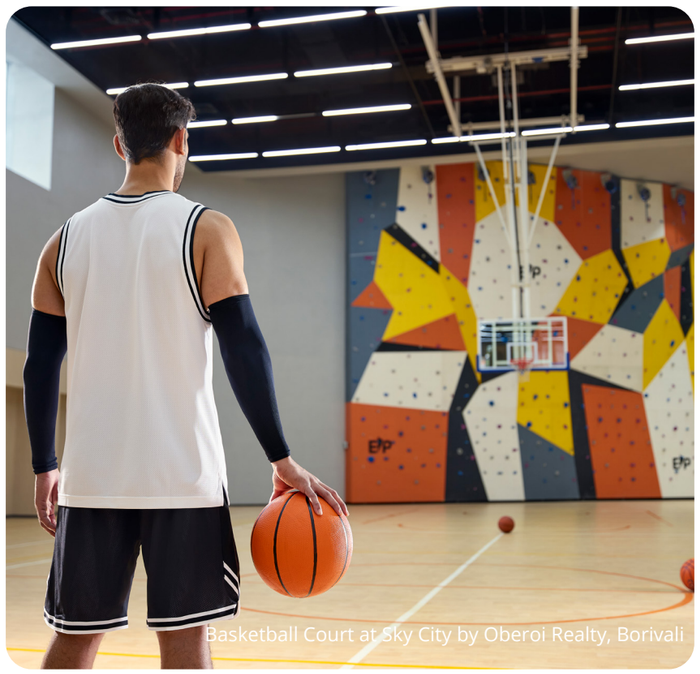
At Oberoi Realty, social integration is embedded into the way our projects are designed. We aim to ensure our developments are accessible, inclusive and responsive to the diverse needs of residents, creating environments that encourage interaction, wellbeing and a sense of belonging. Through thoughtful planning, we aim to foster connected and integrated urban communities.

We promote inclusive growth through universal design, mixed-use developments, access to public services and sustainable mobility solutions. Community spaces, educational initiatives, safety measures and stakeholder engagement further strengthen social cohesion, while local employment, vendor participation and worker development programs contribute to shared economic opportunities and long-term community empowerment.

Further details on our workforce development, supplier engagement and community-focused initiatives can be found in the Manufactured Capital section, page no. <104 -105>, which highlights the measures undertaken to create shared value and strengthen long-term stakeholder outcomes.



Kids play area at Eternia by Oberoi Realty, Mulund



Basketball Court at Sky City by Oberoi Realty, Borivali



Gym at Sky City by Oberoi Realty, Borivali



Cafe at Sky City by Oberoi Realty, Borivali

CUSTOMER ENGAGEMENT[73]

Customer Engagement and Quality Assurance Framework

The objective of customer relationship management is to deliver services and products that consistently meet defined quality benchmarks, supported by a structured Quality Management Manual and full regulatory compliance. It is driven by the company's commitment to enhancing quality of life across all interactions and offerings. A strong customer first orientation shapes how products and services are designed, delivered, and supported throughout their lifecycle.

Customers are kept informed through regular and accurate project updates available on the MahaRERA platform, ensuring transparency at every stage. Continued support across the engagement lifecycle is treated as essential, with systems designed to maintain responsiveness and clarity. A formal grievance redressal mechanism is in place to address concerns efficiently while ensuring customer satisfaction remains a central priority.

NON-COMPLIANCE WITH REGULATIONS AND/OR VOLUNTARY CODES CONCERNING PRODUCT AND SERVICE INFORMATION, LABELLING & MARKETING COMMUNICATION.

0

CUSTOMER GRIEVANCE RESOLUTION RATE

97.9%

Customer Satisfaction and Feedback Framework

Customer feedback remains a vital part of engagement as it helps capture expectations while identifying areas that require continuous improvement. Each customer is encouraged to share inputs through structured feedback formats that assess key aspects such as ambience, staff interaction, available facilities, and overall experience across touchpoints. In addition to these inputs, periodic lifecycle surveys are conducted for completed projects to gather comprehensive feedback at different stages of occupancy, ensuring that insights reflect evolving customer needs over time.

- During FY 2025-26, a total of 159 complaints were recorded from residential customers across completed and ongoing developments, and 262 complaints were reported by customers associated with commercial assets.
- At the close of the reporting period, 9 complaints remained pending resolution, indicating continued efforts toward timely closure.

Beyond feedback mechanisms, the company also relies on defined quantitative indicators to measure satisfaction levels more consistently. These benchmarks support performance tracking while ensuring that customer experience remains aligned with expected standards across all stages of engagement.

Satisfaction measurement	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Satisfaction Score	100%	100%	100%	100%
Coverage	100%	100%	100%	100%

[73]GRI 2-27, GRI 417-1, GRI 417-2, GRI 417-3

OUR APPROACH TO BUILDING LONG-TERM RELATIONSHIPS

TRUST AND TRANSPARENCY

- Open communication on pricing, timelines, legal approvals, and amenities
- Full disclosure of project details with no hidden costs
- Clear terms and documentation provided in writing

PERSONALIZED ENGAGEMENT

- Understanding customer preferences and financial capabilities
- Customized property options and financial plans
- Dedicated relationship managers to support the buying journey

RESPONSIVE AND PROACTIVE COMMUNICATION

- Timely responses through calls, emails, WhatsApp, and site visits
- Regular updates on project progress, documentation, and handover stages
- Proactive communication on delays, changes, and key milestones

AFTER SALES SUPPORT

- Assistance with home loans, legal paperwork, registration, and possession
- Helpdesk support for post-possession queries and onboarding
- Prompt resolution of complaints related to quality or services

CUSTOMER EDUCATION AND EMPOWERMENT

- Property walkthroughs, webinars, and workshops on buying processes and RERA laws
- Guidance on financial options and documentation requirements
- Clear visual aids and resources to support informed decision-making

LOCALITY AND RELATIONSHIP BUILDING

- Loyalty programs, special discounts, and referral initiatives
- Recognition of key customer milestones and engagements
- Community-building through resident events and networking platforms

PROMOTING OCCUPANT HEALTH AND WELLBEING IN AN EVOLVING RISK LANDSCAPE

Health and Wellbeing in Built Environments

At Oberoi Realty, the focus on occupant health and wellbeing is embedded across design, construction and property management practices. This approach reflects an understanding of how urban living conditions are changing and how these shifts influence everyday experiences within built environments. With increasing exposure to environmental pressures, evolving work patterns and lifestyle changes, the need to prioritize wellbeing has become more significant in shaping residential and commercial spaces.

The approach is informed by a clear recognition of emerging risks that affect residents and tenants across modern urban settings.

