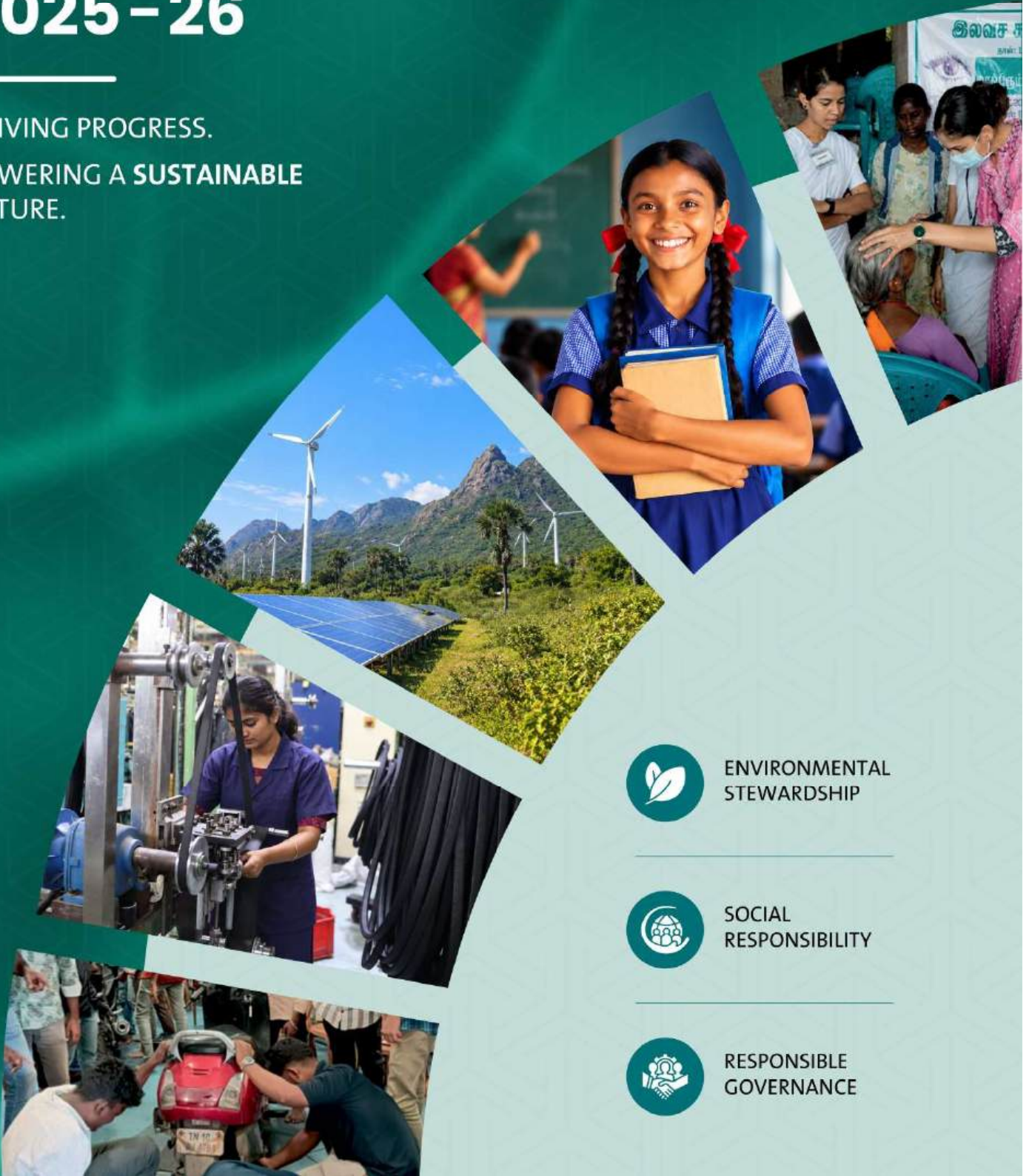


SUSTAINABILITY REPORT 2025 – 26

DRIVING PROGRESS.
POWERING A **SUSTAINABLE**
FUTURE.



ENVIRONMENTAL
STEWARDSHIP



SOCIAL
RESPONSIBILITY



RESPONSIBLE
GOVERNANCE



Powered by Innovation, Driven by excellence

70+

YEARS
OF

POWERING PROGRESS

EVOLVING WITH EVERY INDUSTRY WE SERVE

Disclaimer & Transparency

This ESG Report contains certain statements that may be deemed “forward-looking statements” under applicable laws and regulations. These statements reflect the Company’s current views, expectations, aspirations, and strategic intentions regarding its environmental, social, and governance (ESG) performance and future initiatives.

Forward-looking statements are inherently subject to risks, uncertainties, and assumptions, and are generally identified by terms such as “aims,” “plans,” “expects,” “intends,” “targets,” “strives,” “may,” “believes,” “seeks,” “will,” “anticipates,” and similar expressions. Such statements are not historical facts and may include, but are not limited to, the Company’s commitments to reduce energy and water consumption, greenhouse gas (GHG) emissions, process waste, and to uphold the highest standards of health and safety, including goals of zero fatalities and lost-time incidents.

These statements are based on current expectations and assumptions, which may change over time due to a variety of factors, including but not limited to regulatory changes, market dynamics, technological developments, and evolving stakeholder expectations. As such, actual results may differ materially from those expressed or implied in this report.

The Company does not undertake any obligation to update or revise forward looking statements unless required to do so by applicable laws. Unless otherwise specified, the data and metrics presented in this report have not been externally audited. However, the greenhouse gas (GHG) emissions data has been independently assured, and the relevant assurance statement is included in the report.



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Abbreviations

AAR	Association of American Railroads
ACMA	Automotive Component Manufacturers Association
APQP	Advanced Product Quality Planning
ARPM	Association for Rubber Products Manufacturers
ASTM	American Society for Testing and Materials
BCI	Better Cotton Initiative
BIS	Bureau of Indian Standards
CAD	Computer-Aided Design
CFD	Computational Fluid Dynamics
CFO	Chief Financial Officer
CFS	Critical Success Factors
CFT	Cross-Functional Teams
CII	Confederation of Indian Industry
CMS	Change Management System
CNC	Computer Numerical Control
CPCB	Central Pollution Control Board
CR	Chloroprene Rubber
CSR	Corporate Social Responsibility
DEI	Diversity, Equity and Inclusion
DG	Diesel Generator
DMS	Data Management System
EFSI	Employees Federation of South India
EPDM	Ethylene Propylene Diene Monomer
EPF	Employees' Provident Fund
ESG	Environmental, Social and Governance
ESIC	Employees' State Insurance Corporation
ETP	Effluent Treatment Plants
EU	European Union
EV	Electric Vehicle
FEA	Finite element analysis
FEAD	Front-End Accessory Drive
FICCI	Federation of Indian Chambers of Commerce and Industry
FMEA	Failure Modes and Effects Analysis
FO	Furnace Oil
FSSAI	Food Safety and Standards Authority of India
FTCCI	The Federation of Telangana Chambers of Commerce and Industry
FY	Financial Year
GDAM	Green Day-Ahead Market
GHG	Greenhouse Gas
GMR (Group)	Grandhi Mallikarjuna Rao

GRI	Global Reporting Initiative
HIRA	Hazard Identification and Risk Assessment
HR	Human Resource
HRAI	Human Resource Association of India
HRBP	Human Resource Business Partner
HRMS	Human Resource Management System
IACC	Indo American Chamber of Commerce
IATF	International Automotive Task Force
ICC	Internal Complaints Committee
IEX	Indian Energy Exchange
IGCC	Indo-German Chamber of Commerce
IPD	Industrial Product Division
IRC	International Rubber Conference
IRIM	International Research Institute of Manufacturing
ISO	International Organisation for Standardization
IT	Information Technology
JASO	Japanese Automotive Standards Organization
JKO	JK Organisation
JSA	Job Safety Analysis
KPI	Key Performance Indicator
LPG	Liquified Petroleum Gas
LTIR	Lost Time Injury Rate
LWF	Labour Welfare Fund
MBD	Model-Based Definition
MCCI	The Madras Chamber of Commerce & Industry
ME	Middle East
MEE	Multiple Effect Evaporator
MIS	Management Information System
MOC	Management of Change
MSME	Micro, Small and Medium Enterprises
NABARD	National Bank for Agriculture and Rural Development
NDC	Nationally Determined Contribution
NIQR	National Institution for Quality and Reliability
NR	Natural Rubber
NSDC	National Skill Development Corporation
NVH	Noise, Vibration & Harshness
OE	Original Equipment
OEM	Original Equipment Manufacturer
OHS	Occupational Health and Safety
OHSAS	Occupational Health and Safety Assessment Series
PLM	Product Lifecycle Management
PMS	Performance Management System
PoSH	Prevention of Sexual Harassment
PPE	Personal Protective Equipment

QCFI	Quality Circle Forum of India
QMS	Quality Management System
QR	Quick Response
rCB	Recovered Carbon Black
R&D	Research & Development
RE	Renewable Energy
REACH	Registration, Evaluation, Authorization and Restriction of Chemicals
REC	Raw Edge Cogged
RFQ	Request for Quotation
RMA	Rubber Manufacturers Association
RO	Reverse Osmosis
ROCE	Return on Capital Employed
ROI	Return on Investment
RoHS	Restriction of Hazardous Substances
SA	Social Accountability
SBP	Strategic Business Plans
SBR	Styrene Butadiene Rubber
SCM	Supply Chain Management
SDG	Sustainable Development Goal
SEU	Significant Energy User
SKU	Stock Keeping Unit
STP	Sewage Treatment Plant
SWOT	Strengths, Weaknesses, Opportunities and Threats
TPM	Total Productive Maintenance
TRIR	Total Recordable Injury Rate
UK	United Kingdom
USA	United States of America
VMC	Vertical Machining Centre
VSM	Value Stream Mapping

Units

GJ	Gigajoule
GJ/MT	Gigajoules per metric tonne
kL	Kilolitre
kL/MT	Kilolitres per metric tonne
kWh	Kilowatt-hour
MT	Metric tonne
MWh	Megawatt-hour
tCO ₂	Tonne of carbon dioxide
tCO ₂ e	Tonne of carbon dioxide equivalent
tCO ₂ e/MT	Tonnes of carbon dioxide equivalent per metric tonne

REPORT OVERVIEW

An overview of who we are,
what we do and how we create
value responsibly.



Company Overview



Scope & Boundary



Our Manufacturing Base



Message from Leadership



Awards & Recognition



Members & Associations



Sustainability Highlights



Responsible today. Sustainable tomorrow.

Company Overview

JK Fenner (India) Limited, an integral part of the esteemed J.K. Organisation, is a leading provider of industrial and automotive solutions in India and across global markets. With a legacy of over 70 years, the company has built a strong reputation for engineering excellence, innovation, and customer-centricity.

JK Fenner has its registered office in Madurai and its corporate office in Chennai, Tamil Nadu. The company operates across multiple locations in India with a strong and growing global presence. Its operations are supported by six state-of-the-art manufacturing facilities and three world-class Research & Development (R&D) centres in India. With robust in-house R&D, advanced testing facilities, and vertically integrated manufacturing systems, the company ensures end-to-end quality control and product excellence.

It offers a portfolio of over 100,000 SKUs, supported by a network of more than 2,000 channel partners, which enable efficient service delivery across diverse industries and geographies. Its presence spans over 50+ countries through international offices and channel partnerships.

JK Fenner provides a comprehensive range of products for industrial and automotive segments. Its industrial portfolio includes power transmission systems such as belts, pulleys, gearboxes, and geared motors, along with automation solutions, sealing systems, hoses, and moulded rubber products serving industries such as steel, cement, mining, power, agriculture, and textiles.

In the automotive sector, the company delivers OEM solutions for engines and drivetrains, along with aftermarket products such as belts, tensioners, and accessories, including advanced Front-End Accessory Drive (FEAD) systems. It's also expanding in emerging mobility, offering belt drive systems and e-axle solutions for electric vehicles. Additionally, JK Fenner serves specialised sectors such as Railways and Defence with critical components including sealing systems, vibration control mounts, and track pads.

70+

Years of excellence

6

Plants

3

R&D Facilities

2K+

Channel Partners

1L+

SKUs

13

Sales Offices

Innovation remains central to JK Fenner's growth, with its R&D centres focusing on product development, material engineering, and application-specific solutions. The company is a market leader in power transmission belts in India and continues to strengthen its technological capabilities.

With a clear focus on innovation, quality excellence, and customer-centric engineering, combined with its integrated capabilities and strong heritage, JK Fenner continues to strengthen its position as a trusted long-term partner for industrial and automotive customers in India and across global markets.

JK Fenner, Nilakottai, Madurai



1955

YEAR OF INCORPORATION
PLANT 1: MADURAI (KOCHADAI)

1977

PLANT 2: HYDERABAD (PATANCHERU)

1987

STRATEGIC INVESTMENT
JK Organisation becomes a Strategic investor in Fenner Cockill Limited

2004

ACQUIRED
JK Organisation acquires Fenner (India).

2007

PLANT 3: CHENNAI (SRIPERUMBUDUR)

2009

PLANT 4: MADURAI (NILAKOTTAI)
PLANT 5: HYDERABAD (PASHAMAILARAM)

2013

REBRANDING
Fenner (India) is renamed as JK Fenner (India) Limited

2024

PLANT 6: BENGALURU
(Peenya Industrial Area)

REPORT OVERVIEW

An overview of who we are,
what we do and how we create
value responsibly.



Company Overview



Scope & Boundary



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Sustainability Highlights



Responsible today. Sustainable tomorrow.

Our Vision Mission



Vision:

To become a Global player in our core businesses and grow all businesses significantly.



Mission:

- Transform into a “Customer First” organisation
- Motivated employees committed to excellence
- Develop Strategic Partners to achieve growth
- Continued care for Society and Environment
- 3X growth in 5 Years with thrust on profitability (ROCE)



Core Values:

- Caring for people
- Integrity including:
Intellectual honesty, fairness, openness and trust
- Commitment to excellence

About Our Group



JK Organisation is a diversified multinational group headquartered in India, with a rich heritage spanning over 140 years. Rooted in strong values and a spirit of enterprise, the Group has evolved into a global conglomerate with a significant presence across multiple geographies.

The Group comprises over 40 companies operating across a wide range of sectors, including manufacturing, insurance, chemicals, healthcare, education, retail, software, and IT services. With a multi-business, multi-product, and multi-location presence, JK Organisation operates at scale, supported by a workforce of over 40,000 employees.

With an annual turnover of approximately USD 5 billion, the Group leverages innovation, advanced technologies, and continuous research to deliver high-quality products backed by trusted brands.

JK Organisation remains committed to sustainable and responsible growth by integrating ESG principles into its operations, while creating long-term value for stakeholders and contributing meaningfully to society.

140+

Years of excellence

40+

Companies

40,000+

Employees

\$ 5 Billion

Turnover

Scope & Boundary

JK Fenner's major manufacturing footprint is concentrated in South India, with two plants each in Madurai (MDU-1 and MDU-2) and Hyderabad (HYD-1 and HYD-2), along with one plant in Chennai (CHN-2), one in Bengaluru and the Corporate Office in Chennai.

The environmental and social data disclosed in this report covers five manufacturing facilities (MDU-1, MDU-2, HYD-1, HYD-2, and CHN-2) and the corporate office.

The Bengaluru facility, which was recently acquired, is currently in the process of integration into the core reporting framework. To maintain transparency, its social performance indicators have been reported separately. Environmental data for sales offices and the Faridabad unit has been excluded, as their overall impact is relatively insignificant compared to the manufacturing sites. Governance-related disclosures continue to apply at the organisational level.

The report covers key ESG aspects, including energy, emissions, water and waste management, employee well-being, occupational health and safety, value chain practices, and corporate social responsibility initiatives.

Reporting Framework

J.K. Fenner (India) Ltd. has prepared this report with the ambition of meeting the Global Reporting Initiative (GRI) Standards for the reporting period 1 April 2025 to 31 March 2026. This is the third Sustainability Report of the company.

The reporting principles—accuracy, balance, clarity, comparability, completeness, sustainability context, timeliness, and verifiability—form the foundation of this report. These principles guide its structure and ensure the quality and reliability of disclosures, enabling stakeholders to make informed assessments of the company's sustainability performance.

The report outlines the company's most significant impacts on governance, environment, and people, including human rights, based on the principle of materiality. It reflects performance on topics that matter most to stakeholders and details the management approach for each material issue.



A comprehensive GRI Content Index, along with corresponding references, is provided at the end of the report for ease of navigation and transparency.

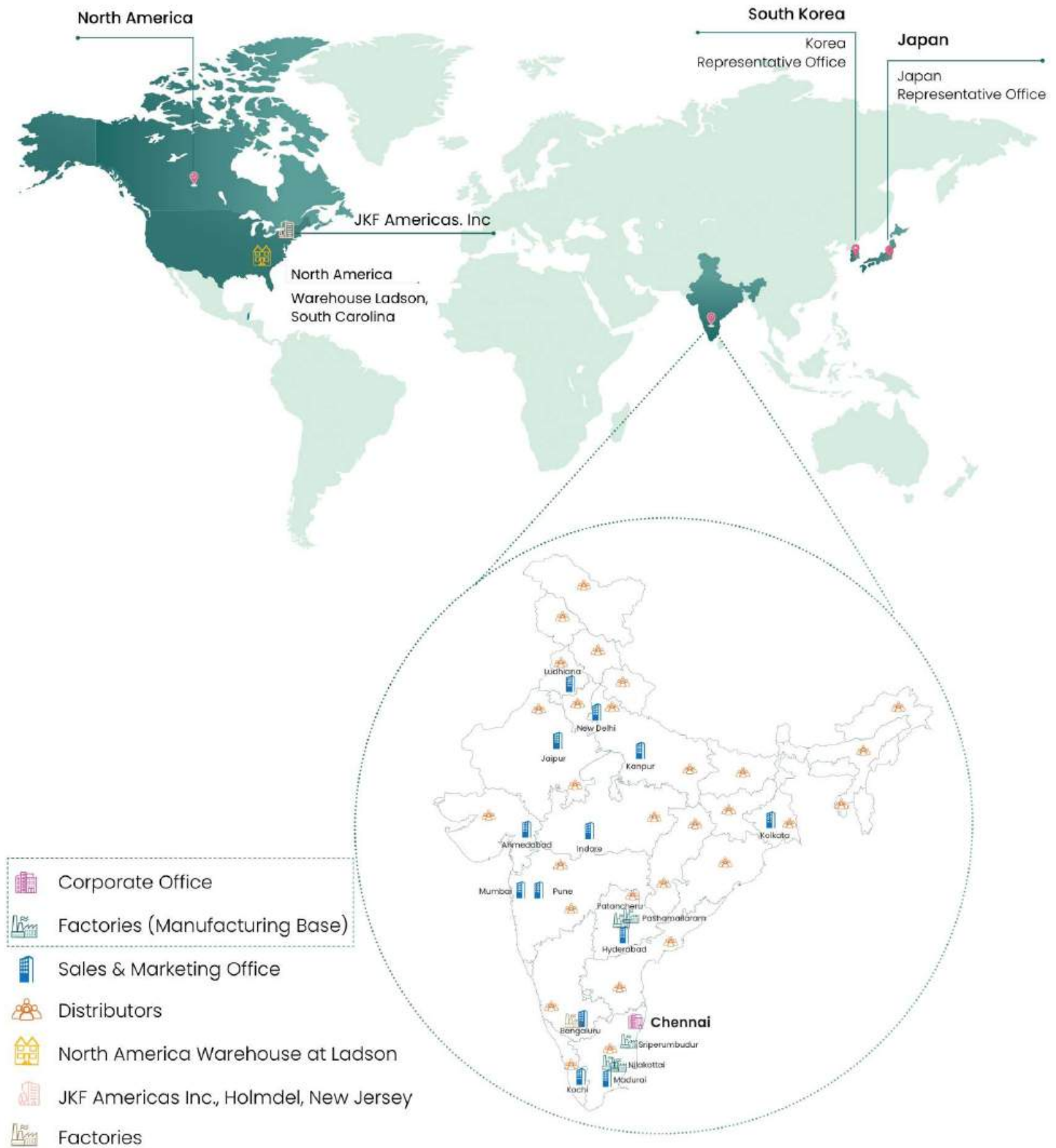
For any feedback or enquiries related to this Sustainability Report, please write to:

Mr. A Narender Babu,
Head – Process Excellence
Corporate Office: JK Fenner (India) Limited,
Khivraj Complex II, V Floor, 480, Anna Salai,
Nandanam, Chennai - 600 035, India
anb@jkenner.com

We welcome your suggestions to help us improve our sustainability practices and reporting.



JK Fenner Footprint



Our Manufacturing Footprint

MADURAI (KOCHADAI)

1955



Products: Power Transmission belts and hoses



Industry catered to: Industrial & Automotive



Certificates: IATF 16949, ISO 14001, ISO 45001, ISO 50001, ISO 9001, ISO 27001 and ISO 14064



Facilities:

- R&D Centre for power transmission belts, Front End Accessory Drive (FEAD) system, and Hoses.
- Centralized automated rubber mixing plant.
- Product validation centre with state-of-the-art testing facilities.



HYDERABAD (PATANCHERU)

1977



Products: Power transmission belts, seals, and Moulded Rubber Product



Industry catered to: Industrial, Automotive, and Railways



Certificates: IATF 16949, ISO 14001, ISO 45001, ISO 50001, AAR, ISO 9001



Facilities:

- Centralized automated rubber mixing plant.



CHENNAI (SRIPERUMBUDUR)

2007



Products: Oil Seals, vibration control mounts, boots, bellows, and elastomer gaskets



Industry catered to: Industrial, Automotive, Railways, and Defence



Certificates: IATF 16949, ISO 14001, ISO 45001, ISO 9001



Facilities:

- Elastomer development centre
- R&D Centre for oil seals, vibration control mounts, and rubber metal bonded products
- Product validation centre with state-of-the-art testing facilities.



Our Manufacturing Footprint

MADURAI (NILAKOTTAI)

2009



Products: Power transmission belts, Front end accessory drive system (FEAD), and water pumps



Industry catered to: Automotive and Railways



Certificates: IATF 16949, ISO 14001, ISO 45001, ISO 50001, ISO 27001, ISO 9001



Facilities:

- Automated assembly line for FEAD systems
- Online process measurement capability
- Power transmission Belt manufacturing line
- QR code-based product-end to end traceability
- FRL Hose manufacturing line



HYDERABAD (PASHAMAILARAM)

2009



Products: Pulley, couplings, Gearbox, Aerators, Motors & Automation Controllers



Industry catered to: Steel, Cement, Power, Infrastructure/ Crusher, Paper, Food & Argo, AHU, Aquaculture & Industry automation



Certificates: ISO 14001, ISO 45001, ISO 9001



Facilities:

- Semi-automated assembly line.
- QR code-based product end-to-end traceability.



BENGALURU (PEENYA INDUSTRIAL AREA)

2024



Products: Precision-machined components & sub-assemblies



Industry catered to: Electrical, Hydraulics, Aerospace



Certificates: ISO 9001, ISO 14001, ISO 45001



Facilities:

- CNC lathe shop, CNC sliding head shop, TRAUB machine shop, multi-spindle machine shop, VMC machine shop.



Vice Chairman and Managing Director's Message

Dear Stakeholders,

It gives me immense pleasure to present JK Fenner's third Sustainability Report for the FY 2025-26. As we continue our journey of responsible growth, we remain committed to creating long-term value through sustainable and ethical business practices.

The world today stands at a defining moment in its sustainability journey, shaped by climate change, evolving stakeholder expectations, and the transition towards a low-carbon economy. The Paris Agreement set a clear ambition to limit global temperature rise well below 2°C, with striving for 1.5°C to prevent the catastrophic impacts of climate change. However, rising global temperatures, extreme weather events, and resource constraints underscore the urgent need for collective climate action.

At the same time, evolving geopolitical developments, supply chain disruptions, and energy security concerns have added complexity to the global sustainability landscape. These developments reinforce the need for businesses to build resilience while accelerating sustainable growth.

India has demonstrated strong commitment through its Nationally Determined Contributions (NDCs) and national vision to achieve Net Zero emissions by 2070, alongside reducing emissions intensity of its GDP by 45% by 2030. These commitments are driving transformational changes across industries.

At JK Fenner, we recognise our responsibility in contributing meaningfully towards these national and global priorities. Sustainability is not just limited to compliance and reporting—it is an integral part of the way we think, operate and grow. Over the past year, we have advanced our efforts across key ESG areas: renewable energy adoption, resource efficiency, emissions reduction, workplace safety, employee well-being, responsible governance, and community engagement.

Our progress is driven by the collective effort of our employees, suppliers, customers, partners, and communities. This report reflects our commitment to transparency, accountability, and continuous improvement.

I extend my sincere gratitude to all our stakeholders for their continued trust and partnership as we move forward towards a more sustainable and resilient future.

Best Regards,

Vikramjit Singhania

Vice Chairman and Managing Director



Whole time Director's Message

Dear Stakeholders,

I am pleased to present JK Fenner's Sustainability Report for FY 2025–26, prepared in alignment with the Global Reporting Initiative (GRI) Standards. This report reflects our continued focus on strengthening governance, enhancing transparency, and advancing our ESG commitments.

At JK Fenner, we are progressively embedding sustainability into our strategy and operations by integrating ESG into decision-making processes. This approach enables us to drive measurable improvements in performance and resilience. Over the past years, we have made steady progress across our ESG priorities through focused initiatives, and operational enhancements. Our sustainability efforts align with key UN Sustainable Development Goals (SDGs), driving long-term value and positive global impact.

Our environmental efforts have been directed towards increasing the use of renewable energy, improving energy efficiency, optimizing resource utilization, strengthening waste management practices, and implementing emission reduction measures. On the social front, we remain committed to fostering an inclusive and equitable workplace by promoting workforce diversity and expanding opportunities for underprivileged.

This report reflects our commitment to transparency and accountability while highlighting the progress we have made and the opportunities that lie ahead. While we are encouraged by the strides we have made, we recognise that sustainability is an ongoing journey that requires collaboration, adaptability, and sustained action. As we move forward, we remain focused on building a resilient, agile, and responsible organization that contributes positively to society, and planet.

I would like to sincerely thank all our stakeholders for their continued confidence and partnership. Together, we will continue progressing toward a resilient, and responsible future.

Best Regards,

Nagaraju Srirama

Whole-time Director



President's Message

Dear Stakeholders,

We believe that sustainable growth is integral to the way we create enduring value for our stakeholders.

FY 2025-26 has been a year of continued progress in embedding sustainability across our operations. Our priorities remain anchored in climate action, responsible resource management, circularity, safe and inclusive workplace and strong governance.

Our decarbonisation journey remains a key priority. We continue to expand the use of renewable energy and advance energy-efficiency initiatives across the operations. These efforts have contributed to reduction in our GHG emissions and strengthened our progress towards our long-term ambitions. We remain equally focused on resource efficiency. Our approach is guided by the principles of reduce, reuse, and circularity.

I am pleased that our Plant at Nilakottai, Madurai was recognised with the Green Manufacturing Facility Certification by Gloert International. This recognition reinforces our continued effort to integrate ESG into our manufacturing practices.

Our sustainability journey is equally about people. We remain focused on fostering a safe and respectful workplace where every individual can learn, grow and contribute. We also continue to strengthen engagement with our suppliers and business partners to promote responsible practices and ethical conduct across the value chain.

As we move ahead, we will continue to pursue our sustainability 2030 goals with discipline, transparency and measurable outcomes.

I thank all our stakeholders for the continued support & trust. Your engagement and collaboration are instrumental to our progress.

Best Regards,
JP Govindarajan
President



ESG Coordinator's Message

Dear Stakeholders,

At JK Fenner, sustainability is becoming an integral part of our operational future and management approach. This Sustainability Report for FY 2025–26 highlights the steps we have taken to strengthen ESG integration across our manufacturing locations and business functions.

We continued to improve renewable energy share, energy efficiency, water management practices, and resource optimization across our facilities. Focused emission reduction measures and the gradual transition towards safer and more sustainable input materials have also contributed towards improving operational sustainability and resilience.

Alongside environmental initiatives, we worked actively on strengthening ESG governance and reporting mechanisms. Significant efforts were made to improve processes and enhance cross-functional coordination.

On the social front, we continued our focus on promoting diversity, strengthening employee and community engagement, and reinforcing safety and ethical business practices across operations. We also continued engaging with stakeholders across the value chain to better understand evolving expectations and priorities.

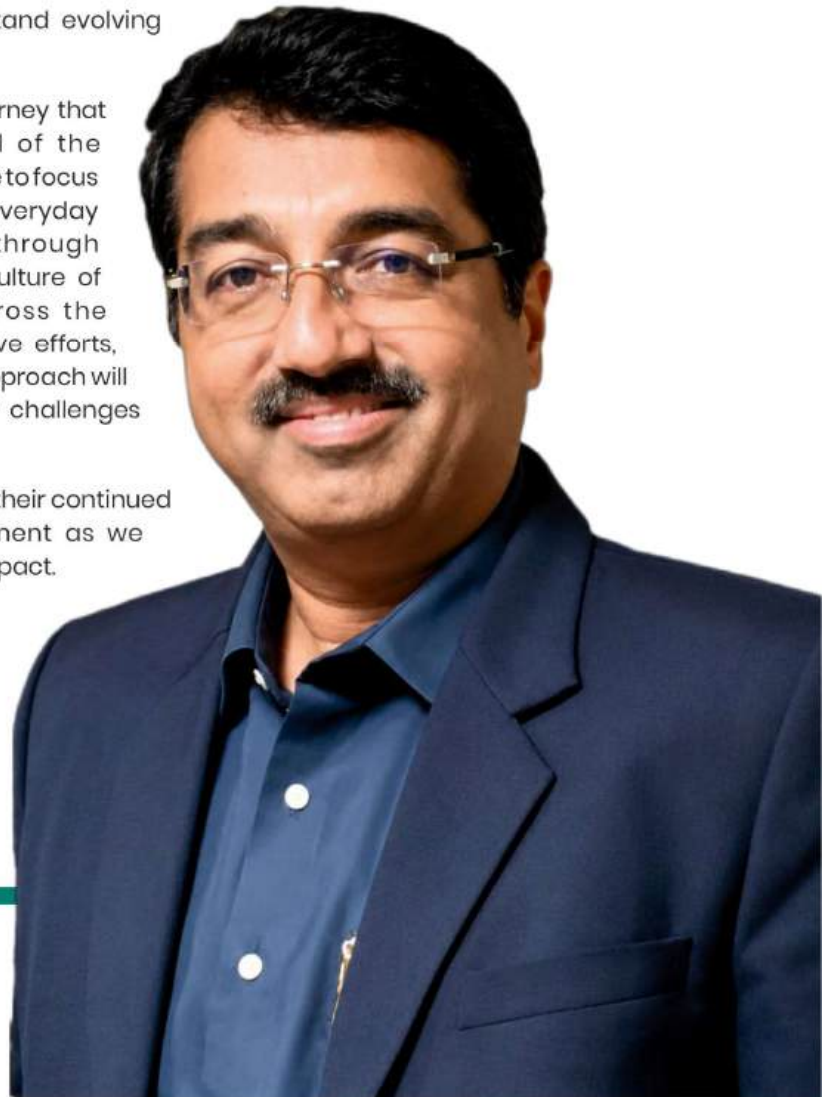
We view sustainability as a continuous journey that requires collaboration at every level of the organization. Going forward, we will continue to focus on strengthening ESG integration into everyday operations, improving performance through measurable initiatives, and fostering a culture of responsibility and accountability across the organization. We believe that collaborative efforts, strong governance, and forward-looking approach will be a key to navigating the sustainability challenges ahead.

I would like to thank all our stakeholders for their continued support, collaboration and encouragement as we progress toward creating lasting positive impact.

Best Regards,

Mohan S

Director – Automotive OE,
Industrial & Export



Awards & Recognitions



Shero of the Year Award

Working Women category by Dindigul District HR Foundation (DDHRF), recognizing excellence, empowerment, and outstanding contributions by working women.



QCFI – CHENNAI CHAPTER

Three Gold and one Silver Award at Quality Circle Forum India (QCFI) Chennai's 3rd Mini Convention on Quality Concept for our quality excellence and innovation.



3rd FICCI Industry 4.0

Gold Award at FICCI in Smart Supply Chain Category (MSME), highlighting our focus on digital transformation, and adoption of Industry 4.0 best practices.



SAFETY EXCELLENCE AWARD

Platinum Category, presented by NHRD Coimbatore Chapter and Steadfast Safety Academy, recognizing our strong commitment to workplace safety.



CII Business Excellence

Gold Award under Business Excellence Maturity Assessment Programme 2025 conducted by CII, for the journey towards business excellence and operational maturity.



52nd CII National Kaizen

Platinum Award at the CII National Kaizen Competition for reducing air compressor power consumption.



52nd CII National Kaizen

Gold Award at the CII National Kaizen Competition for auto-scheduling of packing sleeve printing, demonstrating our dedication to innovation and sustainability.



52nd CII National Kaizen

Silver Award at the CII National Kaizen Competition, recognizing team's continuous improvement efforts in preventing wrong mould selection.



11th NIQR Sb & Sigma Competition

Platinum Award at National Platform for Quality & Reliability (NPQR), Chennai for Six Sigma / Task Achievement Competition to improve productivity in oil seals.



Supplier Samrat Award

Winner of the Regional Level Supplier Samrat Award by Ashok Leyland for Future-Ready Quality, today.



Future Ready Factory of the Year

Platinum Certificate at the India Manufacturing Excellence Awards by Frost & Sullivan (Engineering Sector, Medium Business) for Manufacturing & Supply Chain Excellence.



NIQR Kaizen Competition

Two Platinum awards at National Level Institute for Quality & Reliability (NIQR) Kaizen Channel Kaizen Competition.



NIQR Awards

Three awards in NIQR Contest Bengaluru by National Institute for Quality & Reliability (NIQR) for Lean Six Sigma cases study RQE & Kaizen.



Supplier Samrat Award

Runner Up in National Level Supplier Samrat Award by Ashok Leyland.



India Green Manufacturing Challenge 2025

Silver medal by International Research Institute for Manufacturing (IRIM) for excellence in sustainable manufacturing practices.



DANA Award

First Prize in Supplier Project Competition, organized as part of DAIPL Quality Month Celebration 2025, SATARA



Best HR Technology

Winner in 'Leading practices in technology deployment in HR' by PeopleFirst International Magazine.



Diversity & Inclusion Award

Excellence Award for 'Leading practices in Diversity & Inclusive initiatives by PeopleFirst International Magazine.



3rd Global IR Summit

National level award by FICCI in Paper Writing Competition at Global Industrial Relations Summit for 3rd best paper presentation.



Best Employer award

Telangana Best Employer Brand Award 2025 in 20th Employer Branding Awards for our people practices in engaging, developing and empowering workforce.



Best DEI Practices

First place under DEI Practices by CII Kerala in 2nd Edition Best HR Practices competition 2025 for fostering fair, inclusive & diverse workplace culture.



HR Analytics & AI solution

Winner of Great Indian HR analytics & AI Solution of the year at Great Indian CHRO Leaders' Summit & Awards 2025.



Best Employer

Winner by Global excellence Council Awards 2026 for outstanding workplace practices, employee engagement & positive work culture.



POKA-YOKE

Gold award in 13th Poka-Yoke competition conducted by Quality Circle Forum of India Chennai Chapter



Hall Winner

Third position in 20th Regional ACMA Quality Circle Competition (QCC).



CCQCC Awards

Received Gold and Silver Awards in 34th CCQCC 2025 conducted by Quality Circle Forum of India Chennai Chapter



Kaizen Award

Winner of Kaizen award in 17th regional Kaizen competition conducted by CMA on Quality



Digitalization, Robotics & Automation (DRA) Award

Gold Award Tier-1 Category under Manufacturing in CII National Competition for project on NextGen Manufacturing: 4X growth through smart resource optimization



Best HR Practices

First Place in Best HR Practices Competition 2025 under Best Industrial Relations Practices at the CII National HR Conclave in Kerala.



National Technology Competition

Platinum Award under manufacturing category in 6th edition of CII National Technology Competition



30 Under 30

Awarded by Human Resource Association of India (HRAI) for young professionals making a significant impact.



People Practices

Gold Recognition at 13th CII – IQ National Excellence Practice Competition in Sector People Practices – Manufacturing.



Best HR Practices in Employee Relation & Employee Engagement

Silver Award at CII National HR Circle Competition 2025 at Gurugram under Manufacturing / Process (Large).



CSR in HR Strategy

Winner of Outstanding Integration of CSR in HR Strategy at HRBP Summit & Awards, Bengaluru for the project JK Fenner Jeevika & Naari Saksham.



Excellence in Employee Engagement

Winner award for employee engagement at HRBP Summit & Awards, Bengaluru for the project culture of engagement for Strategic Growth.



Best Paper Award

Awarded by Frontiers of Sustainability (FOS 2026) in Madurai for paper titled Process Optimization for GHG Emission Reduction.



EHS-ESG Contest

Gold Award at ESG-EHS contest presentation by Kirlskar Oil Engines Limited (KOEL) at Pune.

Certifications & Accreditations



Memberships and Associations

JK Fenner (India) Ltd. maintains an active presence in industry bodies, professional networks, and advocacy forums through leadership roles, involvement, and collaborative engagements. These associations provide valuable platforms for exchange of knowledge, strengthening governance standards, and reinforcing our focus on operational excellence.

By being part of these organizations, JK Fenner stays abreast of emerging technologies, evolving regulations, and industry best practices. Our participation also enables us to play a meaningful role in shaping industry practices, promoting innovation, and advancing collective progress across the manufacturing and automotive sectors.

Demonstrating this commitment to industry leadership, our Managing Director serves as the President of ACMA for the 2025–26, further enhancing JK Fenner’s role in influencing sectoral growth and transformation.



Sustainability Highlights





OUR MATERIAL TOPICS

MATERIALITY

Our materiality process helps us identify and prioritize the sustainability topics that matter most to our stakeholders and our business.



Stakeholder Engagement



Approach to Materiality



Impact Mapping – Material Areas



Management Approach



Goals Progress



Responsible today. Sustainable tomorrow.

Stakeholder Engagement

Stakeholder engagement is an integral part of our sustainability approach, enabling us to maintain an open and constructive dialogue with stakeholders who are impacted by or have influence on our operations. We engage with our stakeholders to understand their expectations, concerns and priorities, while fostering transparency, trust and mutual understanding.

The insights gathered through these engagements help us strengthen our sustainability initiatives and ensure that our actions remain responsive to stakeholder needs and aligned with the evolving expectations of our stakeholders.