- Urban air quality continues to decline in many areas, increasing exposure to pollutants that affect respiratory health and overall wellbeing.
- Concerns related to water quality and potential contamination remain relevant across dense urban infrastructure systems.
- Higher stress levels are often linked to compact living conditions.
- Limited interaction with natural surroundings combined with reduced physical movement has become more common in vertical developments.
- Mental health concerns, including isolation and burnout, are increasingly observed within urban lifestyles.
- Inadequate insulation or exposure to external disturbances can lead to thermal and acoustic discomfort within built spaces.
- Conventional building layouts often present accessibility challenges for individuals with disabilities, highlighting the need for more inclusive design practices.

By addressing these factors, the company ensures that wellbeing considerations remain integrated within planning and operational decisions, supporting healthier and more responsive built environments.



OUR STRATEGIC WELLBEING FRAMEWORK

1. PROACTIVE RISK ASSESSMENT AND PLANNING

We undertake detailed, property-specific assessments to identify risks and opportunities related to tenant health and comfort. This enables targeted interventions that address the evolving needs of a diverse occupant base.

2. OUR TARGETED ACTIONS TO ENHANCE OCCUPANT HEALTH AND WELL-BEING

- **Indoor Air Quality:** Ensuring proper maintenance of air filtration systems to maintain high standards of indoor air quality.
- **Water Quality:** Regular testing and purification processes to ensure clean and safe drinking water.
- **Nourishment and Healthy Food:** Providing access to healthy food options through on-site office facilities and proximity to food and beverage outlets.
- **Visual Comfort and Daylight:** Maximizing natural light in our building designs to improve visual comfort and occupant productivity.
- **Physical Activity:** Creating spaces for physical activities, such as gyms, walking paths and recreational areas.
- **Thermal Comfort:** Ensuring optimal thermal comfort through advanced HVAC systems and building materials.
- **Acoustical Comfort:** Implementing soundproofing measures to reduce noise pollution and enhance acoustical comfort.
- **Mental Health:** Offering mental health resources and wellness programs to support the psychological wellbeing of our tenants.
- **Accessibility:** Designing our buildings to be accessible to all, including individuals with disabilities.
- **Biophilic Design:** Incorporating natural elements and green spaces to connect occupants with the environment.

3. MONITORING, FEEDBACK AND CONTINUOUS IMPROVEMENT

The effectiveness of our health and well-being initiatives is continuously monitored through a combination of technical audits and stakeholder engagement mechanisms:

- Scheduled air and water quality checks.
- Regular EHS audits and fire safety preparedness drills.
- Tenant satisfaction surveys focused on health, comfort, and safety metrics.
- Monitoring of physical activity and mental wellness program participation.
- Evaluation of daylight penetration, thermal comfort, and acoustical performance in living and working spaces.

These principles are incorporated from early design stages through to post occupancy management, ensuring that each phase contributes to improving everyday living conditions. The intent goes beyond meeting regulatory requirements and focuses on shaping environments that actively support better quality of life for occupants. This approach enables the creation of spaces that are safe, supportive, and conducive to long term wellbeing. The emphasis remains on delivering environments that not only meet functional expectations but also contribute positively to the physical and mental health of residents and tenants over time.

Actual Image - Oberoi Garden City, Goregaon

SUSTAINABLE SUPPLY CHAIN[74]

Oberoi Realty's supply chain approach focuses on building a system that remains structured and accountable while responding to evolving ESG expectations.

Our strategy is shaped by a balanced integration of environmental responsibility, social impact and governance principles across procurement activities. This framework is supported by defined policies, consistent supplier engagement practices and ongoing performance monitoring that together enable continuous improvement across the value chain.

To operationalize this approach, the supply chain model is organized around core focus areas that guide implementation and decision making.

- **ESG-Aligned Governance & Risk Management**
  - Integrate environmental, social, and ethical criteria into procurement policies
  - Establish clear accountability, roles, and monitoring systems
  - Ensure legal compliance and mitigate ESG related supply chain risks
- **Responsible Supplier Onboarding & Engagement**
  - Screen suppliers based on sustainability metrics (e.g; certifications, labor practices, emissions)
  - Implement a supplier code of conduct and ESG performance clauses in contracts
  - Provide support, training, and capacity-building for long-term partnerships
- **Green Procurement & Circular Material Use**
  - Prioritize eco-friendly, locally sourced, and low-carbon building materials
  - Promote reuse, recycling, and sustainable disposal of construction waste
  - Apply lifecycle thinking to minimize environmental footprint
- **Technology, Transparency & Performance Tracking**
  - Use digital tools (ERP, BIM, ESG dashboards) for real-time monitoring. Track emissions, waste, and supplier compliance
  - Report progress against ESG KPIs to stakeholders through disclosures and reports

Significant Supplier Identification

A structured framework has been established to identify and categorize significant suppliers based on defined evaluation criteria, supporting responsible supply chain management and proactive risk mitigation. Suppliers are assessed according to their business relevance and alignment with the ESG requirements outlined in the Supplier Code of Conduct, ensuring that both strategic importance and sustainability performance are considered. Additionally, country-specific and commodity-specific risk exposures are evaluated to strengthen risk management practices and enable informed, responsible sourcing decisions.

Supplier Assessment and Compliance Oversight

Supplier performance is monitored through a structured system that ensures alignment with defined ethical, social and environmental expectations throughout the engagement lifecycle. The approach emphasizes consistent oversight while maintaining high quality standards across all supplier interactions. Each supplier is expected to meet these requirements as part of their continued association, ensuring that compliance remains integral to ongoing operations.

- During the reporting period, a total of 24 suppliers were evaluated against established assessment criteria covering performance and compliance parameters.
- Assessments are conducted through a combination of desk-based reviews and second party evaluations to ensure objective and comprehensive validation.
- Periodic compliance reviews are carried out to track adherence and identify areas where corrective action may be required.
- Targeted support is extended to suppliers where improvement is necessary, ensuring alignment with expected standards over time.
- Contracts are discontinued in cases where suppliers consistently fail to meet defined requirements despite repeated interventions.

[74]GRI 2-6, GRI 204-1, GRI 308-1, GRI 308-2

SUPPLIER ASSESSMENT FRAMEWORK[75]

The supplier assessment framework ensures that all prospective suppliers undergo a structured evaluation using a detailed ESG matrix before engagement. This process establishes alignment with the company's sustainability expectations from the outset, while reinforcing consistency in supplier selection and onboarding practices across procurement functions. Social, environmental, and governance parameters form the core of this evaluation, ensuring that supplier capabilities are assessed beyond technical and commercial criteria.