EMPLOYEES			
Topics Discussed	Method of Engagement	Frequency	Outcomes
Employee ownership to achieve organisational goals	Culture of Excellence	Regularly	Engaged employees to share ideas and update skills to meet organisational needs.
Business performance Updates & Upcoming Plans	Communication Meetings	Monthly	Improved alignment with business priorities & stronger management support
Business updates, strategic direction & future plans	Town Hall Meeting	Quarterly	Enhanced transparency, employee engagement, understanding of organizational goals
Workplace Awareness, wellbeing & health talks	Women's Communication Meeting	Monthly	Improved employee wellbeing, greater participation, and more inclusive workplace
- Business performance, R&R, action plan - Rewards & recognition - Business risks and technological developments	Samvad (Quarterly communication meeting)	Quarterly	Strengthened trust and Openness
Review of business performance, budget vs. actual performance, progress against KPIs and targets, corrective action planning	Management Operations Review & Annual Performance Meetings	Monthly/ Annual	Improved performance monitoring, timely corrective actions, enhanced accountability, and better achievement of business objectives.
Technical, functional and behavioural skill development	Learning and Development	Monthly	Enhanced employee competencies, strengthened an

• Diversity, Equity & Inclusion (DEI) awareness • Leadership & capacity building	Programmes / DEI Training		inclusive workplace culture, improved productivity, and supported continuous professional development.
• Wellness & health awareness	JKF AROGYA – Wellness week	Annual	• Increased awareness of employee wellbeing & improved lifestyle
• Safety Talk, emergency drills, hazard awareness, emergency preparedness, PPE	National Safety Month	Annual	• Strengthened safety culture, improved awareness, reduced incidents and risks
• Continuous improvement initiatives, Kaizen implementation	Kaizen Inter-Departmental Contest	Quarterly	• Encouraged innovation, collaboration, and implementation of improvement ideas
• Product quality, process excellence, continuous improvement, rejection reduction	Quality Month Celebration	Annual	• Enhanced quality culture, employee-driven improvements and customer focus
• Company heritage, values, vision, employee recognition	Founders Day Celebration	Annual	• Strengthened employee loyalty, pride and improved morale
• Mental health awareness, stress management, work-life balance, mindfulness	World Mental Health Day	Annual	• Improved mental well-being, reduced stress and encouraged employees to seek support when needed
• Preventive healthcare, respiratory health, vision and hearing screening	Health Check-up Camp	Annual	• Early detection of health concerns
• Engagement games & cultural activities	Annual Employee Function	Annual	• Improved teamwork, motivation, bonding and morale
• Gender equality, diversity, women empowerment, inclusion	Women's Day Celebration	Annual	• Reinforced an inclusive workplace, enhanced employee morale and stronger sense of belonging
• Sustainability, environmental awareness, climate responsibility and tree plantation	World Environment Day	Annual	• Increased environmental awareness and stronger sustainability culture
• Cultural unity & diversity, inclusivity	Festival Celebrations (It includes Ayudha Pooja, Pongal, Vinayagar Chaturthi, Lakshmi Pooja)	Annual	• Strengthened cultural inclusiveness & workplace camaraderie

• POSH awareness, workplace harassment prevention, grievance redressal	POSH & ICC Meetings	Quarterly	• Increased awareness of POSH Act & stronger trust in organizational processes
• Employee satisfaction, engagement and feedback	Employee Engagement Survey	Biennial	• Identified improvement opportunities & enhanced employee experience
• Performance review, succession planning, talent recognition	Talent Management Systems	Annual	• Supported career development & leadership pipeline planning
• Physical fitness, team building, employee wellness	Sports Competitions	Annual	• Reduced employee stress, stronger team spirit and bond among employees
• Suggestions, innovation, best practice & improvement sharing	Internal/external competitions & Kaizens	Monthly	• Encouraged innovation, knowledge sharing & continuous improvements
• Employee recognition, canteen feedback, workplace concerns	Rewards & Recognition, Birthday buddies, Canteen Committee	Monthly	• Improved employee satisfaction, canteen services, workplace.
• Emergency preparedness and fire response	Fire Mock Drills	Half yearly	• Enhanced emergency readiness & response capabilities.
• Employee recognition, leadership interaction, family engagement	Unsung Heros Recognition, Family Connect, Coffee with Plant Head, Success stories	Quarterly	• Improved employee recognition, leadership accessibility, strengthened family support, improved work-life balance and emotional connection.
• Awareness on sustainability, environment, quality, health, safety. • Importance of safety in the workplace. • Pride week awareness for Specially abled employees	Other celebrations (Environment Day, Earth Day, Independence Day, Yoga Day, Women's Day, Heart Day, Safety Week, Quality Month, Thanksgiving Day, Pride week etc.)	Annual	• Reinforced organizational values, strengthened employee engagement, empowered women, high-quality products

SUPPLIERS			
Topics Discussed	Method of Engagement	Frequency	Outcomes
• Quality tools, volume forecast, pricing, new	Supplier Trainings & Capacity Building	Regularly	• Improved product quality, enhanced

product understanding, supplier capacity enhancement, EHS awareness, and employee welfare			supplier capacity, better compliance and awareness of ESG practices
• Technical discussions on materials, new developments, commercials, quality issues, supplier performance, and business planning	One-on-one & Virtual Meetings / Bandhan (Supplier Meets)	Monthly / Fortnightly / Yearly	• Improved material development, resolution of quality issues, stronger supplier alignment, achievement of business goals
• New materials, innovation, technical developments, and quality improvements	Exhibitions / Conferences	Biannually	• Identification of new suppliers, new materials development, and enhanced technical knowledge
• Best supplier based on key parameters like quality, cost, delivery and support in crisis	Supplier events	Annual	• Supplier enhancement
• Volume forecast • Pricing agreement • New product comprehension • Technical discussions on existing and new materials, commercials and quality • Business plan for financial year supplier growth	Supplier meetings	Monthly / Fortnightly / Yearly	• Coverage of Raw Materials • Establish new supply chain/grow existing supply chain • Derisk our supply chain • Achieve business growth

CUSTOMERS			
Topics Discussed	Method of Engagement	Frequency	Outcomes
• Business opportunities, product presentations, process capabilities, customer requirements	Customer meeting (Customer premises)	Monthly once & need basis	• Strengthened customer relationships, RFQ & business awards, enhanced confidence in JK Fenner's capabilities
• Audits, product discussion, process capabilities	Customer Visits at JK Fenner plants	Quarterly / Regularly	• Strengthened customer relationships, RFQ & business awards, enhanced confidence in JK Fenner's capabilities

Product demonstrations, new technologies, product USPs, application support, and solution-based discussions	Tech shows & exhibitions	Event based	Increased product visibility, enhanced customer awareness, generated business leads, strengthened brand credibility
Topic based / gives an opportunity to pitch our parts and customer queries	Virtual meetings & calls	Weekly / Monthly	Faster issue resolution, enhanced customer satisfaction, closure of any queries or points
Customer requirements, product portfolio, new business opportunities	Trade Fairs & Exhibitions	Quarterly	Increased customer acquisition & qualified leads

GOVERNMENT / REGULATORY			
Topics Discussed	Method of Engagement	Frequency	Outcomes
Attended meetings/ conferences.	Virtual / In person meeting Government Regulator	Event based	-
Attended meetings/ conferences.	Annual report	Annual	Disclosed the Audited Consolidated and Standalone Financial Statements & mandatory disclosures under the provisions of the Companies Act, 2013, IndAS & other applicable Regulatory.
Attended meetings/ conferences.	Meeting with State Government	Event based	Periodic filings as prescribed under various state legislations.
- Timely returns, tax remittance, and renewal of licenses and certifications to meet all legal requirements. - Clear financial and operational disclosures to build stakeholder and regulatory trust. - Accurate reporting of	Returns, Remittance, Renewals	Monthly, Quarterly & Annually Monthly Annually	- Adhering to all regulations to avoid legal risks and penalties. - Consistent, accurate reporting, remittances, and timely renewals enhance credibility with authorities and stakeholders. - Streamlined processes ensure timely returns and updates. - Accurate financial reporting supports sound planning and decision-making. - Transparent handling of dues and renewals builds confidence. Monitoring compliance and maintaining records, ensuring

taxes, benefits, and renewals. • Prevent penalties through diligent compliance • Maintain precise data to prevent discrepancies and audits. • Maintain uninterrupted business operations by ensuring all required renewals are completed before their expiration dates. • Monthly environment report submission to the Pollution control board. • Statutory requirements. • Hazardous Waste Management, Labour Department- Annual returns, EPF & ESIC, Professional Tax, LWF, Periodical Electrical Inspection. • Bill payments			waste disposal in line with CPCB norms, managing, and submitting compliance returns, regulating water consumption within agreed limits, providing social security and health benefits, fulfilling Telangana Government compliance requirements, and contributing to workmen welfare as per government mandates.
•			•

DEALERS & RETAILERS			
Topics Discussed	Method of Engagement	Frequency	Outcomes
• Sales performance, pricing, promotions, distributor requirement	Global Distributors & Tier-1 Aftermarket Partners	Monthly	• Enhanced market competitiveness & distributor engagement

• High-moving SKUs, sales trends, rating & reviews	Sales analysis	Weekly	• Increased online sales & digital visibility
• Products, sustainability initiatives, CSR activities, customer-specific requirements	Virtual call	Weekly	• Increased business pipeline & revenue
• Product performance, warranty claims, service concerns, customer satisfaction	After-sales service & warranty feedback	Monthly	• Improved product quality & customer satisfaction
• Product performance, new product development, quality issues, technical solutions	On-site plant visits	Once in a month / regularly	• Improved customer coordination, timely issue resolution, and on-time delivery
• New RFQ/enquiries, technical queries	Vendor Portal	Daily / regularly	• Faster RFQ and techno-commercial queries response and increased sales opportunities
• Product promotion, product display	Exhibitions	Need based	• Better understanding of customer needs and awareness of products
• Enquiry follow-up, new product pitching	Virtual calls/ Meetings / Emails / Telecom	Daily / Weekly / Monthly / Need based	• Stronger customer relationships and new developmental RFQs
• Brand awareness, drive efficiency, and solution to drive system	Technical Seminar / Van campaign / Drive Check / Market storming	Monthly 2 activities (each branch)	• New business addition & conversion of customer
	Birthday celebration	Annual	• Strengthened relationship with dealers

COMMUNITY			
Topics Discussed	Method of Engagement	Frequency	Outcomes
• Information on events/ recognitions/changes in policy/ organisation structures	Online Dialogue	Fortnightly	• Maintaining two-way communication to facilitate regular updates to stay aligned with changes
• Briefings on Social Engagements	Employees Engaged in Social Activities	Monthly	• Enables employees to understand the organisation's commitment to social causes and the community

Identifying community needs through direct engagement with the local Panchayat to support manufacturing units and address real issues	Engagement with local NGOs and local Govt/ Panchayat	Regular	Helps uncover genuine needs and customise social initiatives accordingly, while fostering harmonious relationships that support smooth operations and timely issue resolution
Briefings on Social Engagements	Employees Engaged in Social Activities	Monthly	Helps employees recognise the organisation's dedication to social causes and community engagement
Promoting health and Menstrual hygiene	Awareness creation	Monthly	Enhanced attendance, lowered infection risk, and strengthened community engagement
- Electrical Motor Winder Course (Offline) to address youth unemployment - Beautician course (Offline) and Millet's processing course (Offline) for women's employment generation	Livelihood generation activities	Monthly	- Youth completed certification courses and secured employment or initiated self-employment ventures. - Women completed the training and started self-employment by producing and supplying millet-based products to local shops.
- Rural women and youth skill training for livelihood generation - Student awareness sessions in Government schools - Promoting rural entrepreneurship - Village-level issues such as water availability, sanitation & plantation - Insufficient funds for infrastructure development and material - RO water plant donations to residential girls' school	Engagement with local NGOs and local Govt/ Govt schools/ Panchayat	Regular	- Enhanced employability and skills of rural women and youth - Supported students' career development and increased awareness of menstrual hygiene. - Trained women entrepreneurs - Implemented community development activities. - Key interventions for government, hospitals, and schools. - Improved well-being of girl students through access to clean water

Approach to Materiality

Materiality forms the foundation of our sustainability strategy, helping us identify and prioritize the environmental, social and governance (ESG) topics that are most significant to our business and stakeholders. We conducted a comprehensive materiality assessment in FY 2023-24 involving internal stakeholders, including functional heads across all plants, to understand the ESG impacts associated with our operations and business activities. A detailed account of the assessment methodology and the approach adopted to identify our material topics is available in our FY 2023-24 Sustainability Report.

During the reporting period, there were no significant changes to Company's operations, or business model that would materially alter the identified prioritise. However, an updated materiality assessment will be initiated in the coming year.



Impact Mapping – Material Areas

Actual Positive Impact	Actual Negative Impact	Potential Positive Impact	Potential Negative Impact
CARBON EMISSIONS & ENERGY MANAGEMENT			
- Increased adoption of renewable energy has reduced dependence on fossil fuel-based power and lowered greenhouse gas emissions. - ISO 50001 certification in 3 plants. - ISO 14064 certification in 1 plant and under progress in others. - Continuous implementation of energy efficiency projects, process optimisation, waste heat recovery reduced energy consumption and improved operational efficiency. - Monthly monitoring of energy performance has enabled informed decision-making, resulting in reduced carbon intensity. - Increased boiler feed water temperature led to a reduction in furnace oil (FO) consumption and	- Manufacturing operations continue to consume some non-renewable electricity resulting in indirect greenhouse gas emissions. - Dependence on conventional furnace oil for certain manufacturing processes contribute to carbon footprint.	2030 Target setting is the pivot for various initiatives, which will lead to reducing the carbon intensity - Reduced energy consumption through process optimisation and shorter cycle times - Lower carbon footprint by using natural fillers and reclaimed rubber - Further transition to renewable energy and switching green fuel can reduce GHG emissions - Green product design and logistics optimisation leading to indirect emissions reduction	Rising production volume may lead to increased energy consumption and carbon emissions if renewable energy adoption does not keep pace

Actual Positive Impact	Actual Negative Impact	Potential Positive Impact	Potential Negative Impact
improved energy efficiency. • Reuse of exhaust air resulted in power saving. • Installation of energy efficient equipment & thyristor in presses & ovens.			
WATER SECURITY			
• Water conservation initiatives, process optimization, continuous monitoring & efficient management of water consumption have improved water-use efficiency. • Increased recycling & reuse of treated water has reduced freshwater withdrawal, with recycled water being directly utilized as boiler feedwater for process use. • Condensate generated from the vulcanization process is collected and reused as boiler feedwater, reducing freshwater requirement.	• Manufacturing processes require significant quantity of water • 65% fresh water consumed	• Increased adoption of water recycling, zero liquid discharge and advance treatment technologies can further reduce freshwater dependency. • Rainwater harvesting initiatives & increased rainwater utilisation • Continued efforts to reduce 30% specific water consumption by 2030	• Continued reliance on freshwater may worsen availability issues.
WASTE MANAGEMENT			
• Continuous initiatives to reduce	• Manufacturing operation	• Increasing recycling, reuse,	• Process interruptions with

Actual Positive Impact	Actual Negative Impact	Potential Positive Impact	Potential Negative Impact
waste generation at source, improved material utilization, and enhanced process efficiency have minimized waste sent to disposal. • Reuse of packaging materials like cartons and wooden boxes.	generates both hazardous and non-hazardous waste that required appropriate handling and disposal.	recovery of waste can further reduce landfill disposal and support circular economy. • Adoption of innovative technology can minimize waste generation. • Collaboration with supplier and waste management partner can enhance reuse and recycling rate. • Progress towards Zero waste to landfill.	regulatory and logistical constraints. • Growth in production volume may increase waste generation if reduction and recycling initiatives do not keep pace.
OCCUPATIONAL HEALTH & SAFETY			
• Zero fatalities, zero high consequence injuries, and zero reportable ill health. • ISO 45001 certification across all plants. • Comprehensive OHS policy covers all workers. • Routine risk assessments and emergency preparedness are in place. • LTIR and TRIR tracked for safety performance. • The Lost Time Injury Rate (LTIR) improved to 0.51 incidents per million hours	• 4 work related injury reported	• Enhanced safety culture through hazard reporting and investigation tools (5 Whys, FMEA) • All plants have set a target to go for British Safety Council – Sword of Honour certification, which will strengthen the safety practices within the organisation • Continued investment in automation, engineering controls can further reduce workplace risk	• Failure to act on near miss or other safety metrics increases the risk of serious accidents by allowing underlying hazards to go unaddressed • External factors such as extreme weather events, may disrupt operations and pose additional health and safety risk

Actual Positive Impact	Actual Negative Impact	Potential Positive Impact	Potential Negative Impact
worked, down from 2.25 in the previous FY. - Enhanced work safety and hazard prevention through a multi-channel earth monitoring system. - Regular safety training and awareness program have strengthened safety culture. - Provision of appropriate PPE, periodic health checkups and occupational health initiatives support employee well-being		Adoption of preventive risk assessment tools can help prevent incidents	
HUMAN RIGHTS			
- No human rights non compliances reported. - HR awareness sessions conducted across all the plants - On path to achieve ISO 26000 certification. - Regular employee awareness program, grievance mechanisms, and ethical business practices help foster a culture of respect. - Human rights expectations are communicated to	None	- Planning to build stakeholder trust through responsible practices. - Strengthening human rights supplier engagement can improve labour practices and responsible business conduct across the value change.	Non- compliance may lead to legal issues and reputational harm.

Actual Positive Impact	Actual Negative Impact	Potential Positive Impact	Potential Negative Impact
suppliers through supplier code of conduct.			
DIVERSITY AND INCLUSION			
• Achieved 19% gender diversity (16% previously). • Notable increase in female hiring. • Increase in overall training hours. • POSH policy ensures a safe workplace. • 31 specially abled team members • Strengthened employee family engagement activities. • Diversity initiatives, employee awareness program and leadership commitment helped build an inclusive culture.	• Under representation of women in some specific functions and leadership positions.	• D&I policy. • Enhanced organisational reputation with improved gender diversity. • On path to achieve 2030 target of 20% gender diversity. • Expanding diversity across all levels of organization can enhance decision making, collaboration and performance. • Continued awareness training and employee development can strengthen employee engagement and belonging.	• Gender imbalance may persist without effective action.
COMPLIANCE COMMITMENT			
• Compliance aligned with customer expectations. • Ensures smooth operations and integrity. • Zero cases of non-compliances. • Legal compliance tool implemented across all plants. • Comprehensive code of conduct	None	• Aiming for accurate reporting and timely remittances. • Strengthening credibility through consistent compliance. • Continue to excel in compliance commitments.	• Compliance gaps can cause legal, financial, and reputational harm which may affect exports and customer trust. • Non-compliance within the supply chain may adversely affect the organization's reputation.

Actual Positive Impact	Actual Negative Impact	Potential Positive Impact	Potential Negative Impact
promotes responsible business practices. • Maintaining legal register and up-to-date records.			
DIGITALISATION AND SUSTAINABLE VALUE CREATION			
• Implemented digital systems for tracking, MIS, dashboards, and machine-level monitoring. • R&D team integrating sustainability in product development. • IPD team has finalised the green product criteria. • Three GRI 3-3 manufacturing location have been certified to ISO 27001, strengthening information security and enhancing stakeholder confidence.	None	• Planning to source eco-friendly materials through research and collaboration. • Aiming to optimise energy use and reduce waste via design. • Conducting product testing for eco certifications. • Using feedback for continuous sustainability improvement. • Teams are working to achieve the target of improving green products by 15%. • Adoption of industry 4.0 technologies, artificial intelligence and advanced analytics.	• Digital exposure may lead to security vulnerabilities. • Rapid technological advancement may require continuous investment in digital infrastructure, employee upskilling, and system upgrades. • Failure to adopt emerging digital technologies may reduce competitiveness and limit opportunities for sustainable innovation and value creation.
RESPONSIBLE VALUE CHAIN			
• 70% of suppliers have signed the Supplier Code of Conduct. • ESG Awareness sessions conducted.	• Decrease in percentage of suppliers who has signed supplier code of conduct.	• Continuing efforts to implement 100% Supplier Code of Conduct. • Defining ESG expectations for suppliers.	• Unsustainable supply chains may cause environmental, legal, and reputational issues. • Supply chain disruptions,

Actual Positive Impact	Actual Negative Impact	Potential Positive Impact	Potential Negative Impact
• Regular supplier meetings and programs like “Bandhan”. • Timely payments and performance reviews. • Support for quality through standard procedures. • 87% local suppliers and 73% local spend, reflecting a strong commitment to strengthening the local supply chain. • 24% Suppliers covered under Sustainability & ESG training.		• Identifying key suppliers for ESG assessments. • Supporting ESG capability building. • Conducting technical discussions to enhance collaboration.	resource constraints, or geopolitical events may affect the availability of responsibly sourced materials.

Management Approach

CARBON EMISSIONS & ENERGY MANAGEMENT



Approach

As manufacturing requires substantial energy consumption, we prioritise sustainable practices that reduce reliance on non-renewable energy sources, lower greenhouse gas emissions, and conserve natural resources. In support of our 2030 ESG commitments and India's transition to a low-carbon economy, we continuously improve energy efficiency, monitor energy consumption and carbon emissions, invest in energy-efficient technologies and equipment. Three of our manufacturing facilities got ISO 50001 certification for energy management and others are on the way for the certification. We strive to minimise the use of synthetic materials, streamline transportation and logistics to decrease our carbon footprint.

Mitigation Strategies:

- Fulfilling 70% of electricity from renewable sources through owned wind and solar installations, complemented by green power procurement, to reduce emissions and support climate action.
- Implementation of energy conservation measures, energy-efficient equipment, and advanced technologies to improve energy efficiency.
- Enhance manufacturing efficiency by simplifying, optimising, and automating production processes to improve productivity, reduce costs, and maintain high-quality standards.
- Implement best manufacturing practices to lower power and fuel consumption, improve operational efficiency, and minimise product rejections.
- Monitor and disclose GHG emissions on a regular basis to identify emission reduction opportunities, track performance, and drive continuous improvement in climate-related initiatives.

Management Approach

WATER SECURITY



Approach

Recognising the critical role of water in manufacturing, our operational strategy focus on responsible water management, conservation, and efficiency. In response to increasing freshwater scarcity, we continuously strive to reduce water consumption through efficient production processes, regular monitoring of water usage, water reuse and recycling initiatives, and the implementation of rainwater harvesting systems. We are committed to adopting innovative water-efficient technologies, optimising resource utilisation, and ensuring compliance with all applicable regulatory requirements. Through these sustainable water stewardship practices, we aim to minimise our environmental impact, enhance water security, and contribute to the long-term preservation of water resources for future generations.

Mitigation Strategies:

- Improving water efficiency and minimise water use through process optimization and leak prevention.
- Monitoring water consumption regularly to identify conservation opportunities and drive continuous improvement.
- Implementing rainwater harvesting systems to supplement on-site water requirements.
- Increasing reuse & recycling through utilisation of treated wastewater for non-potable purposes and utility applications.
- Ensuring compliance with all applicable water-related regulatory requirements and responsible water management practices.
- Recover & reuse steam condensate to reduce freshwater usage.

Management Approach

WASTE MANAGEMENT



Approach

We are committed to minimising waste generation and promoting responsible waste management across our operations. Our approach focuses on reducing waste at source, improving material efficiency, and ensuring the safe handling, treatment, and responsible disposal of hazardous & non-hazardous waste. By optimising resource utilisation and implementing effective waste segregation practices, we maximise opportunities for reuse and recycling while minimising waste sent for disposal. This structured approach helps enhance operational efficiency, prevent waste-related challenges, ensure compliance with applicable environmental regulations, and support our commitment to sustainable resource management and environmental stewardship.

Mitigation Strategies

- Adopting the principles of Reduce, Reuse, and Recycle (3Rs) as the foundation of our waste management practices.
- Implementing lean manufacturing and circular economy approaches to minimise waste generation and maximise resource utilisation across operations.
- Strengthening waste segregation practices to facilitate efficient recycling, recovery, and responsible disposal of waste streams.
- Reducing the use of plastics across our facilities through the adoption of sustainable alternatives.
- Promoting the reuse of packaging materials, including carton boxes and wooden crates, to extend material life cycles and reduce waste sent for disposal.
- Continuously identifying opportunities for waste reduction, resource recovery, and process optimisation to enhance environmental performance and support circularity objectives.
- Ensuring compliance with all applicable waste management regulations and environmental requirements through responsible waste handling and disposal practices.

Management Approach

DIVERSITY AND INCLUSION



Approach

Creating a diverse, equitable, and inclusive workplace is integral to our people strategy. We aim to foster an environment where every employee feels valued, respected, and empowered to contribute their best. To support a balanced workforce, we have set a target of achieving 20% gender diversity across the organisation through inclusive recruitment, equal development opportunities, and a safe and supportive work environment.

Our focus also extends to enhancing accessibility and inclusion for persons with disabilities. Through awareness programmes, sensitisation initiatives, and leadership development opportunities, we promote an inclusive culture that addresses unconscious bias, encourages collaboration, and strengthens mutual respect across the organisation. These efforts help create a workplace where diversity is embraced, inclusion is practised, and equal opportunities are accessible to all.

Mitigation Strategies

- Implementing a Diversity, Equity, and Inclusion (DEI) policy with clear targets.
- Promoting diversity and inclusion awareness among employees.
- Conducting training on unconscious bias, merit-based and inclusive hiring for recruitment teams.
- Fostering a culture of equality, respect, and belonging.
- Ensuring compliance and legal standards by embracing diversity.
- Reinforcing PoSH policies to maintain a safe workplace.
- Encouraging cultural inclusivity through employee engagement activities.
- Recognising and celebrating employee contributions across all levels.
- Engaging employees' families through workplace initiatives and events.
- Enhancing accessibility and inclusion for persons with disabilities.
- Promoting collaboration and mutual respect to reduce workplace biases.
- Supporting leadership development opportunities for underrepresented groups.

Management Approach

OCCUPATIONAL HEALTH AND SAFETY



Approach

Occupational Health & Safety (OHS) is a core priority at JK Fenner. All our manufacturing facilities are ISO 45001 certified, demonstrating our commitment to maintaining a safe and healthy workplace for employees, contractors, and visitors. Our approach focuses on proactive risk identification, hazard prevention, regulatory compliance, and continuous improvement through audits, inspections, and employee feedback. We promote a strong safety culture through regular training, emergency preparedness, incident investigations, and corrective actions. By monitoring key safety performance indicators, we strive to maintain zero fatalities and achieve world-class safety standards, including the British Safety Council's Sword of Honour.

Mitigation Strategies

- Strengthening emergency preparedness and response capabilities.
- Conducting regular safety training, awareness programmes, and mock drills.
- Implementing robust hazard identification and risk assessment processes.
- Investigating incidents using root cause analysis tools such as 5 Whys and FMEA.
- Promote safe work practices through standardised safety procedures.
- Carrying out periodic health check-ups for employees.
- Providing preventive healthcare guidance and occupational health support.
- Encouraging employee wellness through sports and fitness initiatives.
- Offering health promotion programmes addressing non-work-related health risks.
- Monitoring safety performance indicators and drive corrective actions.
- Fostering a strong safety-first culture across all levels of the organisation.
- Ensuring compliance with applicable health and safety regulations and standards.

Management Approach

HUMAN RIGHTS



Approach

We are committed to respecting and promoting human rights while fostering fair, ethical, and inclusive labour practices across our operations. We maintain a zero-tolerance approach towards forced labour, child labour, discrimination, harassment, and any form of unfair treatment. Our employees are provided with fair wages, safe working conditions, freedom of association, and access to grievance redressal mechanisms. To further strengthen our social accountability framework, we aim to achieve social certification, reinforcing our commitment to labour rights, workplace health and safety, ethical working conditions, and continuous improvement. Regular audits, employee awareness programmes, and strong governance practices support the development of a responsible and respectful workplace culture.

Mitigation Strategies

- Implementing robust human rights and labour practices policies.
- Promoting awareness of ethical workplace practices among employees.
- Integrating human rights considerations into business decisions and risk management processes.
- Ensuring fair treatment, equal opportunity, and non-discrimination across the workforce.
- Maintaining effective grievance redressal and whistleblower mechanisms.
- Conducting regular audits to monitor compliance with labour and human rights standards.
- Strengthening employee capabilities through training and development programmes.
- Fostering stakeholder trust through responsible and ethical business practices.
- Supporting sustainable and inclusive workplace practices.
- Ensuring compliance with applicable labour laws and regulations.

Management Approach

COMPLIANCE COMMITMENT



Approach

Maintaining strong legal, regulatory, and contractual compliance is fundamental to our business operations. Our compliance framework is designed to ensure adherence to applicable laws, regulations, and industry standards across areas such as environmental management, labour practices, taxation, and corporate governance. We also align our processes with customer-specific requirements related to quality, safety, environmental performance, and ethical conduct.

Through robust internal controls, periodic audits, employee training, and proactive risk management, we continuously monitor compliance obligations and enhance governance practices. By keeping pace with evolving regulatory requirements and stakeholder expectations, we strengthen transparency, support operational excellence, and build lasting trust with customers, employees, regulators, and business partners.

Mitigation Strategies

- Maintaining a legal register of applicable laws, regulations, and standards.
- Regularly review and update compliance records and documentation.
- Conducting periodic compliance audits and assessments.
- Ensuring timely statutory filings, remittances, and licence renewals.
- Providing compliance awareness and regulatory training to employees.
- Monitoring regulatory changes and implement necessary actions.
- Integrating compliance risks into enterprise risk management processes.
- Maintaining transparent reporting and governance practices.
- Strengthening stakeholder confidence through ethical business conduct.
- Streamlining compliance processes to improve accuracy and efficiency.

Management Approach

RESPONSIBLE VALUE CHAIN



Approach

We seek to promote ethical, sustainable, and transparent practices across our supplier and business partner network through effective due diligence, supplier engagement, and alignment with environmental, social, and governance (ESG) principles. Our approach focuses on building long-term, collaborative relationships that drive mutual growth, accountability, and continuous improvement.

To strengthen sustainability performance across the value chain, we conduct periodic assessments, engage suppliers through regular interactions, and integrate sustainability considerations into procurement processes. Initiatives such as "Bandhan", regular review meetings, and timely payments help foster strong partnerships, enhance operational efficiency, and encourage shared commitment towards responsible business practices.

Mitigation Strategies

- Strengthening supplier relationships through an updated Supplier Code of Conduct.
- Define and communicate ESG expectations to suppliers.
- Identifying and assess key suppliers on ESG parameters.
- Supporting suppliers in strengthening ESG capabilities and awareness.
- Conducting periodic supplier audits and performance reviews.
- Integrating sustainability requirements into procurement processes.
- Engaging suppliers through regular meetings and collaboration initiatives.
- Facilitating technical discussions on materials, quality, and process improvements.
- Promoting transparency and accountability across the supply chain.
- Ensuring timely payments to support supplier resilience and long-term partnerships.

Management Approach

DIGITALISATION AND SUSTAINABLE VALUE CREATION



Approach

Innovation and digital transformation are key enablers of operational excellence, information security, and sustainable product development. Our digitalisation journey is supported by a robust cybersecurity framework, a formal cybersecurity policy accessible through the HRMS portal, and regular IT awareness and capability-building programmes for employees. We have successfully obtained ISO 27001 certification for three locations, reinforcing our commitment to information security and effective cyber risk management. Additionally, initiatives such as the digitalisation index and "Being Digital" Phase II are driving greater adoption of digital technologies and practices across functions.

Sustainability is also integrated into our innovation and product development processes through close collaboration between R&D, product development, and cross-functional teams. Green product criteria have been established to guide the development of environmentally responsible solutions, while ongoing innovation efforts focus on improving resource efficiency and incorporating sustainable features into products. This approach enables us to deliver long-term value to customers while supporting environmental objectives and business resilience.

Mitigation Strategies

- Strengthening cybersecurity controls and information security practices.
- Conducting regular IT security and digital awareness training.
- Advancing digital transformation through organisation-wide digitalisation initiatives.
- Sourcing environmentally responsible materials through supplier collaboration.
- Improving product sustainability through innovative and resource-efficient design.
- Conducting product testing to meet quality, performance, and sustainability requirements.
- Using stakeholder feedback to drive continuous improvement.
- Developing sustainable products that support environmental goals and business resilience.
- Foster cross-functional collaboration to accelerate innovation and sustainability.

ESG Progress

Environment	Baseline 2022-23	2030 Goals	2025-26 Status
Energy Management 	Specific Energy 21.45 GJ/MT	20% Reduction in Specific Energy (Power & Fuel) 17.06 GJ/MT	Specific Energy 19.09 GJ/MT 11% Reduction in Specific Energy
Carbon (GHG) Emission 	Carbon Intensity 1.62 Ton/MT	50% Reduction in Carbon Intensity 0.80 Ton/MT	Carbon Intensity 1.41 Ton/MT 13% Reduction in Specific Energy
Water Security 	Specific Raw Water 11.88 kL/MT	30% Reduction in Specific Raw water Consumption <8 kL/MT	Specific Raw Water 8.44 kL/MT 29% Reduction in Specific Raw Water
Waste Management 	Overall Waste 24.15% Of Production Process waste 19.50% Of Production	10% Reduction in process waste	Overall Waste 21.49% Of Production Process waste 17.27% Of Production 11% Reduction in Process Waste

Social	Baseline 2022-23	2030 Goals	2025-26 Status
Occupational Health & Safety 	Zero Fatality LTIR 0.66	Zero Fatality Maintain Zero for LTIR British Safety Council (Sword of Honour)	Zero Fatality LTIR 0.51
Diversity and Inclusion 	Gender Diversity 12% <u>Specially abled</u> 0.66%	Gender Diversity 20% <u>Specially abled</u> 1%	Gender Diversity 19% <u>Specially abled</u> >1%

ESG Progress

Human Rights 	No Human Rights Violations reported	Conform to Social Accountability SA 8000	● No Human Rights Violations ● Human Rights sessions conducted across plants
Governance	Baseline 2022-23	2030 Goals	2025-26 Status
Compliance Commitment 	No NCs with respect to local regulations	Continue to Excel	Legal compliance tool implemented No NCs Customer requirement mapping work in progress
Responsible Value Chain 	Supplier Code of Conduct	Transforming Value Chain through implementation of Supplier Code of Conduct	Supplier Code of Conduct signed by 204 suppliers against 290
Digitalization & Sustainable Value Creation 	Digitalization projects are in place Green Product Portfolio: Reclaimed Rubber - 6% Natural Rubber - 10% Silica - 2%	Developing Digitalization Index Improve green products by 15%	Digitalization Index complete and available across all plants ISO 27001 certification in 3 locations Green products criteria finalization for green products Work in progress for other business verticals



OUR MATERIAL TOPICS

PLANET

We are committed to protecting the planet by responsibly managing our environmental impacts and preserving natural resources for the future.



ENERGY



EMISSIONS



WATER
STEWARDSHIP



WASTE
MANAGEMENT



MATERIALS



BIODIVERSITY



Overview

Climate change has emerged as one of the most pressing global challenges of our time, impacting ecosystems, economies, industries, and communities across the world. Rising temperatures, extreme weather events, resource depletion, water stress, biodiversity loss, and increasing environmental concerns are reshaping the way businesses operate and plan for the future.

At JK Fenner, we recognise the importance of contributing towards climate action through responsible manufacturing practices and resource management. Our environmental approach is driven by the belief that economic growth and environmental stewardship must progress together. We focus on renewable energy adoption, greenhouse gas (GHG) reduction, energy efficiency, water conservation, waste minimization, and promoting sustainable operational practices across our facilities. These focus areas are continuously monitored through structured management systems, periodic reviews, and improvement initiatives across all our facilities.

Sustainability has been an integral part of JK Fenner's journey since 1994, when we initiated our first green energy installations. Over the years, we have steadily strengthened our environmental performance through investments in renewable energy, process optimisation, resource efficiency projects, and responsible manufacturing practices. Today, our efforts are aligned with our ESG Goal 2030 and support broader national and global sustainability priorities.

Our ESG Goal 2030 provides a structured roadmap for driving environmental progress and advancing our sustainability ambitions. By integrating sustainability considerations into decision-making and day-to-day operations, we aim to create long-term value while contributing positively towards environmental protection and climate action.

This section highlights our approach, key initiatives, performance, and progress across various environmental aspects during FY 2025–26.



Energy

Energy remains a fundamental enabler of JK Fenner operations and overall business continuity. As industrial operations continue to evolve amidst growing environmental concerns and global transition towards a low-carbon economy, we recognise the importance of adopting cleaner energy sources and optimising consumption to support business resilience and environmental stewardship.

The primary sources of energy utilised across our operations include electricity, diesel, petrol, LPG, and furnace oil. Electricity constitutes the largest share of our overall energy consumption and is primarily procured through the grid, which comprises both conventional and renewable energy sources. Our renewable energy portfolio is sourced via company owned wind mill and solar plant, Indian Energy Exchange (IEX), and third-party renewable energy procurement. Minor utilisation of DG sets supports operational continuity during power interruptions and contingencies. Other fuels such as furnace oil diesel, petrol, and LPG are utilised across manufacturing processes, utilities, commutes and canteen operations.

At JK Fenner, we are continuously strengthening our energy performance through investments in energy-efficient technologies, process optimisation initiatives, implementation of energy conservation projects, equipment modernisation, and enhanced monitoring systems. Regular assessment of energy consumption patterns across facilities enables us to identify improvement opportunities and drive operational efficiencies through a culture of continuous improvement.

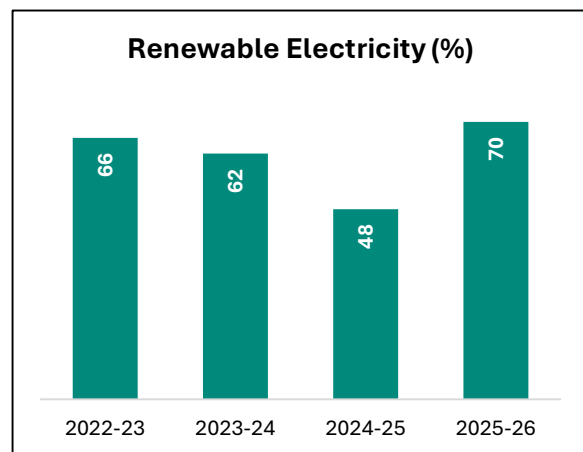
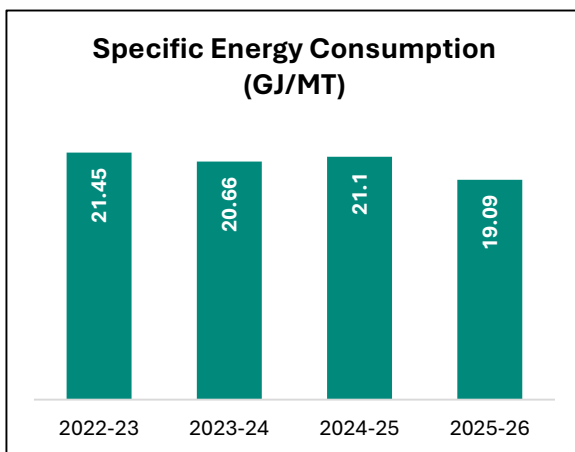
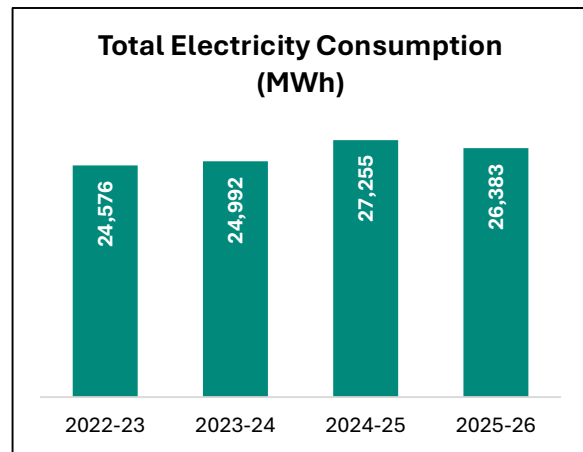
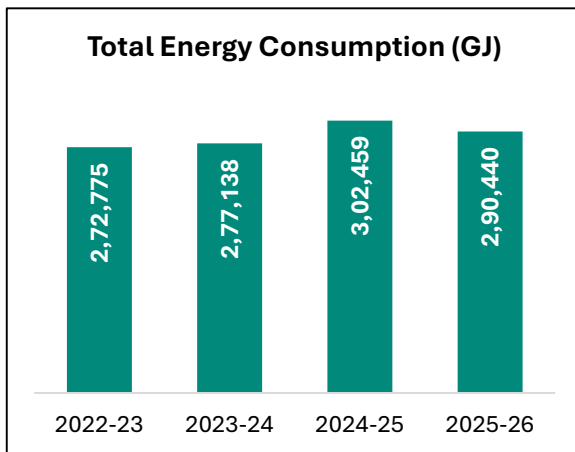
These continuous efforts have enabled significant energy savings, improved operational efficiency, and generated substantial cost benefits across our facilities. As a result of these sustained efforts, the Company achieved an 11% reduction in specific power consumption compared to the FY 2022-23 baseline, marking steady progress towards its ESG 2030 target of achieving a 20% reduction by 2030.

Our sustained emphasis on renewable energy integration and energy conservation reflects our commitment towards reducing dependence on conventional energy sources and minimising our environmental footprint. Guided by our ESG Goal 2030, we continue to advance responsible energy management practices that contribute towards climate action and sustainable manufacturing.

During FY 2025-26, the Company's total energy consumption, including electricity and fuel, decreased to 290,440 GJ, compared to 302,459 GJ in the previous year. Gross electricity consumption stood at 26,383 MWh, with 70% of the total electricity requirement sourced from renewable energy. This milestone enabled the Company to achieve its ESG 2030 renewable energy target ahead of schedule.

Renewable energy utilization increased significantly compared to the previous year, driven by the procurement of green power through the Green Day-Ahead Market (GDAM) for the Hyderabad plant, third-party renewable energy purchases for the Madurai plant, and continued generation from the Company's captive wind and solar assets. These initiatives have accelerated the transition toward cleaner energy sources and contributed to reducing the Company's carbon footprint.

Reflecting the impact of these measures, the Company's specific energy consumption improved to 19.09 GJ/MT in FY 2025-26, compared to 21.10 GJ/MT in FY 2024-25, demonstrating enhanced energy efficiency and progress toward sustainable manufacturing practices.