SOCIAL CRITERIA

- Evaluation of policies related to occupational health and safety along with adherence to labour regulations that prohibit child labour and forced labour.
- Suppliers are expected to demonstrate commitment to human rights across their operations while integrating diversity, equity and inclusion practices within their workforce.
- Transparent and ethical labour practices are assessed to ensure fairness and accountability in employment conditions.

GOVERNANCE CRITERIA

- The presence of defined organizational structures supported by accountability mechanisms across supplier operations.
- Compliance with anti-bribery and anti-corruption policies is assessed along with the overall legal compliance history, including any past violations or sanctions.
- Adoption of supplier codes of conduct and internal ethics policies is reviewed to ensure alignment with governance expectations.

Scope and technical requirements are defined across categories such as civil, HVAC, and interior works to establish clarity at the initial stage. ESG, technical and legal parameters are set to guide subsequent evaluation processes.

Quality standards, material specifications and cost considerations are reviewed to ensure alignment with project requirements. Compliance with safety norms, labour regulations and environmental standards is verified as part of the screening process.

Risk assessment is conducted through ESG reviews, legal history, and potential exposure to operational risks.

Suppliers are evaluated using a scoring system that considers pricing, quality, ESG performance, capacity and past delivery record before final selection decisions are made.

Performance is monitored using defined indicators such as delivery timelines, quality benchmarks, safety adherence and compliance metrics. Regular audits and structured feedback mechanisms are implemented to maintain ongoing oversight and continuous improvement.

ENVIRONMENT CRITERIA

- The presence of environmental management systems along with demonstrated compliance with applicable local and national regulations.
- Suppliers are evaluated on initiatives aimed at reducing greenhouse gas emissions along with responsible management of water use, waste disposal, and energy consumption.
- Measures related to biodiversity protection and mitigation of environmental impact within surrounding biodiversity and ecosystems are also examined.

[75]GRI 408-1, GRI 409-1

Supplier Screening	FY 2025-26
Total number of Tier-1 suppliers	1902
Total number of significant suppliers in Tier-1	81
% of total spend on significant suppliers in Tier-1	75%
Total number of significant suppliers in non-Tier-1	0
Total number of significant suppliers (Tier-1 and non-Tier-1)	81

Supplier Assessment[76]	FY 2025-26	Target
Total number of suppliers assessed via desk assessments/on-site assessments	24	20
% of unique significant suppliers assessed	30%	25%
Number of suppliers assessed with substantial actual/potential negative impacts	24	20
% of suppliers with substantial actual/potential negative impacts with agreed corrective action/improvement plan	30%	20%
Number of suppliers with substantial actual/potential negative impacts that were terminated	0	0

Supplier Development and Capacity Building

Supplier development efforts are centred on strengthening alignment with ESG priorities while building a shared understanding of sustainability expectations across the supply chain. The approach focuses on enabling suppliers to adapt to evolving requirements through structured engagement and continuous learning initiatives.

ESG focused awareness and training programs have been introduced for all significant suppliers to improve understanding of environmental, social and governance expectations. These initiatives are designed to create alignment with organizational sustainability goals while providing clarity on performance standards and compliance requirements. A targeted awareness campaign has been implemented to support suppliers in adopting and integrating sustainability practices within their operations.

Corrective action plan support	FY 2025-26	Target
Total number of suppliers supported in corrective action plan implementation	24	20
% of suppliers assessed with substantial actual/ potential negative impacts supported in corrective action plan implementation	30%	25%

Capacity Building Programs	FY 2025-26	Target
Total number of suppliers in capacity building programs	24	20
% of unique significant suppliers in capacity building programs	25%	25%

[76]GRI 414-1, GRI 414-2

Sustainable Procurement Policy

The Sustainable Procurement Policy provides a clear foundation for all procurement related activities, with a strong emphasis on regulatory compliance and ethical conduct across operations. It applies uniformly to all employees, suppliers, and contractors engaged in procurement, regardless of the scale or complexity of the process.

The policy mandates adherence to the Supplier Code of Conduct, promoting practices that reinforce environmental responsibility, social accountability and sound governance principles across the supply chain.

Through this structured framework and policy alignment, procurement practices are designed to remain consistent, transparent and aligned with broader sustainability objectives.

Advancing Sustainable Procurement through ISO 20400 Alignment

As part of our commitment to responsible business practices, we have undertaken a structured initiative to align our procurement processes with ISO 20400: Sustainable Procurement-Guidance, the international standard that helps organizations integrate sustainability considerations into procurement decisions. Through this framework we aim to promote ethical sourcing, environmental stewardship, social responsibility and long-term value creation across the supply chain.

During the year, we reviewed and aligned our policy, standard procedures and governance mechanisms with the principles of ISO 20400 to strengthen sustainability integration across our procurement activities. Building on this progress, we are currently in the process of seeking external validation to further assess and strengthen our alignment with the standard.

16.92%
MATERIAL PROCUREMENT DIRECTED TO MSMEs AND SMALL PRODUCERS
enhancing inclusive economic growth.

87.44%
TOTAL PROCUREMENT BY VALUE SOURCED WITHIN INDIA
reducing transport-related emissions and supporting local economies.

437
SUPPLIERS EVALUATED ON ESG METRICS DURING THE PREQUALIFICATION PROCESS.


ATTESTATION ◆ ATTESTATO ◆ ATTESTACIÓN ◆ BESCHEINIGUNG ◆ ATTESTATION

TÜV SÜD South Asia

VALIDATION STATEMENT

It is hereby confirmed that the following claim made by:

Oberoi Realty Limited
Commerz, 3rd Floor, International Business Park, Oberoi Garden City, Off Western Express Highway, Goregaon (East) Mumbai - 400063

has been validated in third party process for
ISO 20400:2017 based Sustainable Procurement

Oberoi Realty Limited has implemented an organizational approach to embedding Sustainable Procurement following the international guideline ISO 20400 across all its residential, commercial, retail, hospitality & social infra projects and offices, covering scope

"Sustainable Procurement of Raw Materials"

This validation statement is valid from **2026-06-29 until 2027-06-28**

The present status of this statement can be obtained through TUV SUD website by scanning below QR code and by entering the registration number (without spaces) on web page. Further clarifications regarding the status of this statement may be obtained by consulting the certification body at pdo.in@tuvsud.com. More details on Validation results are to be provided by the organization upon request received from the interested parties

Validation Registration No. **TUV 20400007**
Date of Initial Validation: **2026-06-29**
Issue Date: **2026-06-29 Rev. 00**

Reference to this validation statement is allowed only in connection with the date of its validity unless relevant changes occurred in the organization that may have modified the object, the scope of the validation, or the statement. The validation of the claim above has been conducted following the "TUV SUD ISO 20400 Validation Programme"
Data and information supporting the claim were hypothetical, projected and historical in nature.