Energy Efficiency in Curing Presses through Thyristor Control

Location: Chennai

Curing presses were identified as a Significant Energy User (SEU) and the highest energy-consuming source. An energy audit revealed that the heating load accounted for approximately 80% of the total load. With increasing production requirements, reducing energy demand while maintaining productivity became a key opportunity.

An energy analysis was conducted to identify an optimal energy-efficiency solution. The existing contactor-based heating control, which draws full current during switching, was replaced with thyristor-based control. The thyristor dynamically regulates the voltage supplied to the heaters based on the actual heating load demand, thereby reducing unnecessary energy consumption.

Results & Impact

30%

Reduction in energy consumption of curing press

>2.3 Lakh kWh

Annual Energy Savings

₹22 Lakh

Annual Cost Savings

167 tCO₂e

Emission Avoided

0.62

Years Return on Investment (ROI)

Outcome

The initiative demonstrates how targeted energy audits and smart process controls can improve energy efficiency, reduce operational costs and support the company's decarbonisation goals while meeting increased production requirements.

GRI 302 – 4, 305 – 5



Thyristor control, Chennai

Elimination of Compressed Air in V-Belt Curing Process

Location: Hyderabad

We identified the high consumption of compressed air in the V-Belt roto curing process as an opportunity for improvement. Since compressed air is an energy-intensive utility, we evaluated alternatives to reduce its use without affecting the curing process or product quality.

In October 2025, ring blowers were installed to replace compressed air for the V-Belt roto curing process. A customized air-knife system was also designed to ensure uniform air distribution during curing, enabling the process to maintain its required operating conditions while significantly reducing energy consumption.

Results & impact

734 GJ

Annual Energy Savings

147 tCO₂e

Emission Avoided

₹ 15.3 Lakhs

Annual Cost Savings

1.4

Years Return on Investment (ROI)

Outcome

This initiative demonstrates the company's focus on improving energy efficiency through process optimization and the adoption of lower-energy alternatives, contributing to its broader objectives of reducing energy consumption, operating costs and carbon emissions.



Energy-Efficient REC Compressor System

Location: Madurai

The project focused on reducing high power consumption in the REC compressor system by replacing the inefficient 500 CFM compressor used in Poly-V operations with more energy-efficient 850 CFM compressor.

The existing 500 CFM compressor had a high specific power consumption of 0.198 kW/CFM, resulting in higher energy consumption, operating costs and carbon emissions. Therefore, 500 CFM compressor was removed from operation and replaced with an 850 CFM energy-efficient compressor with improved performance of 0.156 kW/CFM. Optimised compressor utilisation & load distribution, supported by continuous energy monitoring, preventive maintenance and operator training.

The initiative resulted in annual energy savings of approximately 2,58,400 kWh, equivalent to a reduction of 193.80 tCO₂e per year.

Results & Impact

21%

Reduction in energy consumption per CFM

2,58,400 kWh

Annual Power Savings

188 tCO₂e

Emission Avoided

Outcome

The project also improved compressor efficiency, reduced operational load and supported the company's carbon reduction objectives.



New Compressor at Madurai Plant

Chiller Power Optimization

Location: Madurai

To address the high-power consumption in the Rubber Mill operation, the existing 132 TR air-cooled chiller was replaced with a more energy-efficient 120 TR water-cooled chiller. The project was undertaken to improve cooling performance while reducing overall energy usage, operating costs, and associated carbon emissions. By adopting a water-cooled system, the plant achieved better cooling efficiency.

The new chiller was carefully integrated with the existing cooling infrastructure. In addition, the cooling load was reviewed and optimized to match the actual process requirements, preventing unnecessary energy consumption. The replacement activity required a planned shutdown to facilitate the safe removal of the old equipment and installation of the new system.

To sustain the energy-saving benefits, continuous monitoring and optimization of cooling loads and operating parameters were implemented.

Results & Impact

4,56,000 kWh

Annual Power Savings

331 tCO₂e

Emission Avoided

₹ 43 Lakhs

Annual Cost Savings

Outcome

The chiller optimization initiative delivered substantial energy savings while improving the reliability and efficiency of the Rubber Mill cooling system, demonstrating a scalable approach for energy optimization across other high-load cooling applications.



Chiller at Madurai Plant

Cooling Tower Optimization

Location: Madurai

The cooling tower system was consuming high amount of utility power, with two 200 TR cooling towers operating separately for calendar and process requirements. The system consumed approximately 700 units of electricity per day, creating an opportunity to improve energy efficiency and reduce operating costs.

To optimize power consumption, a single 400 TR cooling tower was operated to cater to both calendar and process requirements. A bypass line was also provided to enable smooth changeover between process and calendar cooling tower operations.

Results & Impact

37,500 kWh

Annual Power Savings

27 tCO₂e

Emission Avoided

₹ 3.5 Lakhs

Annual Cost Savings

Outcome

This initiative improved overall system efficiency by consolidating operations into a single 400 TR cooling tower, leading to reduced energy usage, lower maintenance requirements, and enhanced operational reliability.



Cooling Tower at Madurai Plant

Emissions

Climate change remains one of the most significant global challenges, with greenhouse gas (GHG) emissions being a key driver of its impact. We are committed to reducing our environmental footprint by systematically lowering emissions across our operations and advancing our transition towards low-carbon manufacturing.

During the year, we continued to implement a range of initiatives aimed at reducing operational emissions and enhancing resource efficiency.

Key initiatives undertaken include:

- Increased adoption of renewable energy through green power procurement and captive renewable energy generation.
- Deployment of energy-efficient technologies and equipment across manufacturing facilities.
- Continuous process optimisation and operational improvements to enhance productivity while reducing energy consumption.
- Implementation of fuel-efficiency projects to reduce the consumption of furnace oil and other fossil fuels.
- Integration of the 3R principles (Reduce, Reuse and Recycle) across resource utilization and waste management systems to minimize environmental impacts.

Recognising that raw materials contribute significantly to embodied carbon, we continue to focus on research and development to reduce the carbon footprint of our products and are working with supply chain partners to identify more sustainable raw material alternatives. These initiatives are expected to further strengthen our decarbonisation journey and contribute to long-term emissions reduction.

Through these sustained efforts, we continue to enhance environmental performance, improve resource efficiency, and contribute meaningfully to global climate action objectives.

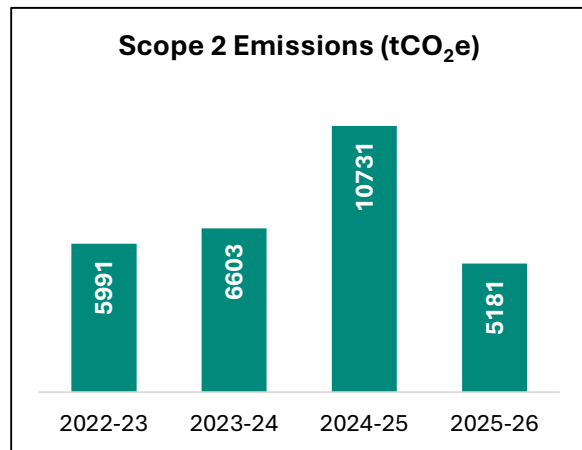
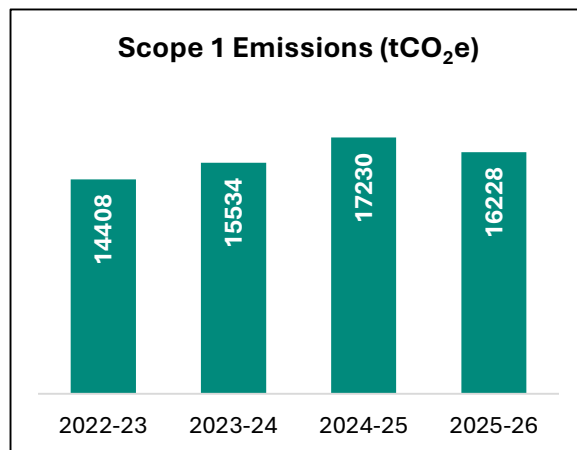
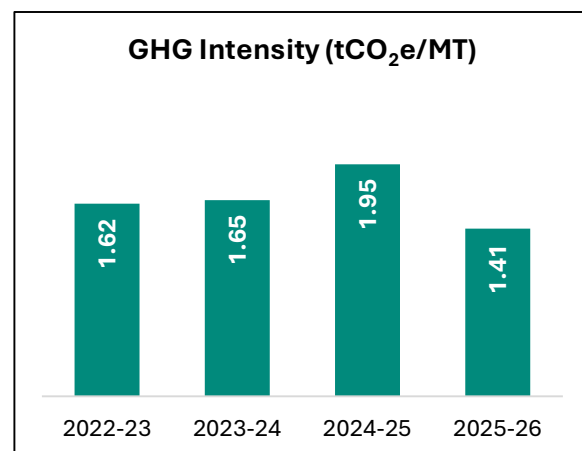
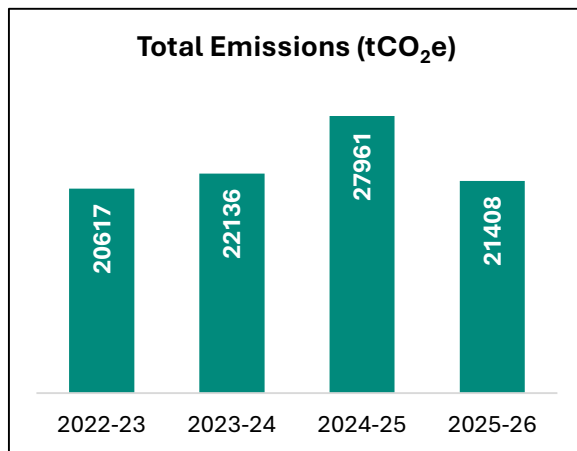
Total GHG emissions decreased to 21,408 tCO₂e in FY 2025-26 from 27,961 tCO₂e in FY 2024-25, representing a substantial reduction.

The Company's emissions for FY 2025-26 comprised:

- Scope 1 Emissions: 16,228 tCO₂e, arising from direct emissions from owned or controlled sources.
- Scope 2 Emissions: 5,181 tCO₂e, arising from indirect emissions associated with purchased electricity.

Reflecting the positive impact of these initiatives, the Company's GHG emissions intensity improved to 1.41 tCO₂e/MT in FY 2025-26, compared to 1.95 tCO₂e/MT in FY 2024-25. This improvement underscores our continued progress in decoupling emissions from business growth.

As we move forward, we remain committed to further reducing our carbon footprint through enhanced energy efficiency, greater renewable energy integration, sustainable product development, and collaborative engagement across our value chain.



Aralvaimozhi, Tamil Nadu



Boiler Feed Water Temperature Optimization Through Heat Recovery

Location: Madurai

The boiler feed water temperature was optimized to reduce Furnace Oil consumption and improve the overall energy efficiency of the boiler system. Initially, the feed water temperature was increased from 88°C to 90°C by installing 20 additional plates in the heat recovery system heat exchanger assembly, resulting in annual savings of 33,600 litres of furnace oil and cost savings of ₹16.8 lakh per annum.

Building on this improvement, the feed water temperature was further increased from 90°C to 94°C by enhancing the heat recovery unit circulation pump flow rate from 5 m³/hr to 30 m³/hr. During implementation, pump cavitation was observed; this was addressed by relocating the pump underneath the feedwater tank to ensure stable operation. Resulting in annual savings of 13,500 litres of furnace oil.

Results & Impact

47,100 L

Annual Fuel Savings

₹ 22 Lakhs

Annual Cost Savings

Outcome

The improvements demonstrate the effective use of waste heat recovery and equipment optimization to enhance energy efficiency, reduce fossil fuel consumption and lower the environmental impact of boiler operations.



Flash Jet Pump Installation for Condensate & Flash Steam Recovery

Location: Madurai

A Flash Jet Pump system was installed in the REC and Poly V sections to recover flash steam and high-temperature condensate at ~99°C for direct reuse in the boilers. The initiative focused on reducing fuel & freshwater consumption, minimizing heat loss, and lowering the load of the ETP system.

High silica content in the condensate prevented its reuse in the boilers, resulting in the entire condensate stream being diverted to the ETP. The low condensate recovery rate presented an opportunity to improve overall energy & resource efficiency.

The silica-based mould spray was replaced with a water-based spray to reduce silica contamination in the condensate. Flash Jet Pumps were installed in the REC and Poly V sections to recover flash steam and high-temperature condensate and return it directly to the boiler system. Water quality was continuously monitored to ensure safe and stable condensate reuse.

Results & Impact

52%

Condensate Recovery Achieved

96 kL

Annual Fuel Savings

297 tCO₂e

Emission Avoided

140 Lakhs

Annual Cost Savings



Water

Efficient water management remains fundamental to the resilience of our operations and the protection of natural resources. As water availability continues to be influenced by changing climatic conditions and increasing demand, responsible water use has become an integral part of our environmental management strategy. Water conservation efforts across all manufacturing locations are driven by the principles of Reduce, Reuse and Recycle (3R), supported by continuous process optimisation and investments in water-efficient technologies.

Water is sourced through a balanced combination of third-party supplies, groundwater and harvested rainwater to ensure reliable availability while reducing pressure on freshwater resources. At every manufacturing location, wastewater generated from production and domestic activities is treated through Effluent Treatment Plants (ETPs) and Sewage Treatment Plants (STPs). The treated water is subsequently reused for manufacturing processes, utility applications, domestic flushing and landscaping, enabling greater resource efficiency and reducing freshwater demand.

Rainwater harvesting infrastructure has been established across all facilities through recharge pits, percolation systems, storage ponds and collection tanks. These systems enhance groundwater recharge, improve water availability and strengthen resilience against seasonal water variability. Together with wastewater recycling initiatives, they support a circular approach to water management throughout our operations.

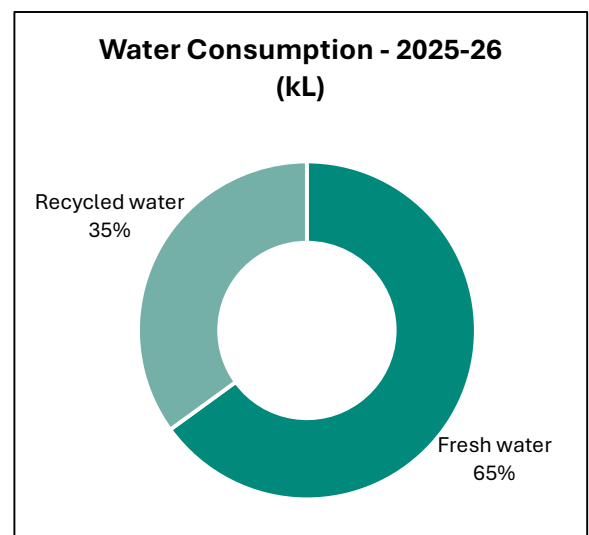
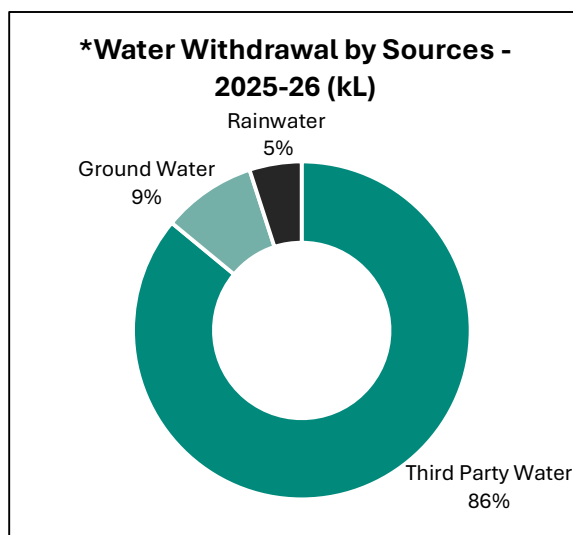
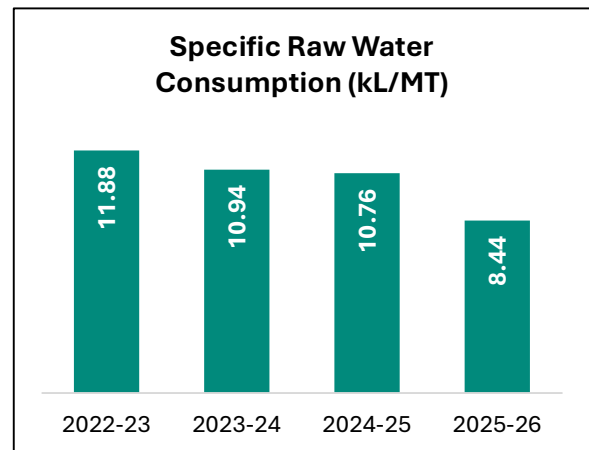
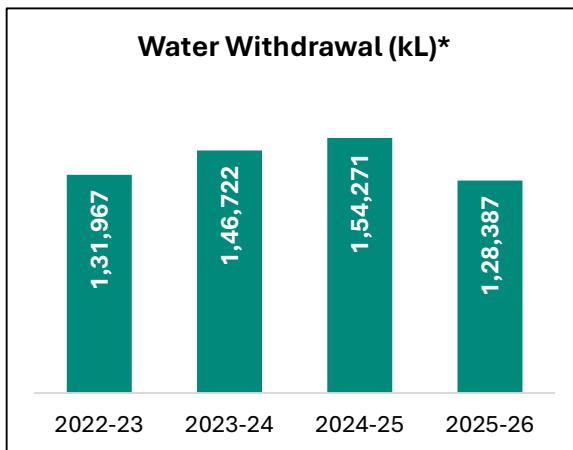
During FY 2025-26, total water withdrawal stood at 128,387 kL. Water was sourced through a diversified mix of supply channels, with 71% obtained through water tankers. Overall, 86% of total water withdrawal came from third-party sources (including tankers, piped water, and canned water), 9% from groundwater, and 5% from rainwater harvesting systems stored in ponds and sumps. Of the total water consumed during the year, 45,510 kL (35%) was utilised for domestic purposes. Continuous monitoring of consumption patterns and implementation of efficiency measures have helped optimise water use across all facilities.

Improved operational efficiency and focused conservation initiatives resulted in a reduction in specific raw water consumption to 8.44 kL/MT, compared with 10.76 kL/MT in the previous year. The improvement reflects ongoing efforts to optimise processes, minimise water losses and promote responsible water use across manufacturing operations.

Rainwater harvesting continued to play an important role in strengthening water security during the reporting year. A total of 66,076 kL of rainwater was harvested, representing 66% of the overall harvesting potential across manufacturing locations. This achievement marks a 10% increase over the previous year.

Of the total volume harvested, 91% was directed towards groundwater recharge, supporting the replenishment of local aquifers and enhancing long-term water availability. The balance was utilised within operations, reducing dependence on external water sources.

Water recycling remained a key component of our resource efficiency initiatives. During FY 2025–26, 69,405 kL of treated wastewater was recycled across manufacturing facilities and reused for process operations, utilities and landscaping applications. Of the total recycled water volume, 50% was used for landscaping purposes, while 42% supported various process requirements across our facilities and 8% used for flushing purpose. Reusing treated water has reduced freshwater demand while supporting efficient utilisation of available resources.



ETP Efficiency through Optimised Chemical Treatment

Location: Madurai

The project focused on improving Effluent Treatment Plant efficiency by optimizing chemical treatment using PT-100, GC-501 and FL-300. The initiative improved contaminant removal, enhanced RO water recovery, reduced MEE operation, and lowered water, fuel and operational resource consumption.

The ETP had a low recovery of 50% due to high hardness, TSS and turbidity in the effluent. This resulted in higher loading on the RO and MEE systems, increased evaporation requirements and fuel consumption, and inconsistent treated-water quality. The opportunity was to improve treatment efficiency and increase water recovery for reuse.

Jar test trials were conducted to determine optimum chemical dosage. PT-100 was introduced for hardness removal, GC-501 as a coagulant and FL-300 as a flocculant. Chemical dosing was standardized on a per-kL basis, improving flocculation and sedimentation and enabling better separation of suspended and dissolved impurities. Continuous monitoring and periodic jar tests were implemented to maintain consistent treatment performance and optimize RO & MEE loading.