Prosenjit Mitra
For Validation Body
of TÜV SÜD South Asia Private Limited, **Mumbai**
Member of TÜV SÜD Group

TÜV SÜD South Asia Pvt. Ltd. ● TÜV SÜD House ● Saki Naka ● Andheri (East) ● Mumbai – 400072 ● Maharashtra ● India

TÜV®

EXTERNAL ASSURANCE STATEMENT

(Limited Assurance for FY 2025-26)

Assurance statement on third-party verification of sustainability information

Unique identification no.: 3153238747

TÜV SÜD South Asia Pvt Ltd. (hereinafter TÜV SÜD) has been engaged by **Oberoi Realty Limited, Commerz, 3rd Floor, International Business Park, Oberoi Garden City, Off Western Express Highway, Goregaon (East),IN - 400063 Mumbai** to perform an independent assurance of disclosure of sustainability information in the Sustainability Report by **Oberoi Realty Limited,** (hereinafter "Company") for the period from 01 April 2025 to 31 March 2026. The verification was carried out according to the steps and methods described below.

Scope of the verification

The third-party verification was conducted to obtain limited assurance about whether the sustainability information is prepared "with accordance to" the reporting criteria of the Sustainability Reporting Standards of the Global Reporting Initiative 2021 version (hereinafter "Reporting Criteria").
The following selected disclosures are included in the scope of the assurance engagement for reporting year from April 2025 to 31 March 2026 the disclosures of following sustainability indicators in the Sustainability Report", published at Oberoi Realty Limited Website

- GRI 2: General Disclosure
- GRI 3: Materiality Assessment: 3-1, 3-2, 3-3
- GRI 201: Economic Performance 2016: 201-1, 201-2
- GRI 202- Market Presence, Disclosure 202-2 Proportion of senior management hired from the local community
- GRI 203: Indirect Economic Impacts 2016: 203-1, 203-2
- GRI 204: Procurement Practices 2016: 204-1
- GRI 205: Anti-corruption 2016: 205-1, 205-2, 205-3
- GRI 206: Anti-competitive Behavior 2016: 206-1
- GRI 301: Materials 2016: 301-1, 301-2
- GRI 302: Energy 2016: 302-1, 302-3, 302-4, 302-5
- GRI 303: Water and Effluents 2018: 303-1, 303-2, 303-3, 303-4, 303-5
- GRI 304: Biodiversity 2016: 304-1, 304-2, 304-3, 304-4
- GRI 305: Emissions 2016: 305-1, 305-2, 305-3, 305-4, 305-5, 305-7
- GRI 306: Waste 2020: 306-1, 306-2, 306-3, 306-4, 306-5
- GRI 308: Supplier Environmental Assessment 2016: 308-1, 308-2
- GRI 401: Employment 2016: 401-1, 401-2, 401-3
- GRI 403: Occupational Health and Safety 2018: 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9, 403-10
- GRI 404: Training and Education 2016: 404-1, 404-2, 404-3
- GRI 405: Diversity and Equal Opportunity 2016: 405-1, 405-2
- GRI 406: Non-discrimination 2016: 406-1
- GRI 407: Freedom of Association and Collective Bargaining 2016: 407-1
- GRI 408: Child Labor 2016: 408-1
- GRI 409: Forced or Compulsory Labor 2016: 409-1
- GRI 412: Human Rights Assessment 2016: 412-1, 412-2, 412-3
- GRI 413: Local Communities 2016: 413-1, 413-2
- GRI 414: Supplier Social Assessment 2016: 414-1, 414-2
- GRI 415: Public Policy 2016: 415-1
- GRI 416: Customer Health and Safety 2016: 416-1, 416-2
- GRI 417: Marketing and Labeling 2016: 417-1, 417-2, 417-3
- GRI 418: Customer Privacy 2016: 418-1
- GRI 419: Socioeconomic Compliance 2016: 419-1

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

Responsibility of the Company

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

Verification methodology and procedures performed

The verification engagement has been planned and performed in accordance with the verification methodology developed by the TÜV SÜD Group, which is based upon the ISAE 3000, and ISO 17029. The applied level of assurance was "limited assurance". Because the level of assurance obtained in a limited assurance, the engagement is lower than in a reasonable assurance engagement, the procedures the verification team performs in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. A limited assurance engagement consists of making inquiries, primarily of persons responsible for the preparation of the Sustainability information and applying analytical and other limited assurance procedures.

The verification was based on a systematic and evidence-based assurance process limited as stated above. The selection of assurance procedures is subject to the auditor's own judgment. The procedures included amongst others:

- Inquiries of personnel who are responsible for the stakeholder engagement und materiality analysis to understand the reporting boundaries.
- Evaluation of the design and implementation of the systems and processes for compiling, analysing, and aggregating sustainability information as well as for internal controls
- Inquiries of company's representatives responsible for collecting, preparing and consolidating sustainability information and performing internal controls
- Analytical procedures and inspection of sustainability information as reported at group level by all locations.
- Assessment of local data collection and management procedures, along with control mechanisms, through offsite verification and onsite survey at selected multiple sites: Below sites were selected for onsite/offsite review

Sl. No.	Company Name	Site Address
1	**Oberoi Realty Limited**	Oberoi Realty Corporate Office, Commerz I, Oberoi Garden City, Yashodham, Goregaon, Mumbai, Maharashtra 400063
2		Gurgaon Regional Office, Tower A, Paras Twin Tower DLF Golf Course Road Sector 54 Gurugram, Haryana 122011

Sl. No.	Company Name	Site Address
3	Oberoi Realty Limited	Commerz I by Oberoi Realty, Oberoi Garden City, International Business Park, Yashodham, Goregaon, Mumbai, Maharashtra 400063
4		Commerz II by Oberoi Realty, Oberoi Garden City, International Business Park, Yashodham, Goregaon, Mumbai, Maharashtra 400063
5		Commerz III by Oberoi Realty, Oberoi Garden City, International Business Park, Yashodham, Goregaon,Mumbai, Maharashtra 400063
6		The Westin Mumbai Garden City, Oberoi Garden City, International Business Park, Yashodham, Goregaon, Mumbai, Maharashtra 400063
7		The Ritz Carlton Mumbai, Dr. Annie Besant Road, Next to Old Passport Office, Worli, Cen, Mumbai, Maharashtra 400025
8		The Mumbai Mariott Hotel at Sky City, Off Western Express Road, Borivali (East), Mumbai, Maharashtra 400066
9		Oberoi Mall, Oberoi Garden City, Yashodham, Goregaon, Mumbai, Maharashtra 400063
10		Sky City Mall, Off Western Express Road, Borivali (East), Mumbai, Maharashtra 400066
11		Elysian by Oberoi Realty, Oberoi Garden City, Yashodham, Goregaon, Mumbai, Maharashtra 400063
12		Forestville by Oberoi Realty, Kolshet Road, Sandoz Baug, Thane (West), Maharashtra 400607
13		Jardin by Oberoi Realty, Pokhran Road Number 2, Thane (West), Maharashtra 400601
14		Sky City by Oberoi Realty, Off Western Express Road, Borivali (East), Mumbai, Maharashtra 400066
15		Fairview by Oberoi Realty, LD Ruparel Marg, Malabar Hill, Mumbai, Maharashtra 400006
16		Oberoi International School, Goregaon, Oberoi Garden City, Yashodham, Goregaon, Mumbai, Maharashtra 400063
17		Oberoi International School, JVLR, Jogeshwari Vikhroli Link Road, Jogeshwari East, Mumbai, Maharashtra 400060

Conclusion

On the basis of the assessment procedures carried out from **09-03-2026 to 11-06-2026** (on-site & Off site), TÜV SÜD has not become aware of any facts that lead to the conclusion that the selected sustainability information has not been prepared, in all material aspects, in reference to the Reporting Criteria.

Limitations

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

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

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

Use of this Statement

The Company must reproduce the TÜV SÜD statement and possible attachments in full and without omissions, changes, or additions. This statement is based on the scope of the engagement solely intended to inform the Company as to the results of the mandated assessment. TÜV SÜD has not considered the interest of any other party in the selected sustainability information, this assurance report or the conclusions TÜV SÜD has reached. Therefore, nothing in the engagement or this statement provides third parties with any rights or claims whatsoever.

Independence and competence of the verifier

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

Place, Date: Mumbai, 19th June 2026

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

Name: Prarthana Chand
Verification Team Leader, TÜV SÜD
Management System Assurance

TÜV SÜD South Asia Pvt. Ltd. TÜV SÜD House Saki Naka Andheri (East) Mumbai – 400072 Maharashtra India

APPENDIX

GRI CONTENT INDEX

STATEMENT OF USE	Oberoi Realty Limited has reported the following information cited in this GRI Content Index for the period 01st April 2025 to 31st March 2026 with reference to the GRI Standards.
GRI 1 USED	GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	ESG REPORT FY 2025-26 REFERENCE	BUSINESS RESPONSIBILITY AND SUSTAINABILITY REPORT FY 2025-26 REFERENCE
GENERAL DISCLSOURES			
GRI 2: General Disclosures	2-1 Organizational details	About Oberoi Realty, Pg 08	-
	2-2 Entities included in the organization's sustainability reporting	Reporting Boundary and Scope, Pg 04	-
	2-3 Reporting period, frequency and contact point	Reporting Guidelines, Pg 04 Feedback, Pg 06	None
	2-4 Restatements of information	None	None
	2-5 External assurance	External Assurance, Pg 06	Reasonable Assurance statement on third-party verification of sustainability information
	2-6 Activities, value chain and other business relationships	About Oberoi Realty, Pg 8, Our Asset Portfolio, Pg 16, Sustainable Supply Chain, Pg 230	Section A, Question 20
	2-7 Employees	Talent Acquisition and Hiring Strategy Pg, 168	Section A, Question 20
	2-8 Workers who are not employees	Talent Acquisition and Hiring Strategy, Pg 168	Section A, Question 20
	2-9 Governance structure and composition	Board of Directors, Pg 32	-
	2-10 Nomination and selection of the highest governance body	Board of Directors, Pg 32	-

GRI STANDARD	DISCLOSURE	ESG REPORT FY 2025-26 REFERENCE	BUSINESS RESPONSIBILITY AND SUSTAINABILITY REPORT FY 2025-26 REFERENCE
GENERAL DISCLSOURES			
GRI 2: General Disclosures	2-11 Chair of the highest governance body	Board of Directors, Pg 32	
	2-12 Role of the highest governance body in overseeing the management of impacts	Board of Directors, Pg 32	-
	2-13 Delegation of responsibility for managing impacts	Committees of the Board, Pg 32	-
	2-14 Role of the highest governance body in sustainability reporting	Board of Directors, Pg 32	-
	2-15 Conflicts of interest	Board of Directors, Pg 32	-
	2-16 Communication of critical concerns	Board of Directors, Pg 32	-
	2-17 Collective knowledge of the highest governance body	Board of Directors, Pg 32	-
	2-18 Evaluation of the performance of the highest governance body	Board of Directors, Pg 32	-
	2-19 Remuneration policies	Board of Directors, Pg 32	-
	2-20 Process to determine remuneration	Board of Directors, Pg 32	-
	2-21 Annual total compensation ratio	Board of Directors, Pg 32	-
	2-22 Statement on sustainable development strategy	Message from the Chairman and Managing Director, Pg 26 Message from Chief Financial Officer, Pg. 28	
	2-23 Policy commitments	Code of Conduct, Pg 30	
	2-24 Embedding policy commitments	Code of Conduct, Pg 30	
	2-25 Processes to remediate negative impacts	Code of Conduct, Pg 30	
	2-26 Mechanisms for seeking advice and raising concerns	Code of Conduct, Pg 30	

GRI STANDARD	DISCLOSURE	ESG REPORT FY 2025-26 REFERENCE	BUSINESS RESPONSIBILITY AND SUSTAINABILITY REPORT FY 2025-26 REFERENCE
GENERAL DISCLSOURES			
	2-27 Compliance with laws and regulations	Code of Conduct, Pg 30 Environmental Governance, Pg 124 Customer Engagement, Pg 226 Impacts and Dependencies on Nature For Real Estate Assets- para 3, Pg 122	Principle 1, Essential Indicators 2 and 3
GRI 2: General Disclosures	2-28 Membership of associations	Membership of Associations, Pg 24	Principle 7, Essential Indicators 1 and 2
	2-29 Approach to stakeholder engagement	Stakeholder Engagement, Pg 42	Principle 4, Essential Indicators 1 and 2
	2-30 Collective bargaining agreements	Human Rights and Freedom of Association, Pg 196	Principle 3, Essential Indicator 7
MATERIAL TOPICS			
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Materiality Assessment, Pg 46	-
	3-2 List of Material topics	Materiality Assessment, Pg 46	Section A, Question 26
	3-3 Management of material topics	Materiality Assessment, Pg 52 Details have been provided across the report for each relevant material topic Pg 46-54	-
ECONOMIC			
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Economic Value Generated, Pg 72	-
	201-2 Financial implications and other risks and opportunities for the organization's activities due to climate change	Climate Risk Management, Pg 146 Climate-related Financial Implications, Pg 146	-
GRI 202: Market Presence 2016	202-2 Proportion of senior management hired from the local community	Anchoring Hiring in Merit and Clarity, Pg 174	-
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Community Engagement & Social Responsibility Framework, Pg 210	-
	203-2 Significant indirect economic impacts	Economic Value Generated and Distributed, Pg 72	-