Results & Impact

87%

Hardness
Reduction

96%

TSS
Reduction

92%

Turbidity
Reduction

80%

RO Permeate
Recovery Improved



Vulcanizer Condensate Water Recovery and Reuse

Location: Madurai

High-pressure steam condensate from the vulcanizer was previously diverted to the ETP for treatment, resulting in the loss of reusable hot water & increased boiler feedwater demand. To improve water efficiency, the condensate is now collected in an SS tank and transferred through a dedicated pipeline to the boiler feedwater tank for reuse.

A dedicated pipeline was installed to transfer condensate from the vulcanizer to the feedwater tank. The recovered condensate is reused as boiler feedwater, reducing the requirement for fresh water.

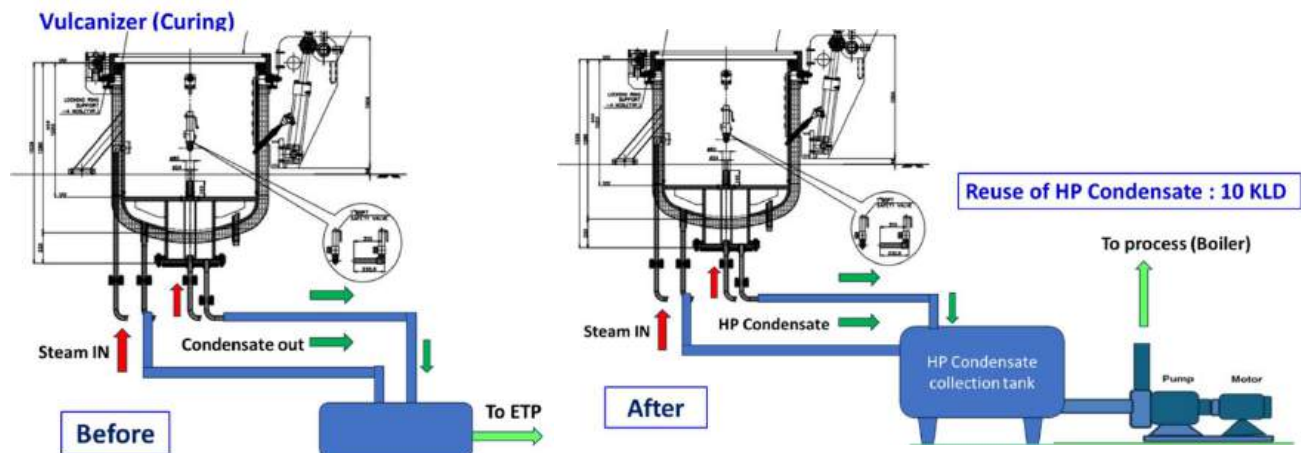
Results & Impact

3,600 KL

Annual Reduction in
Freshwater consumption

₹ 2.8 L

Annual Cost Savings

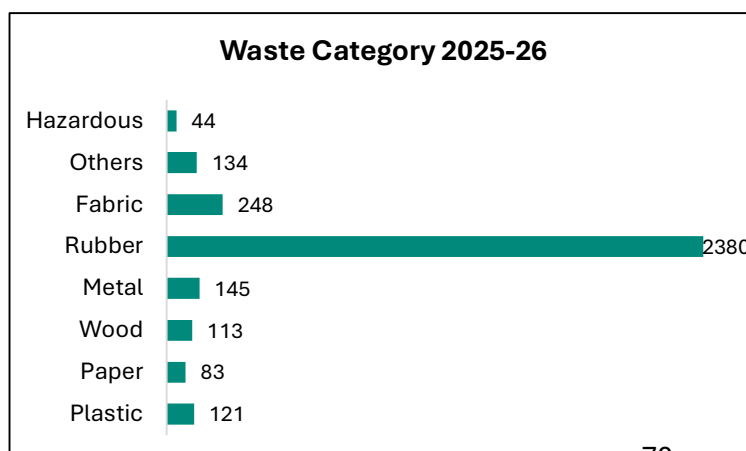
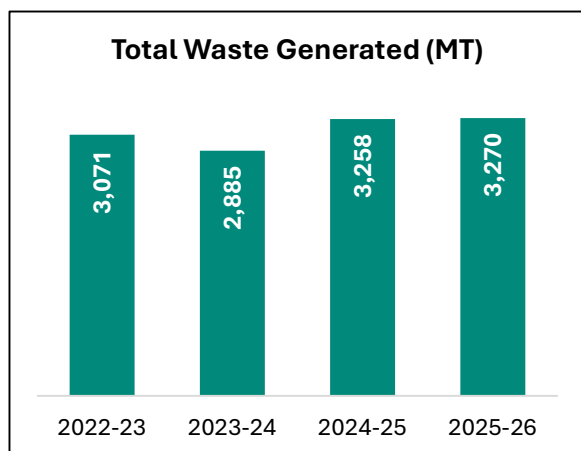
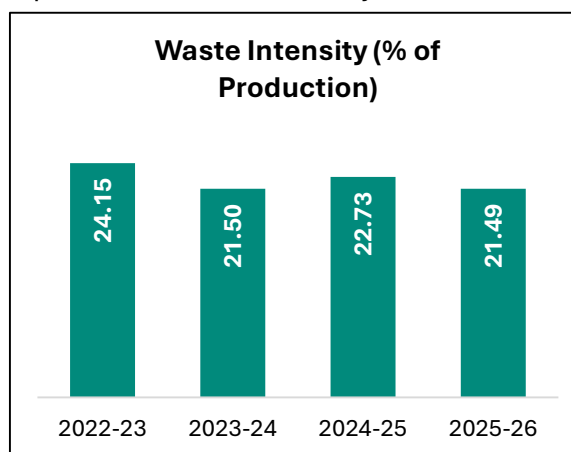
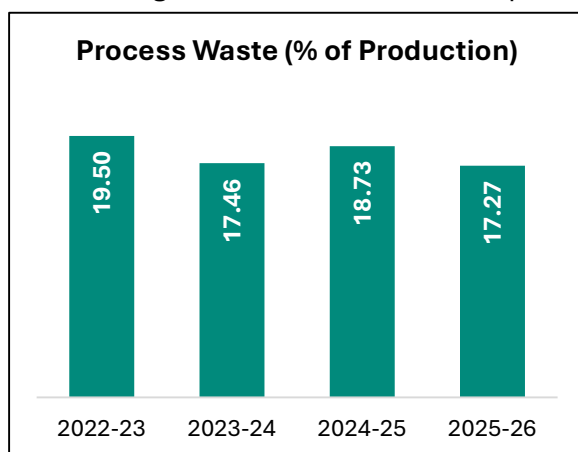


Waste

Efficient waste management is essential to improving resource efficiency and reducing the environmental impact of our operations. Our focus is on minimising waste generation, strengthening segregation at source, increasing recycling and recovery, and ensuring that unavoidable waste is managed through authorised treatment and disposal facilities. Continuous monitoring of waste streams helps identify opportunities to improve material utilisation and support a more circular approach to manufacturing.

During FY 2025-26, total waste generation was 3,270 MT, compared with 3,258 MT in the previous year, reflecting a slight increase in waste generated across the organisation due to increase in production. Production processes accounted for 80% of the total waste generated, while the remaining 20% arose from other activities. Non-hazardous waste continued to constitute the majority of the waste stream at 99%, with hazardous waste contributing only 1%. Overall quantity of waste generation was equivalent to 21.49% of total production output, while process waste accounted for 17.27%.

Plastic waste generation reduced significantly during the reporting year to 121.39 MT, representing a 40% decrease compared with the previous year. The improvement was driven by better material utilisation, effective segregation and enhanced recycling practices, contributing to lower environmental impact and improved resource efficiency.



Closing the Loop: Transforming Belt Scrap into Reclaimed Rubber

JK Fenner has initiated a circular approach in the manufacturing of wrapped V-belts at MDU1 by reintegrating internal cured belt scrap into the production cycle. Instead of disposing of cured belt waste, the scrap is collected, segregated based on its NR/SBR base compound, and processed by an identified reclaim manufacturer to produce belt-based reclaimed rubber.

The initiative addresses the opportunity to replace a portion of conventional whole tyre reclaim with reclaim derived directly from internal belt scrap. During the process, the cured scrap is converted into granules and devulcanized to recover usable rubber, which is subsequently blended with regular reclaim to achieve the required material properties. This approach helps overcome deterioration associated with the relatively low hydrocarbon content of belt reclaim while maintaining the performance requirements of the finished belts.

Impact & Outcomes

- **6.12 MT/month** of reclaimed rubber generated from internal belt scrap.
- **25%** of the reclaim rubber used in wrapped belts sourced from internal belt scrap.
- **7–8 MT/month** of cured belt scrap, out of 20 MT generated, recycled and reused.
- Cradle-to-cradle circularity is initiated for power transmission belts.

In this project, internal production waste is converted into a valuable secondary raw material, reducing dependence on externally sourced reclaim materials.



Materials

We are improving material efficiency and reducing our dependence on virgin resources across our operations. Our approach focuses on responsible material selection, resource optimisation, and the increased use of reclaimed and alternative materials, while maintaining product quality and performance.

During the reporting period, we consumed 18,093 MT of raw materials, excluding packaging materials, with rubber, fillers, metals, chemicals and miscellaneous materials constituting the major categories.

Where technically feasible, we continue to incorporate reclaimed rubber and alternative fillers into our products and processes, reducing dependence on virgin raw materials and supporting resource conservation. Our R&D and manufacturing teams work together to identify opportunities for material optimisation, improve product performance and minimise material losses throughout the product lifecycle.

We also continue to strengthen operational efficiency through LEAN practices, process optimisation and digital technologies, enabling better resource utilisation and supporting informed decision-making across our operations. These efforts contribute to our broader ESG objectives of improving resource efficiency and increasing the share of more sustainable products.

Category	MT
Rubber	5,676
Fillers	4,955
Polyester Cords	1,079
Fabric	1,137
Cotton	52
Metal & Alloys	3,044
Chemical & Miscellaneous	2,150

We are advancing research to reduce the use of zinc in power transmission belts, recognising the potential environmental impact of zinc compounds on aquatic ecosystems. Our research project evaluated a functionalised zinc oxide-based curing system for polychloroprene composites, with a focus on maintaining the curing, physical and morphological properties required for specialty power transmission belts while reducing zinc content. The study achieved a 60% reduction in zinc content in selected belt formulations and demonstrated the potential to reduce ZnO consumption by 20% without compromising key product properties. The findings were published as a research paper, strengthening our technical capabilities in developing environmentally responsible materials and supporting our long-term transition towards lower-impact products.

As part of our efforts to reduce the carbon footprint of our products, we are exploring the partial replacement of petroleum-based carbon black with sustainable, green fillers in power transmission belt formulations. The initiative focuses on reducing dependence on fossil-based raw materials while maintaining the physical and performance characteristics required for power transmission applications. At the prototype stage, the approach demonstrated an estimated 20% reduction in carbon black consumption and a 15% reduction in the carbon footprint by weight per belt. The work was presented at IRC-RUBBERCON 2024, marking our research paper presentation at an international forum and showcasing our efforts to advance sustainable material innovation in the rubber industry.

Moreover, we are exploring circular economy solutions for power transmission belts by evaluating recovered carbon black (rCB) derived from end-of-life tyres through pyrolysis as a partial replacement for virgin carbon black. The initiative aims to reduce dependence on fossil-based raw materials, minimise the environmental footprint of belt manufacturing and promote the utilisation of recovered materials while maintaining critical product performance parameters. The project demonstrated the potential for an estimated 10% reduction in virgin carbon black consumption, with prototype trials indicating a 15% reduction in carbon footprint by weight per belt. The work was presented at IRC'25 in Thailand on 2 December 2025, providing an international platform to showcase our circular material innovation and sustainability initiatives. The findings are also being consolidated into a technical paper for publication.

Advancing Sustainable Material Alternatives

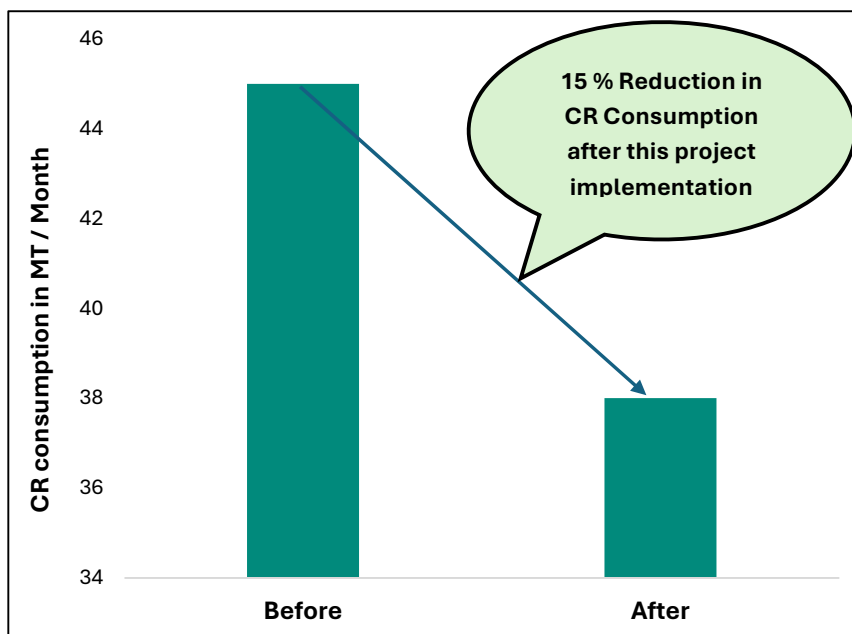
Chloroprene (CR) based compounds are associated with emissions, while dependence on overseas sources for chloroprene rubber presents supply-chain and availability risks. To address these challenges, JK Fenner initiated the CR De-Risking project., focusing on reducing the use of chloroprene in Wrapped V-belts and REC belts while maintaining product quality and performance.

Chloroprene based compounds were partially replaced with specially formulated natural rubber/EPDM composites. The key challenge was to replicate the specific performance properties of chloroprene rubber using alternative materials. Through product development and formulation improvements, we successfully transitioned CR-based cogged banded belts to EPDM cogged belts while maintaining comparable product quality.

Impact & Outcomes:

- **15%** Reduction in chloroprene consumption
- **₹ 75 Lakh** in Annual Cost Savings
- No additional investment
- Environmentally beneficial and economically viable

By reducing dependence on chloroprene, the initiative helped minimise material-related environmental concerns and supply-chain risks while enabling JK Fenner to offer more eco-friendly products to the market.



Increasing Eco-Friendly Materials in Wrapped Belts – Poly-F Plus

As part of our commitment to developing more sustainable products, we identified an opportunity to increase the use of eco-friendly and circular materials in our Poly-F Plus wrapped belt category. The objective was to reduce dependence on petroleum-based materials such as SBR and carbon black while maintaining the mechanical performance, reliability and durability expected from the product.

Through formulation optimisation, the rubber blend and rubber-to-filler ratio were carefully adjusted to incorporate a higher proportion of reclaim rubber and green fillers (non-carbon black fillers). This approach enabled the partial replacement of conventional petroleum-based materials while maintaining the required product performance. The formulation was evaluated and optimised to ensure that the increased sustainable material content did not adversely affect the belt's operational properties.

Impact & Outcomes:

- **10%**-point increase in eco-friendly materials in Poly-F Plus belts, from 27% to 37% of total belt weight.
- **8%** increase in reclaim rubber consumption.
- Circular Economy Index improved from 1.25 to 1.60.
- Reduced dependence on petroleum-based materials, including SBR and carbon black.

The initiative strengthens our ability to offer more environmentally friendly power transmission belts to the market while supporting resource efficiency and circular economy principles. It also provides a foundation for further increasing the use of recycled and alternative materials across our product portfolio.

Biodiversity

Healthy ecosystems are essential for maintaining ecological balance, supporting climate resilience and sustaining the natural resources and ecosystem services on which communities and businesses depend. At JK Fenner, we recognise our responsibility to minimise our impacts on biodiversity and contribute to the restoration and enhancement of natural habitats in and around our areas of operation.

Our manufacturing facilities are located within designated industrial areas, while our offices are primarily situated in urban locations. Based on our assessment, our operations are not located within or adjacent to areas of high biodiversity value or protected areas. We continue to maintain green spaces within our facilities and incorporate plantation and ecological enhancement initiatives to strengthen the environmental value of our operational sites.

Our biodiversity initiatives focus on increasing native green cover, restoring degraded or underutilised spaces, improving local microclimatic conditions and creating greater awareness of ecological conservation. During the reporting period, approximately 10,000 saplings were planted across Madurai, Chennai and Hyderabad through our CSR and environmental initiatives, including plantation activities undertaken in collaboration with local communities and institutions.

As part of our commitment to creating more biodiverse green spaces within our operations, we initiated a Miyawaki forest at our Madurai facility in September. The first phase involved planting approximately 1,300 trees, with a focus on establishing a dense and self-sustaining green ecosystem. The plantation has an estimated potential to sequester approximately 523 tCO₂ over a 10-year period. In addition to its carbon sequestration potential, the Miyawaki forest is expected to increase on-site green cover, support local ecological conditions and contribute to a cooler and healthier microclimate within the facility.

We also use occasions such as World Environment Day to promote environmental stewardship through tree plantation and awareness activities involving employees and local communities. These initiatives help extend our biodiversity efforts beyond our operational boundaries and encourage collective participation in environmental conservation.



Going forward, we aim to strengthen our approach to biodiversity by enhancing the use of native and locally appropriate species, improving monitoring of plantation survival and growth, and identifying opportunities to further integrate biodiversity considerations into site-level environmental management. Through these efforts, we seek to move beyond plantation activities towards creating and maintaining green spaces that deliver lasting ecological value.





PEOPLE

Our people are at the heart of our success. We are committed to fostering an inclusive, safe and empowering environment where everyone can grow, contribute and thrive.



**TALENT HIRING
& RETENTION**



**EMPLOYEE
ENGAGEMENT**



**LEARNING AND
DEVELOPMENT**



**HUMAN
RIGHTS**



**HEALTH &
SAFETY**



COMMUNITY



Empowering our people and strengthening communities for a better tomorrow.

Overview

Our people is a key enabler of our operational excellence, innovation and continued growth. We aim to create an environment where people can perform safely, develop their capabilities and build meaningful careers.

Our approach to people covers workplace safety, capability development, diversity and inclusion, human rights, well-being and engagement. We focus on strengthening skills, encouraging participation and maintaining high standards of workplace practices across our operations.

As our business evolves, we are also preparing our workforce for changing technologies, processes and customer expectations through targeted learning and capability-building initiatives. At the same time, we continue to strengthen safety practices and promote a workplace culture where responsible behaviour and respect for people are integral to the way we operate.

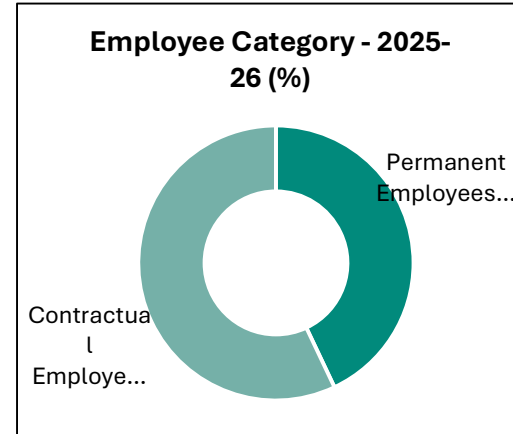
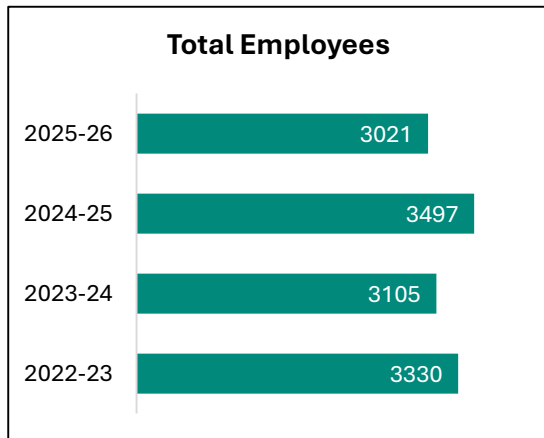
Our social commitment also extends beyond our workplace through our Corporate Social Responsibility (CSR) initiatives, through which we contribute to the development and well-being of communities. Our programmes are designed to create practical and lasting benefits.

Through these efforts, we seek to build a capable, engaged and adaptable workforce that contributes to sustainable business performance.