GRI STANDARD	DISCLOSURE	ESG REPORT FY 2025-26 REFERENCE	BUSINESS RESPONSIBILITY AND SUSTAINABILITY REPORT FY 2025-26 REFERENCE
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Sustainable Supply Chain, Pg 230	Principle 8, Essential Indicator 4
GRI 205: Anti-corruption 2016	205-1 Operations assessed for related to corruption	Code of Conduct, Pg 30	-
	205-2 Communication and training about anti-corruption policies and procedures	Code of Conduct, Pg 30, Learning and Development, Pg 192	-
	205-3 Confirmation incidents of corruption and action taken	Code of Conduct, Pg 30	Principle 1, Essential Indicator 5
GRI 206: Anti-competitive behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Code of Conduct, Pg 30	Principle 7, Essential Indicators 1 and 2
ENVIRONMENT			
GRI 301: Materials 2016	301-1 Material used by weight or volume	Sustainable Materials and Resource Efficiency, Pg 128	Principle 2, Leadership indicator 3
	301-2 Recycled input material used	Use of Products with Recycled Content, Pg 128	Principle 2, Leadership Indicator 3
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Energy Consumption, Pg 130-131	Principle 6, Essential Indicator 1
	302-3 Energy Intensity	Energy Consumption, Pg 130-131	Principle 6, Leadership Indicator 3
	302-4 Reduction of energy consumption	Energy Saving and Efficiency Initiatives, Pg 132 -133	Principle 6, Leadership Indicator 3
	302-5 Reductions in energy requirements of products and services	Energy Saving and Efficiency Initiatives, Pg 132 -133	Principle 6, Leadership Indicator 3
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Water Efficiency Programs, Pg 150	-
	303-2 Management of water discharge related impacts	Water Conservation Initiatives: Construction Phase, Pg 152	Principle 6, Essential Indicator 5
	303-3 Water withdrawal	Water Withdrawal, Discharge and Consumption, Pg 151	Principle 6, Essential Indicator 3 Principle 6, Leadership Indicator 1
	303-4 Water discharge	Water Withdrawal, Discharge and Consumption, Pg 151	Principle 6, Essential Indicator 4 Principle 6, Leadership Indicator 1

GRI STANDARD	DISCLOSURE	ESG REPORT FY 2025-26 REFERENCE	BUSINESS RESPONSIBILITY AND SUSTAINABILITY REPORT FY 2025-26 REFERENCE
	303-5 Water consumption	Water Withdrawal, Discharge and Consumption, Pg 151	Principle 6, Essential Indicator 3 Principle 6, Leadership Indicator 1
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Biodiversity, Pg 160	
	304-2 Significant impacts of activities, products and services on biodiversity	Biodiversity Risk Assessment, Pg 160	
	304-3 Habitats protected or restored	Biodiversity Risk Assessment Approach, Pg 161	
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	Biodiversity Risk Assessment Approach, Pg 162	
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Emission Footprint, Pg 134-135	
	305-2 Energy indirect (Scope 2) GHG emissions	Indirect greenhouse Gas Emission, Pg 134-136	
	305-3 Other indirect (Scope 3) GHG emissions	Indirect greenhouse Gas Emission, Pg 134-136	-
	305-4 GHG emissions intensity	Emission Footprint, Pg 135	Principle 6, Essential Indicator 7
	305-5 Reduction of GHG emissions	Natural Capital, Pg 120 Energy Consumption, Pg 130	Principle 6, Essential Indicator 8
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Other Air Emission, Pg 137	Principle 6, Essential Indicator 6
GRI 306: Waste 2020	306-1 Waste generation and significant waste related impacts	Waste Management- Construction and Demolition Waste Management, Pg 156	Principle 2, Essential
	306-2 Management of significant waste related impacts	Solid Waste Management, Pg 157	Principle 2, Essential
	306-3 Waste generated	Waste Management (Generated and Treated), Pg 155	Principle 6, Essential Indicator 9
	306-4 Waste diverted from disposal	Waste Management (Generated and Treated), Pg 155	Principle 6, Essential Indicator 9
	306-5 Waste directed to disposal	Waste Management (Generated and Treated), Pg 155	Principle 6, Essential Indicator 9

GRI STANDARD	DISCLOSURE	ESG REPORT FY 2025-26 REFERENCE	BUSINESS RESPONSIBILITY AND SUSTAINABILITY REPORT FY 2025-26 REFERENCE
GRI 307: Environmental Compliance 2016	307-1 Non-compliance with environmental laws and regulations	Environmental Governance, Pg 124-125	
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Sustainable Supply Chain, Pg 230	Principle 6, Essential Indicator 9
	308-2 Negative environmental impacts in the supply chain and actions taken	Sustainable Supply Chain, Pg 230	
SOCIAL			
GRI 401: Employment 2016	401-1 New hires and turnover	Talent Acquisition and Retention, Pg 168, Anchoring Hiring in Merit and Clarity, Pg 172	Section A, Question 22
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employee Benefits and Engagement, Pg 186-189	Principle 3, Essential Indicator 1
	401-3 Parental Leave	Employee Benefits and Engagement, Pg 186	Principle 3, Essential Indicator 5
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Occupational Health and Safety Management System, Pg 200	Principle 3, Essential Indicator 5
	403-2 Hazard identification, risk assessment, and incident investigation	Hazard Identification and Risk Assessment, Pg 201	Principle 3, Essential Indicator 10
	403-3 Occupational health services	Hazard Identification and Risk Assessment, Pg 201, Emergency Preparedness and Response, Pg 202	Principle 3, Essential Indicator 10
	403-4 Worker participation, consultation, and communication on occupational health and safety	Occupational Health and Safety Management system, Pg 200	
	403-5 Worker training on occupational health and safety	Occupational Health and Safety- Training and Awareness, Pg 202	-
	403-6 Promotion of worker health	Employee health and wellbeing, Pg 202	Principle 3, Essential Indicator 12
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Hazard Identification and Risk Assessment, Pg 201	-

GRI STANDARD	DISCLOSURE	ESG REPORT FY 2025-26 REFERENCE	BUSINESS RESPONSIBILITY AND SUSTAINABILITY REPORT FY 2025-26 REFERENCE
GRI 403: Occupational Health and Safety 2018	403-8 Workers covered by an occupational health and safety management system	Health and Safety Governance and Oversight, Pg 200	Principle 3, Essential Indicator 10
	403-9 Work related injuries	Incident Reporting and Investigation, Pg 202	Principle 3, Essential Indicator 11
	403-10 Work related ill health	Incident Reporting and Investigation, Pg 202	-
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Learning and Development, Pg 192-193	-
	404-2 Programs for upgrading employee skills and transition assistance programs	Advancing Inclusion and Representation, Pg 176-177, Learning and Development, Pg 192-193	
	404-3 Percentage of employees receiving regular performance and career development reviews	Driving Performance and Recognition, Pg 190	Principle 3, Essential Indicator 9
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Board of Directors, Pg 32, Advancing Inclusion and Representation, Pg 176	Section A, Question 20 Section A, Question 22
	405-2 Ratio of basic salary and remuneration of women to men	Advancing Inclusion and Representation, Pg 176	Principle 3, Essential Indicator 9
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective action taken	Human Rights and Freedom of Association, Pg 196	Principle 5, Essential Indicator 6 Principle 5, Essential Indicator 7
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Supplier Assessments, Pg 232-233	
GRI 408: Child labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Supplier Assessments, Pg 232-233	Principle 5, Essential Indicator 10 Principle 5, Leadership Indicator 4
GRI 409: Forced or Compulsory labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Supplier Assessment framework, Pg 231	Principle 5, Essential Indicator 10 Principle 5, Leadership Indicator 4
GRI 412: Human Rights Assessment 2016	412-1 Operations that have been subject to human rights reviews or impact assessments	Due Diligence Process, Pg 197	-
	412-2 Employee training on human rights policies or procedures	Human Rights and Freedom of Association, Pg 196	-

GRI STANDARD	DISCLOSURE	ESG REPORT FY 2025-26 REFERENCE	BUSINESS RESPONSIBILITY AND SUSTAINABILITY REPORT FY 2025-26 REFERENCE
GRI 412: Human Rights Assessment 2016	412-3 Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	Human Rights and Freedom of Association, Pg 196	-
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Economic Value Generated , Pg 72 CSR Initiatives and CommunityImpact: Pg 212-223	Principle 8, Leadership Indicator 6
	413-2 Operations with significant actual and potential negative impacts on local communities	Community Engagement and Social Responsibility Framework, Pg 210	
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Supplier Assessment, Pg 232-233	-
	414-2 Negative social impacts in the supply chain and actions taken	Supplier Assessment, Pg 232-233	
GRI 415: Public policy 2016	415-1 Political contributions	Responsible Public Policy Engagement and Transparency, Pg 30-31	-
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Product Stewardship, Pg 158	
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Customer Engagement, Pg 226	
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labelling	Customer Engagement, Pg 226	Principle 9, Leadership Indicator 1 Principle 9, Leadership Indicator 4
	417-2 Incidents of non-compliance concerning product and service information and labeling	Customer Engagement, Pg 226	Principle 9, Essential Indicator 3
	417-3 Incidents of noncompliance concerning marketing communications	Customer Engagement, Pg 226	Principle 9, Essential Indicator 3
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Information Security and Data Privacy, Pg 92	Principle 9, Essential Indicator 5
GRI 419: Socioeconomic Compliance 2016	419-1 Non-compliance with laws and regulations in the social and economic area	Code of Conduct, Pg 30	

INTEGRATED REPORTING FRAMEWORK INDEX

GUIDING PRINCIPLES	REFERENCE SECTION AND PAGE NUMBER
Strategic focus and future orientation	Sustainability at Oberoi Realty, Pg 40, Value Creation Model, Pg 44
Connectivity of information	Messages from Chairman and Managing Director ,Pg 26, Message from Chief Financial Officer, Pg 28 Sustainability at Oberoi Realty, Pg 40, Value Creation Model, Pg 44, Materiality Assessment, Double Materiality and Impact on Business, Double materiality and impact on Society, Pg 46-52
Stakeholder relationships	Stakeholder Engagement, Pg 42
Materiality	Materiality Assessment, Top material issues, Double materiality, Pg 46-52
Conciseness	Conciseness has been maintained across the report. Our ESG Report FY 2025-26 has been developed in reference to the six capitals of the <IR> Framework and its purpose isto provide a relevant and detailed description of our approach and activities for value creation.
Reliability and Completeness	We have provided detailed information on matters that are material to us within report. This data has been disclosed internally and critical Key Performance Indicators in line with SEBI's BRSR Core Mandate have been externally assured.
Consistency and Comparability	We have reported the content ensuring consistency and comparability with previous reports – referencing the 6P framework in our report to the capitals in this year. The report has provisions for clear navigation, including links to relevant pages, documents or online information.
CONTENT ELEMENTS	
Organizational overview and external environment	About the Report, Pg 40; About Oberoi Realty, Pg 10; Our Aspiration Pg 10; Our Values Pg 10 ; Our Business Ethos Pg 12; Our Asset Portfolio Pg 16; Sustainability at Oberoi Realty, Pg 40; Climate Risk and Resilience, Pg 142; Climate Risk Assessment Update, Pg 144
Governance	Corporate Governance and Business Ethics, Pg 30; Board of Directors Pg 32; Codes and Policies, Pg 34
Business Model	Our Asset Portfolio Pg 16; Value Creation Model, Pg 44;
Risks and Opportunities	Materiality Assessment Pg 46-53; Enterprise Risk Management Pg 56-65; Climate Risks and Opportunities Pg 144-145; Climate Risk Management, Pg 146-147
Strategy and Resource Allocation	ESG Path to 2030 Pg 38; Sustainability at Oberoi Realty, Pg 40; Value Creation Model, Pg 44; Enterprise Risk Management, Pg 56-65
Performance	FY 2025-26 At a Glance, Pg 18; Financial Capital Pg 68-73; Intellectual Capital Pg 76- 95, Manufactured Capital Pg 100-117; Natural Capital Pg 120-163; Human Capital Pg 166-203; Social and Relationship Capital Pg 206-233
Outlook	Climate Risk and Resilience, Pg 142; Climate Scenario Analysis Pg 144; Climate Risks and Opportunities, Pg 145
Basis of Presentation	About the Report Pg 4-7; Materiality Assessment Pg 46