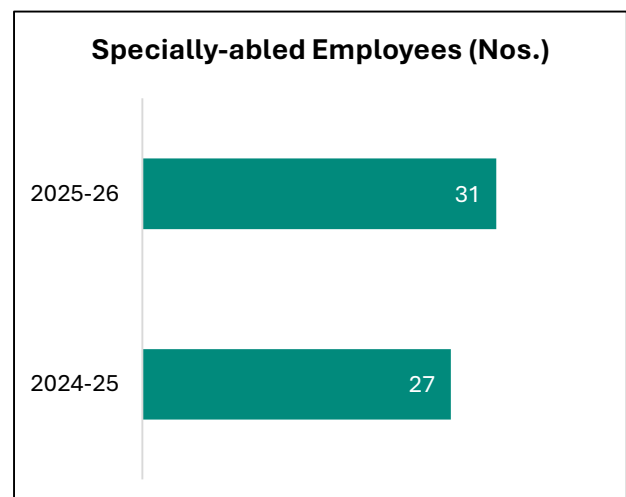
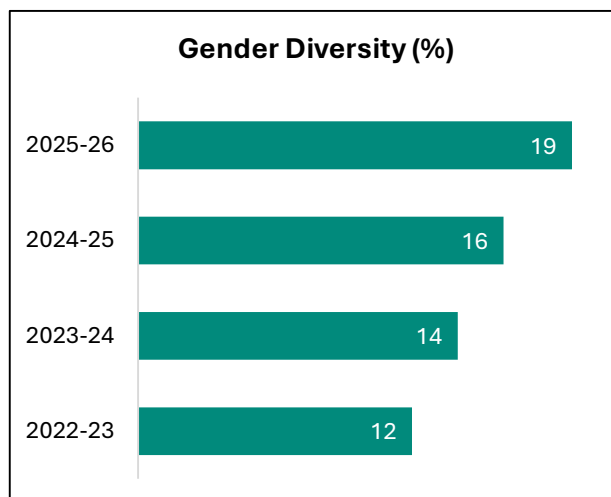
Our People

During FY 2025–26, our total workforce comprised 3,021 employees, of which 43% were permanent employees and 57% were contractual employees. We continue to focus on strengthening our talent pipeline through new hiring, capability development and effective talent management practices.



We continue to make progress in strengthening gender diversity across our workforce. Gender diversity increased from 16% in FY 2024–25 to 19% in FY 2025–26, reflecting our continued efforts to create equal opportunities and foster a more inclusive workplace.

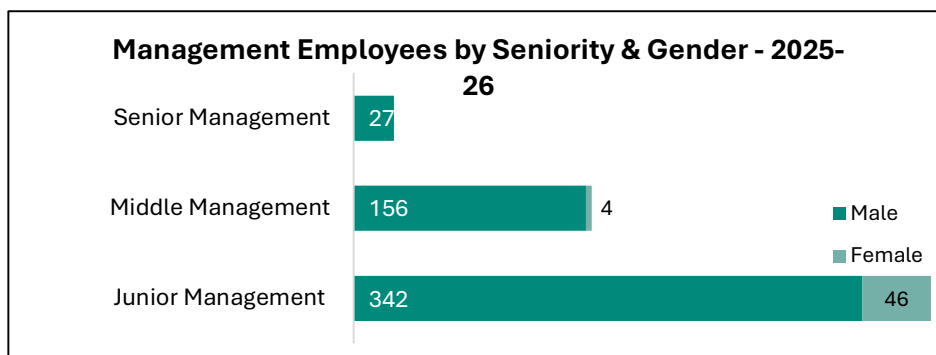
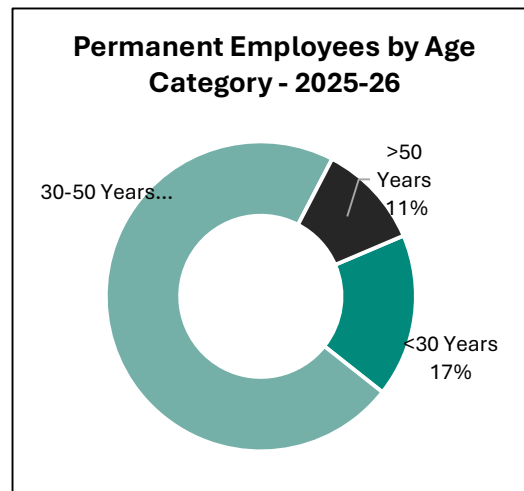
Our commitment to inclusion also extends to persons with disabilities. The number of especially abled employees increased from 27 in FY 2024–25 to 31 in FY 2025–26, representing 1% of our total workforce. With this achievement, we have reached our 2030 target of having specially abled employees constitute 1% of our workforce, reinforcing our commitment to building an equitable and inclusive workplace.



Note: Employee count from FY 2025-26 onwards is reported as per BRSR guidelines.

Of the 1,305 permanent employees, 17% are below 30 years of age, 72% are between 30 and 50 years, and 11% are above 50 years. This combination of young talent and experienced professionals enables us to foster knowledge sharing, continuity and a balanced workforce.

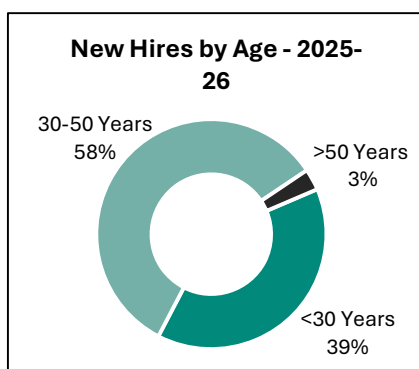
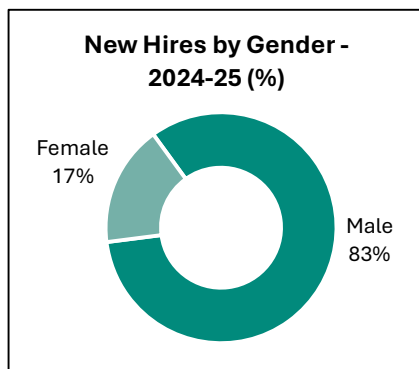
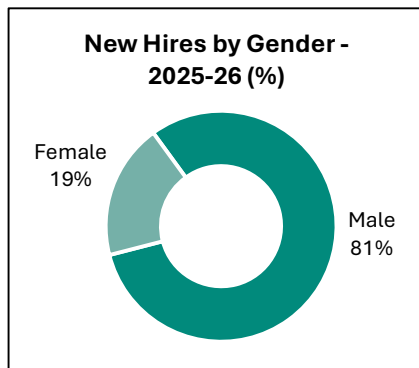
Our permanent workforce includes 575 employees in management roles, comprising 388 employees in Junior Management, 160 in Middle Management and 27 in Senior Management. Our structured hierarchy comprises distinct roles and responsibilities across various levels, enabling clear accountability while supporting employees in developing the knowledge, skills and experience required to progress within the organisation.



We recognise that attracting, developing and retaining talent is essential to our long-term success. We continue to invest in new hiring, talent management and employee development initiatives to build the capabilities required for our evolving business needs.

Our talent development approach focuses on strengthening technical and managerial capabilities, nurturing future leaders and providing employees with opportunities for continuous learning and career progression. By creating a supportive environment for professional growth and recognising employee potential, we aim to build a resilient and future-ready workforce while strengthening employee retention.

Talent Acquisition and Hiring



We continue to strengthen our talent pipeline by attracting diverse and capable professionals across different stages of their careers. During FY 2025–26, we onboarded 117 permanent employees, of whom 19% (22) were female and 81% (95) were male.

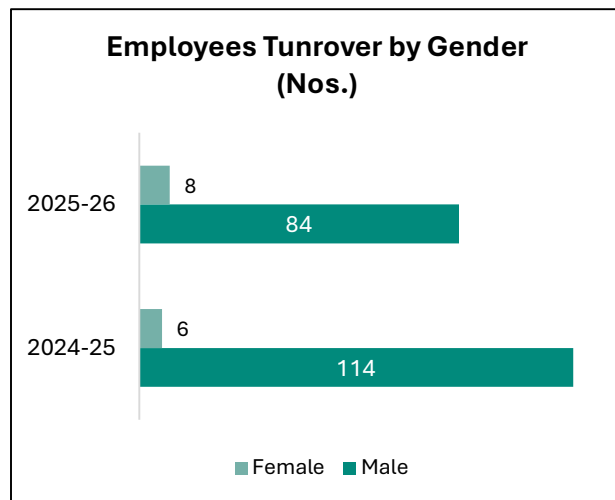
Female representation among new hires has shown consistent improvement, increasing from a baseline of 8% to 17% in FY 2024–25 and further to 19% in FY 2025–26. This progress reflects our continued efforts to promote gender diversity and provide equitable opportunities through our hiring practices.

The age profile of new permanent hires reflects a balanced approach to bringing in emerging talent while leveraging experienced professionals. 39% of new hires were below 30 years of age, 58% were between 30–50 years, and 3% were above 50 years.

Through targeted recruitment and talent management initiatives, we continue to build a diverse, multi-generational and future-ready workforce aligned with our evolving business requirements.

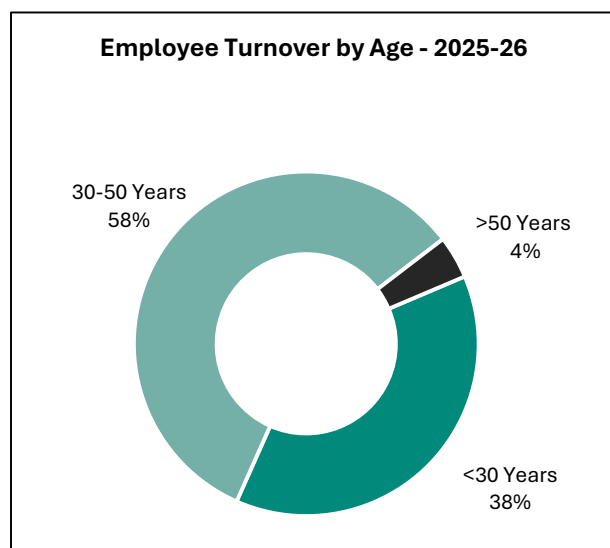


Turnover



Every employee contributes unique expertise, practical insights, and valuable connections that support the smooth functioning of the organization. At JK Fenner, we recognize the importance of systematically preserving this knowledge to minimize disruption, strengthen organizational resilience, and enable seamless transitions during workforce changes.

During FY 2025–26, 92 permanent employees left the organisation, compared with 120 in FY 2024–25, reflecting a reduction in overall permanent employee turnover.



Male employees accounted for the majority of turnover, with 84 employees (91%), while 8 female employees (9%) left during the year. From an age-group perspective, the highest proportion of turnover was recorded among employees aged 30–50 years (58%), followed by employees below 30 years (38%) and those above 50 years (4%).

Compared with FY 2024–25, the proportion of turnover among employees aged 30–50 years decreased from 71% to 58%, while turnover among employees below 30 years increased from 17% to 37%. The proportion among employees above 50 years decreased from 12% to 5%.

These trends provide insights into workforce movement and support our ongoing efforts towards talent retention, employee engagement and targeted talent management.

Bengaluru Plant

During FY 2025–26, our Bengaluru plant had a total workforce of 139 people, comprising 72% permanent employees and 28% contractual personnel. The workforce included 89 male and 50 female employees, with women representing 36% of the total workforce. The plant also employed two specially abled employees, reflecting our commitment to creating an inclusive and diverse workplace.

The permanent workforce comprised 100 employees, of whom 71 were between 30 and 50 years of age, 18 were above 50 years, and 11 were below 30 years. During the year, two new permanent employees were hired, while no turnover was recorded among permanent employees, indicating a stable workforce throughout the reporting period.

In addition to its regular workforce, the Bengaluru plant engaged 46 trainees, out of which 32 were female. The trainee programme provides opportunities for young talent to gain practical exposure and develop skills, while contributing to building a capable and future-ready workforce.



Employee Engagement

Our people are at the core of our success, and fostering a workplace where employees feel valued, empowered, and connected remains a key priority. A motivated and engaged workforce is a key enabler of excellence. We strive to create an environment that encourages open communication, continuous learning, collaboration, and employee well-being. Various platforms are established to encourage employee interaction with leadership, share ideas, seek feedback, and strengthen the sense of belonging among employees.

To promote transparent communication and employee connect, initiatives such as Family Connect, Coffee with Plant Head, and Townhall meetings provide opportunities for employees to interact with leaders, share their perspectives, and build stronger workplace relationships. These initiatives help create an environment where employees feel valued, heard, and connected with the organization's vision and goals.



We actively encourage learning, capability building, and professional development through skill enhancement initiatives, goal-setting processes, knowledge-sharing sessions, and various employee development programs. Employee participation and achievements are recognized through initiatives like Growth champion awards, Kaizen competitions, quality month competitions and safety week programs encouraging a culture of innovation, and continuous improvement.



Promoting Diversity, Inclusion, and Cultural Integration

JK Fenner promotes an inclusive workplace where employees from diverse backgrounds, cultures, and communities are respected and celebrated. Various cultural and ethnic celebrations are organized throughout the year to encourage employee participation and strengthen unity among teams and brings richness of different traditions. Festivals such as Diwali, Pongal, Christmas, Dusshera, Iftar Party, Aayudha Pooja, Rama Navami, Independence Day, and Republic Day are celebrated with enthusiasm through cultural activities, games, competitions, and gifts distribution.





Employee Wellness and Well-being

Employee health and well-being is key focus areas at JK Fenner. The organization conducts various initiatives to promote physical, emotional, social, occupational, and community wellness. Programs such as Health Day, Mental Health Day, health awareness workshops, wellness talks, and International Yoga Day celebrations help employees adopt healthier lifestyles and improve overall well-being. Yoga sessions conducted by professional trainers encourage mindfulness, fitness, and stress management among employees.

As part of the C3 Wellness Week – JKF Arogya, various activities focusing on physical, emotional and social wellness were conducted. Employees actively participated in wellness activities, and winners and runners-up were recognized for their contribution and enthusiasm.



Recognizing employee contributions is an integral part of our engagement approach. Initiatives such as farewell & retirement celebrations, birthday celebrations, and special recognition events provide platforms to acknowledge employee dedication and achievements.

During Thanksgiving celebrations, employees expressed gratitude towards their colleagues, with special appreciation extended to security personnel, housekeeping teams, and caretakers for their valuable contributions. Women employees were recognized through Women's Day celebrations, including gift distribution, and through the organization-level JKO Naari Shakti Awards, where women employees were honoured across categories such as Emerging Leaders, Catalyst for Change, and DEI Ally. Five women employees from JK Organization were recognized for their outstanding contributions.





Sustainability Awareness and Community Engagement

Employee engagement initiatives also focus on building awareness around sustainability, safety, and responsible practices. Programs such as World Environment Day celebrations, Drug Abuse Awareness Day, Safety Week, and environmental awareness campaigns encourage employees to contribute towards a sustainable future. On World Environment Day, awareness sessions were conducted on the importance of nature conservation, sustainable living, and climate action, along with plantation activities across plants and distribution of saplings to employees.



Building a Connected and Engaged Workplace

Through a wide range of employee engagement initiatives, JK Fenner continues to create a workplace culture that values inclusion, collaboration, recognition, continuous learning, and employee well-being. By encouraging participation across functions and levels, the organization strives to build a motivated workforce that contributes meaningfully towards business excellence and sustainable growth.

The organization also celebrated significant milestones such as the 70th year celebration of JK Fenner, where domestic and international customers visited our plants to witness our manufacturing capabilities, sustainability initiatives, research and development facilities, testing capabilities, digitalization efforts, and CSR activities undertaken for community development.

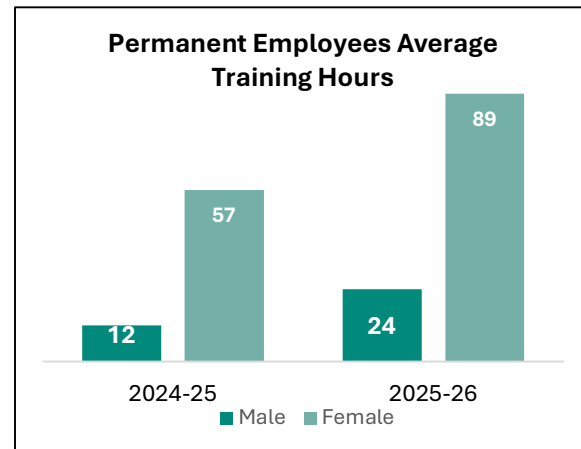
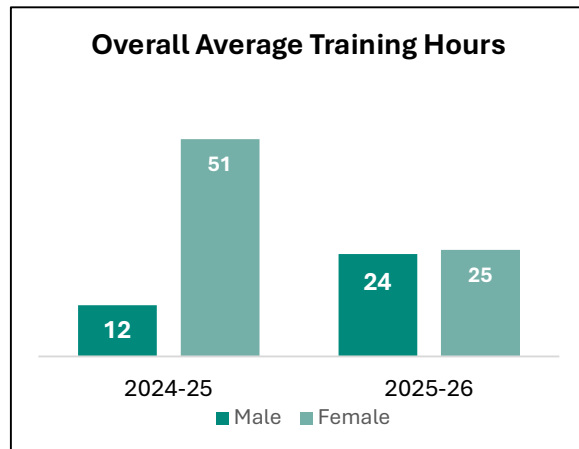


Learning & Development

Learning and development remain an integral part of our approach to building a skilled and capable workforce. Training programmes are undertaken to strengthen employee competencies, enhance job-related skills and support continuous professional development across the organisation.

During FY 2025–26, employees received an average of 25 hours of training per employee, with female employees receiving an average of 24 hours and male employees receiving an average of 25 hours. In comparison, FY 2024–25 recorded an average of 51 hours for female employees and 12 hours for male employees.

By employment category, permanent employees received an average of 27 hours of training, comprising an average of 89 hours for female employees and 24 hours for male employees. Contractual employees received an average of 23 hours, with female contractual employees receiving an average of 16 hours and male contractual employees receiving an average of 27 hours.



We facilitate diverse learning opportunities to strengthen technical, functional and behavioural competencies while enabling employees to continuously enhance their knowledge and capabilities. Our learning initiatives include cross-industry exposure programmes that enable employees to gain insights into industry practices and adopt relevant best practices within the organisation. Employees also participate in internal and external training sessions, virtual learning programmes and programmes delivered by subject-matter experts and professional institutions. In addition, employees are encouraged to enrol in programmes offered by JKO and other reputed industry and professional bodies, enabling them to access specialised knowledge and stay abreast of emerging practices and developments.

Although the average training hours for female employees at the overall workforce level decreased compared with the previous year, total training hours increased during FY 2025-26, reflecting continued emphasis on learning and capability development across the organisation. The average

training hours for permanent employees increased significantly from 12 hours to 27 hours, with female permanent employees recording an increase from 57 hours to 89 hours. The average training hours for contractual employees also increased from 7 hours in the FY 2024-25 to 23 hours in FY 2025-26.

We also provide platforms for employees to apply and demonstrate their knowledge and skills. The annual UDAAN competition, organised by JKO, provides an opportunity to recognise and reward employees for innovative ideas and solutions on specialised topics. In addition, initiatives such as Quality Circles, Six Sigma, ACMA ZED, Kaizen, Value Stream Mapping (VSM), Cross-Functional Teams (CFTs) and the Suggestion Scheme encourage employees to contribute to both incremental and breakthrough improvements. These initiatives support a culture of continuous improvement, strengthen problem-solving capabilities and enhance employee engagement and motivation.