UNITED NATIONS GLOBAL COMPACT INDEX

UNGC PRINCIPLE	REFERENCE SECTION AND PAGE NUMBER
Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights	Corporate Governance and Business Ethics, Pg 30; Human Rights and Freedom of Association, Pg 196; Human Capital Management Strategy, Pg 166
Principle 2: Businesses should make sure that they are not complicit in human rights abuse	Corporate Governance and Business Ethics, Pg 30; Human Rights and Freedom of Association, Pg 196; Sustainable Supply Chain, Pg 230
Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining	Human Rights and Freedom of Association, Pg 196, Sustainable Supply Chain, Pg 230
Principle 4: Businesses should uphold the elimination of all forms of forced and compulsory labour	Human Rights and Freedom of Association, Pg 196; Sustainable Supply Chain, Pg 230
Principle 5: Businesses should uphold the effective abolition of child labour	Human Rights and Freedom of Association, Pg 196; Sustainable Supply Chain, Pg 230
Principle 6: Businesses should uphold the elimination of discrimination in respect of employment and occupation	Advancing Inclusion and Representation Pg, 176; Human Capital Management Strategy Pg 166; Human Rights and Freedom of Association, Pg 196
Principle 7: Businesses should support a precautionary approach to environmental challenges	Environmental Governance; Climate Risk and Resilience, Pg 142; Climate Risk Assessment Update, Pg 144; Climate Risk Management, Pg 146
Principle 8: Businesses should undertake initiatives to promote greater environmental responsibility	Sustainable Materials and Resource Efficiency Pg 128; Energy Consumption Pg 130; Emission Footprint Pg 134; Water Stewardship Pg 150; Waste Management Pg 154; Biodiversity Pg 160
Principle 9: Businesses should encourage the development and diffusion of environmentally friendly technologies	Transformative and Digital Innovation Pg 84; Green Buildings Pg 100; A Pathway to Net-Zero for Oberoi Realty Pg 138
Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery	Corporate Governance and Business Ethics, Pg 30; Code of Conduct, Pg 30; Whistleblower Policy Pg 30; Anti-Bribery and Anti-Corruption, Pg 30

TCFD AND CDP INDEX

TCFD PILLAR	DESCRIPTION	RECOMMENDED DISCLOSURE	CDP QUESTIONNAIRE REFERENCES	REFERENCE SECTION AND PAGE NUMBER
Governance	Disclose the organisation's governance around climate-related risks and opportunities	Describe the board's oversight of climate related risks and opportunities.	Climate change: C1.1a, C1.1b, C1.1d, C1.2, C1.3, C1.3a	Climate Governance / TCFD Progress Dashboard Pg 142-143
		Management's role in assessing and managing climate related risks and opportunities		
Strategy	Disclose the actual and potential impacts of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning where such information is material.	Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term	Climate change: C2.1a, C2.2a, C2.3, C2.3a, C2.4, C2.4a, C3.1, C3.2, C3.2a, C3.2b, C3.3, C3.4,C3.5, C3.5a	Climate Risks & Opportunities; Pg 144, Climate Scenario Analysis Pg 144
		Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy and financial planning.		
		Describe the resilience of the organisation's strategy, taking into consideration different climaterelated scenarios, including a 2°C or lower scenario.		
Risk Management	Disclose how the organisation identifies,assesses, and manages climate-related risks	Describe the organisation's processes for identifying and assessing climate-related risks	Climate change: C2.1, C2.1a, C2.2, C2.2a	Climate Risk Management, Pg 146 Enterprise Risk Management Framework, Pg 56
		Describe the organisation's processes for managing climate related risks.		
		Describe how processes for identifying, assessing, and managing climate related risks are integrated into the organisation's overall risk management		
		Describe the organisation's processes for managing climate related risks.		
		Describe how processes for identifying, assessing, and managing climate related risks are integrated into the organisation's overall risk management.		

TCFD PILLAR	DESCRIPTION	RECOMMENDED DISCLOSURE	CDP QUESTIONNAIRE REFERENCES	REFERENCE SECTION AND PAGE NUMBER
Metrics and Targets	Disclose the metrics and targets used to assess and manage relevant climate related risks and opportunities where such information is material	Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.	Climate change: C2.1a, C2.1b, C2.3a, C2.4a, C4.1, C4.1a, C4.2, C4.2a, C6.1, C6.3, C6.5,C6.5a, C9.1	Climate Targets and Metrics, Pg 148
		Disclose scope 1, scope 2 and, if appropriate, scope 3 greenhouse gas (GHG) emissions and the related risks.		
		Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets		
		Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.		

CONTRIBUTION TO SUSTAINABLE DEVELOPMENT GOALS

SUSTAINABLE DEVELOPMENT GOAL	REFERENCE SECTION AND PAGE NUMBER
SDG 1: No Poverty	Social and Relationship Capital Pg 206, CSR Initiatives and Community Impact, Pg 212
SDG 3: Good Health and Wellbeing	Occupational Health and Safety Pg 198, Wellbeing and Employee Experience, Pg 182, Human Capital Management Strategy Pg 166, CSR Initiatives and Community Impact, Pg 212
SDG 5: Gender Equality	Advancing Inclusion and Representation, Pg 176, Human Capital Management Strategy, Pg 166, CSR Initiatives and Community Impact, Pg 212
SDG 6: Clean Water and Sanitation	Water Stewardship, Pg 150
SDG 7: Affordable and Clean Energy	Energy Consumption Pg 130, Energy Saving and Efficiency Initiatives Pg 132, A Pathway to Net-Zero for Oberoi Realty, Pg 138
SDG 8: Decent Work and Economic Growth	Human Capital Management Strategy, Pg 166, Occupational Health and Safety, Pg 198, Human Rights and Freedom of Association, Pg 196, Financial Growth, Pg 68 and CSR Initiatives and Community Impact, Pg 212
SDG 9: Industry, Innovation and Infrastructure	Transformative and Digital Innovation, Pg 86, Green Buildings Pg 100, Business Portfolio Pg 112
SDG 10: Reduced Inequalities	Advancing Inclusion and Representation Pg 176, Human Rights and Freedom of Association, Pg 196, CSR Initiatives and Community Impact, Pg 212
SDG 11: Sustainable Cities and Communities	Green Buildings, Pg 100, Business Portfolio, Pg 112, CSR Initiatives and Community Impact, Pg 212
SDG 12: Responsible Consumption and Production	Sustainable Materials and Resource Efficiency, Pg 128, Waste Management, Pg 154
SDG 13: Climate Action	Climate Risk and Resilience, Pg 142, Climate Risk Assessment Update, Pg 144, Climate Scenario Analysis Pg 144, Climate Risks and Opportunities Pg 144, A Pathway to Net-Zero for Oberoi Realty, Pg 138, Emission Footprint, Pg 134, CSR Initiatives and Community Impact, Pg 212
SDG 15: Life on Land	Our ESG Path to 2030, Pg 39 CSR Initiatives and Community Impact, Pg 212, Natural Capital Pg 120, Biodiversity Pg 160
SDG 17: Partnerships for the Goals	Our ESG Path to 2030, Pg 38, Financial Capital, Pg 68, CSR Initiatives and Community Impact, Pg 212

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All the Architect's impression in this ESG Report are merely creative imagination are only indicative. The actual product may vary/differ from what is indicated herein. Where applicable, all details/documents pertaining to the respective projects are available on https://maharera.mahaonline.gov.in

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