Training covered diverse areas including technical skills, soft skills, health and safety, human rights, and personal development. We also covered ESG-related topics such as:

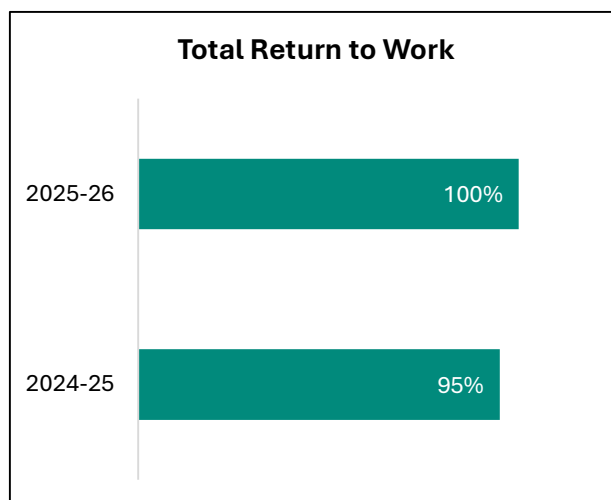
Gender Equality
 Cultural Sensitivity
 Prevention of Gender-based Violence
 Stress Management
 Intellectual Property
 Rights of Indigenous People
 Prevention of Sexual Harassment
 Awareness on Workplace Ethics
 Anti-discrimination
 Cybersecurity
 Awareness on DEI
 Employee Resource Group
 Awareness on ESG
 Company Policies
 Labor and Employment Law
 Contract Law and Management
 Worker's Compensation Law
 Ethical Business Practices
 Corporate governance
 Disability Awareness
 Women Leadership Development
 Unconscious Bias
 Fair Wages and Compensation Practices
 Environmental Laws & Regulations (air, water and waste management)
 Health and Life insurance awareness
 Anti Human Trafficking



Parental Leave

We support employees in balancing their professional responsibilities with family and caregiving needs by providing parental leave benefits to permanent employees. Female employees are entitled to paid maternity leave, while permanent male employees are provided paternity leave to support the early care and well-being of their infants.

During FY 2025–26, 7 employees availed parental leave, comprising 6 male employees and 1 female employee. All employees whose parental leave period was completed during the reporting year returned to work, while one female employee continued maternity leave beyond the reporting period. Accordingly, the return-to-work rate was 100% in FY 2025–26, improving from 95% in FY 2024–25. This reflects our continued efforts to support employees through significant life events and facilitate their smooth transition back to the workplace.



Human Rights

At JK Fenner, we believe that respecting human rights is fundamental to creating a safe, inclusive and responsible workplace. We are committed to upholding human rights across our operations by promoting fair labour practices, safe working conditions, equal opportunity, no discrimination and respect & dignity of every individual.

Our commitment is supported by established procedures and awareness initiatives that address key human rights aspects, including prevention of child labour, forced or compulsory labour, discrimination and harassment. We conduct regular awareness and training programmes for employees on human rights-related topics, including Prevention of Sexual Harassment (PoSH), workplace ethics, anti-discrimination and other relevant workplace practices.

During FY 2025–26, no incidents of discrimination, child labour or forced labour were reported across our operations. Employees continue to retain their rights to freedom of association and collective bargaining, with no risks or concerns identified in relation to these rights. There were also no reported violations concerning the rights of indigenous peoples during the reporting period.

We provide formal grievance redressal mechanisms to enable employees and other stakeholders to raise concerns safely and confidentially. These mechanisms support timely and appropriate consideration of concerns related to workplace practices and human rights. During FY 2025–26, zero (0) human rights-related complaints were reported by internal or external stakeholders.

As part of our continued efforts to strengthen social accountability and align our practices with recognised international standards. Through these initiatives, we remain focused on strengthening a culture of respect, dignity, fairness and inclusivity, while continuously enhancing our human rights practices across the organisation.

Zero Complaints on Human Rights

Health & Safety

Health, safety and well-being of our employees are integral to our commitment to creating a safe, healthy and productive workplace. We strive to continuously strengthen our Occupational Health and Safety (OHS) practices through systematic risk management, employee participation, preventive measures and awareness programmes across our operations.

All our manufacturing plants are certified to ISO 45001, covering both permanent and temporary employees. Our OHS management approach focuses on identifying workplace hazards, assessing associated risks and implementing appropriate controls to prevent injuries and ill health. Regular plant visits, workplace inspections and safety observations are undertaken to identify unsafe conditions and behaviours and facilitate timely corrective actions.

For non-routine activities, additional controls are implemented through Job Safety Analysis (JSA) and work permit systems. Existing work areas, processes and associated risks are reviewed before undertaking such activities to ensure that appropriate precautions and controls are in place. Incidents, near misses and identified hazards are investigated through structured root-cause analysis methodologies, including 5 Whys, 4M Analysis and Failure Mode and Effects Analysis (FMEA), enabling corrective and preventive actions to address underlying causes and prevent recurrence.

We promote active employee participation in building a strong safety culture. Employees receive role specific and in-depth OHS training and participate in regular safety awareness programmes. These initiatives cover workplace hazards, safe work practices, emergency preparedness and other relevant safety requirements, enabling employees to recognise risks and contribute to maintaining a safe workplace.



Our occupational health framework is supported by medical teams and defined processes for monitoring and promoting employee health. Regular health inspections, medical examinations and health check-ups are conducted, with employee health records maintained securely. Relevant health information is reviewed through established processes such as Hazard Identification and Risk Assessment (HIRA) and Management of Change (MOC), with appropriate involvement of respective Heads of Departments.

In addition to managing occupational health risks, we undertake voluntary health and well-being initiatives supported by qualified medical professionals to address non-work-related health risks. These include regular health check-ups, disease management and treatment programmes, smoking cessation initiatives, nutrition education, fitness challenges and awareness programmes on cancer, substance/drug abuse, cardiovascular health and stress management. Employees are also encouraged to adopt active lifestyles through initiatives promoting walking and cycling.

Our Miles for Smile initiative encourages employees to set and achieve walking targets, supporting physical activity and overall well-being. Such programmes complement our workplace health initiatives by encouraging employees to make healthier lifestyle choices.

We recognise that protecting employee health also requires safeguarding personal health information. Employee health records are protected through information security controls, including firewalls, multi-factor authentication and cybersecurity awareness initiatives, supporting the confidentiality and security of sensitive employee information. Our continued focus on preventive safety management and employee engagement contributed to improved safety performance during FY 2025–26. We recorded zero fatalities, zero high-consequence work-related injuries and zero reportable work-related ill health during the reporting period.

The Lost Time Injury Rate (LTIR) improved from 2.25 incidents per million hours worked in FY 2024–25 to 0.51 incidents per million hours worked in FY 2025–26. This improvement reflects our continued focus on hazard identification, risk assessment, incident investigation, root-cause analysis, safety training and preventive controls.

We remain committed to strengthening our OHS management systems, enhancing employee participation and proactively identifying and managing workplace risks to achieve safer operations and promote the health and well-being of our workforce.



Community

CREATING IMPACT BEYOND BUSINESS

*Transforming lives through
meaningful action.*



Livelihood

Creating opportunities
for sustainable living



Health

Promoting well-being
and better lives



Environment

Protecting nature for a
greener future



Education

Empowering minds,
building tomorrow



Others

Supporting diverse
needs and communities

We believe that sustainable growth goes beyond business success and extends to creating meaningful and lasting value for communities. Guided by our commitment to inclusive development, our Corporate Social Responsibility (CSR) initiatives focus on improving quality of life through interventions in healthcare, education, livelihood enhancement, and environmental sustainability.

During FY 2025–26, we invested ₹475.44 lakhs towards CSR initiatives, positively impacting over 3.14 lakh beneficiaries across India. Our programs reached communities across six states—Tamil Nadu, Telangana, Karnataka, Uttar Pradesh, Maharashtra, and Haryana—and two Union Territories, Delhi and Jammu & Kashmir, spanning 19 districts and 36 villages.

Livelihood remained a key focus area, with initiatives aimed at enhancing employability and creating sustainable income opportunities through skill development and vocational training programs. These included automobile technician training, JCB driving and repair courses, driving training, tailoring programs, millet-based livelihood initiatives, cloud kitchen training, and digital media skill development.

Under Healthcare, we worked towards improving access to quality healthcare services through eye screening camps, general health screening programs, and menstrual health awareness

initiatives. These efforts were strengthened through collaborations with reputed healthcare institutions such as Sankara Nethralaya, Apollo Hospitals, Aravind Eye Hospital, and Prasad Eye Institute. These efforts contributed to enhancing the health and well-being of underserved communities.

Our Environmental initiatives focused on promoting sustainability and environmental stewardship through activities such as tree plantation drives and solar streetlamp installations, contributing to greener and more resilient communities.

In the area of Education, we supported scholarships for meritorious students, career counselling programs, and infrastructure development for schools, helping create opportunities for learning and future growth.

Through our Community Development and Relief initiatives, we extended support to communities during times of need, including relief assistance for flood-affected families and support for sports and foundation-led development programs.

Our CSR efforts are implemented in partnership with leading organizations including NABARD, Indian Military, TVS Motor Company, Maruti Suzuki, Royal Enfield, Bajaj Auto, Sankara Nethralaya, Apollo Hospitals, Aravind Eye Hospital, and Prasad Eye Institute. Together, we continue to create positive social impact and contribute towards building stronger, healthier, and more sustainable communities.



CSR AT A GLANCE

At JK Fenner, our CSR initiatives are driven by a commitment to create meaningful and lasting impact in the communities where we operate.



CSR – Awards



JK Fenner's livelihood creation initiative, JEEVIKA, was honoured with the Platinum Award under the Community Engagement – manufacturing category at the 13th CII IQ National Excellence Practice Competition on 20th August 2025. The recognition underscores our commitment to empowering communities through sustainable livelihood opportunities and creating meaningful socio-economic impact.

CSR – JEEVIKA (Livelihood)

Automobile Technician Course



To promote skill development and livelihood creation, JK Fenner held an Automobile Technician Training Program in partnership with the Nicola Foundation, with support from the Indian Military, TVS Motor Company, Royal Enfield and Bajaj Auto Limited. The program equips youth with industry-relevant technical skills, enhancing their employability and livelihood opportunities in the automotive sector.

During FY 2025-26, 485 beneficiaries were trained, of whom 436 secured employment and 29 became self-employed. Since inception, the program has trained 5566 youth, with 5436 beneficiaries gaining employment opportunities, contributing to the development of a skilled and industry-ready workforce.



JCB and Forklift Operator Training Program



The demand for skilled equipment operators continues to grow across infrastructure, logistics, and industrial sectors. To help youth access these employment opportunities, JK Fenner facilitated JCB and Forklift Operator Training program in collaboration with GMR across Madurai and Dindigul (Tamil Nadu) and Hyderabad (Telangana).

The two-month program combined classroom instruction with practical, hands-on training, culminating in a State Government-recognized certification. During FY 2025-26, 160 candidates successfully completed the training and achieved 100% placement, securing jobs with starting salaries ranging from INR 24,000 to INR 30,000 per month.

By equipping participants with industry-relevant skills and assured employment opportunities, the program has enabled sustainable livelihoods and strengthened the pool of skilled operators available to industry.



CSR – NAARI SAKSHAM (Women Empowerment)

Millet Project



JK Fenner organized a program focused on building entrepreneurial capabilities among women. The 25-day training program covered millet processing, product development, packaging, marketing, and business management, enabling participants to establish and manage their own ventures.

The program also facilitated FSSAI certification and access to bank loans, helping women launch and market products under their own brand names. During FY 2025-26, 300 women successfully completed the program, with all 300 becoming self-employed entrepreneurs.

Participants earn an average monthly income of INR 3,000 to INR 5,000 per individual, strengthening household incomes and promoting women-led entrepreneurship within local communities.



Tailoring & Embroidery



The Tailoring & Embroidery programme empowers rural women through skill development training delivered within their communities, enabling them to earn a livelihood while staying close to their families. The initiative promotes economic independence, enhances employability, and supports sustainable income generation.

During FY 2025-26, the programme benefited 410 women, taking the cumulative number of beneficiaries to 20,100. Among the trainees, 120 secured employments in garment factories, while the remaining women pursued self-employment and entrepreneurial opportunities, contributing to their financial self-reliance and community development.



CSR – SAWSTHYA (Health)

Eye Screening Camps



The Eye Screening Camps programme improves access to quality eye care for underserved communities through free screening camps conducted in collaboration with Sankara Nethralaya (Chennai), Aravind Eye Hospital (Madurai), and L.V. Prasad Eye Institute (Hyderabad). The camps provide screening for cataracts, refractive errors, and retinal conditions across Chennai, Kanchipuram, Madurai, Dindigul, and Pashamylaram, while facilitating free treatment and corrective support where required.

During FY 2025-26, eye screening camps were conducted in 16 villages, benefiting 2,655 villagers, with 862 free spectacles distributed and 340 free cataract surgeries performed. Since inception, the programme has reached 14,486 villagers across 93 villages, supporting 960 cataract surgeries and the distribution of 6,200 free spectacles.



Menstrual Health



The Menstrual Health programme promotes awareness on menstrual hygiene among adolescent girls and women through awareness camps conducted in government schools, junior colleges, and villages. The initiative educates beneficiaries on safe and hygienic menstrual practices while distributing free sanitary napkins to encourage the adoption of healthy hygiene habits.

During the last year, the programme reached 2,400 beneficiaries, taking the cumulative number of beneficiaries to 9,200. Through continued awareness and access to menstrual hygiene products, the initiative contributes to improving health, well-being, and dignity among women and girls in rural communities.



CSR – GYAN (Education)

Career Counselling



The Career Counselling programme helps students make informed academic and career choices by providing guidance on higher education opportunities, career pathways, skill development, and employment prospects. The initiative aims to empower young learners with the knowledge and confidence needed to plan their future and achieve their aspirations.

During FY 2025-26, the programme reached 600 students of Classes 10 and 12. Cumulatively, 2,500 students have benefited from career counselling sessions, enabling them to make well-informed decisions regarding their education and career development.



Scholarship to Meritorious Students



Scholarships were awarded to 40 underprivileged girl students pursuing graduation. The selection was based on academic merit (75% and above in Class 12), family income of ₹5 lakh or below per annum, and social factors such as being a first graduate in family, single-parent child, being a child of bonded labourers, having three or more girl children in the family, or living with a disability like blind/deaf/dumb.

To ensure continued educational support, the scholarship is extended for three years, enabling students to complete their graduation and build a brighter future through higher education.



CSR – PARIYAVARAN (Environment)

Career Counselling



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OUR MATERIAL TOPICS

PROCESS

Our processes are designed to ensure integrity, transparency and efficiency across our operations and value chain, creating sustainable value for all stakeholders.



**CORPORATE
GOVERNANCE**



**VALUE CHAIN
SUSTAINABILITY**



**PRODUCT
PORTFOLIO**



**CUSTOMER
STEWARDSHIP**



Strong processes. Responsible decisions.
Sustainable outcomes.

Overview

Our sustainability approach is underpinned by strong governance, ethical conduct, and robust management systems that guide responsible decision-making across the organisation. We have established comprehensive frameworks to ensure compliance, accountability, and transparency in all our operations, enabling us to create long-term value for stakeholders.

We focus on embedding business ethics, data security, and customer-centric practices into our processes, strengthening organisational resilience while building stakeholder trust. Our commitment extends across the value chain, where we promote responsible sourcing, environmental compliance, and active supplier engagement to ensure alignment with our sustainability expectations.

In parallel, we continue to advance the development of future-ready products and services that respond to evolving environmental and social priorities. Through continuous improvement of our policies and systems, we aim to enhance transparency, reinforce stakeholder confidence, and drive sustainable, responsible growth.



Corporate Governance

We operate within a robust corporate governance framework that promotes ethical decision-making, transparency, and accountability at every level of the organization. With clearly defined roles, responsibilities, reporting structures, and open communication, we foster strong stakeholder confidence and long-term value creation, guided by six core principles that ensure high standards of disclosure and transparency.

We are committed to full compliance with all applicable legal and regulatory requirements while striving to achieve our business objectives responsibly, with a strong focus on safeguarding the interests of people, communities, and the environment.



Corporate Governance

The Board of JK Fenner reinforces the company's governance principles by promoting a culture built on integrity, transparency, intellectual honesty, and mutual trust. Through clear and transparent decision-making processes, robust ethical governance, and active engagement with stakeholders, the Board ensures that its decisions remain fair, responsible, and aligned with the organization's fundamental values of caring for people and doing what is right.

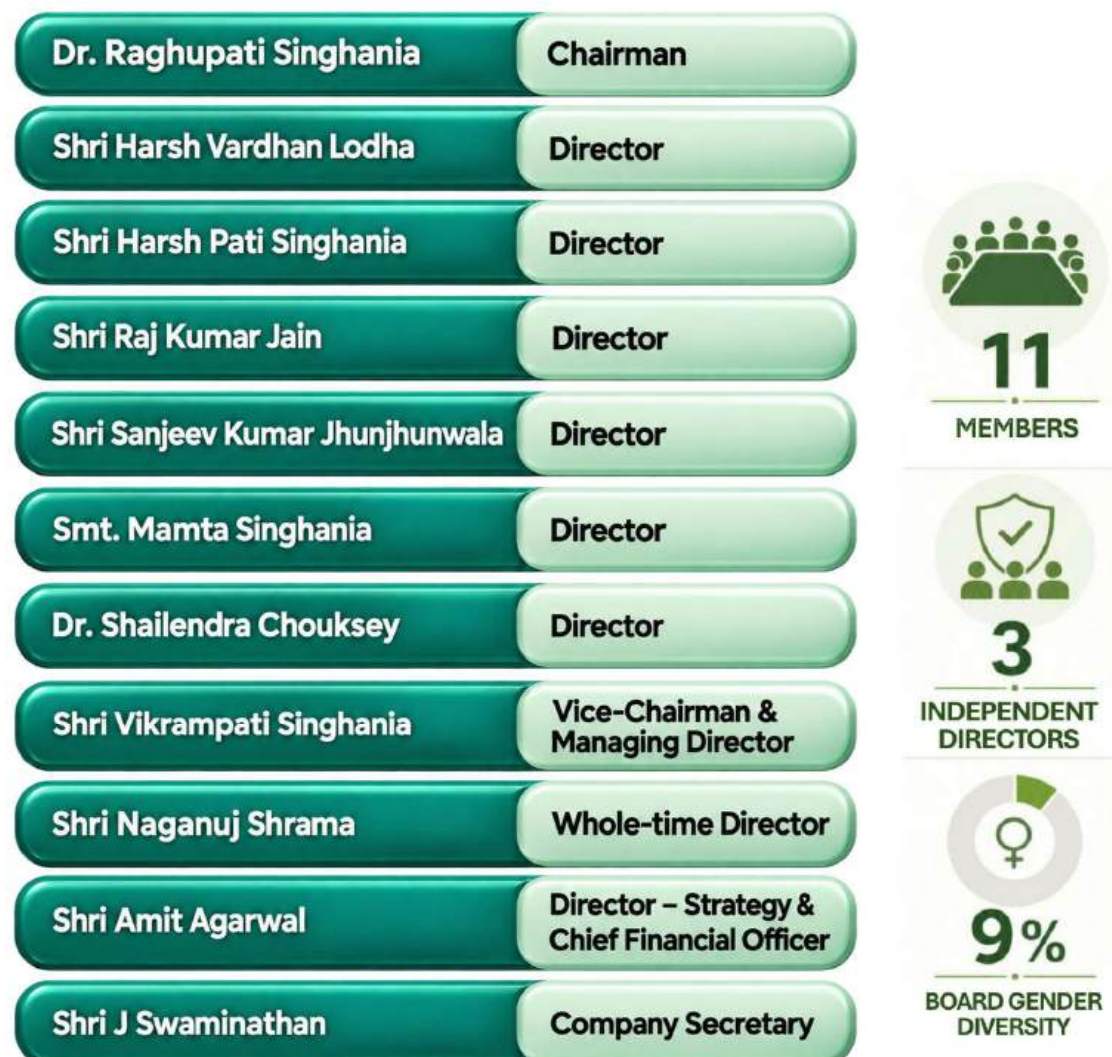
As of 31 March 2026, the Board consists of eleven directors, including three Independent Directors. Women represent 9% of the Board, reflecting its current level of gender diversity. During the reporting period, the Board convened five times. These meetings included a review of compliance reports, and necessary actions were taken to address any cases of non-compliance identified.



Board of Directors

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Board Competence

Our Board comprises members with diverse set of competencies. Their collective expertise supports effective oversight of the Company's operations and enables informed decision-making aligned with long-term value creation and business growth.

The Board's balanced mix of experience, industry knowledge, and independent oversight strengthens governance practices and stakeholder confidence. Through strategic guidance and responsible leadership, the Board continues to support the company's commitment towards value-driven growth. The combination of executive and independent directors ensures balanced perspectives, transparency, and strong governance across the organisation.



Board Committees

To strengthen governance and reinforce robust decision-making processes, the Board has established various committees that support enhanced accountability, transparency, and effective oversight across all key areas of the Company's operations. These committees play a critical role by providing focused attention, expert insights, and independent judgment on specific matters, including audit and risk management, stakeholder engagement, CSR, and remuneration.

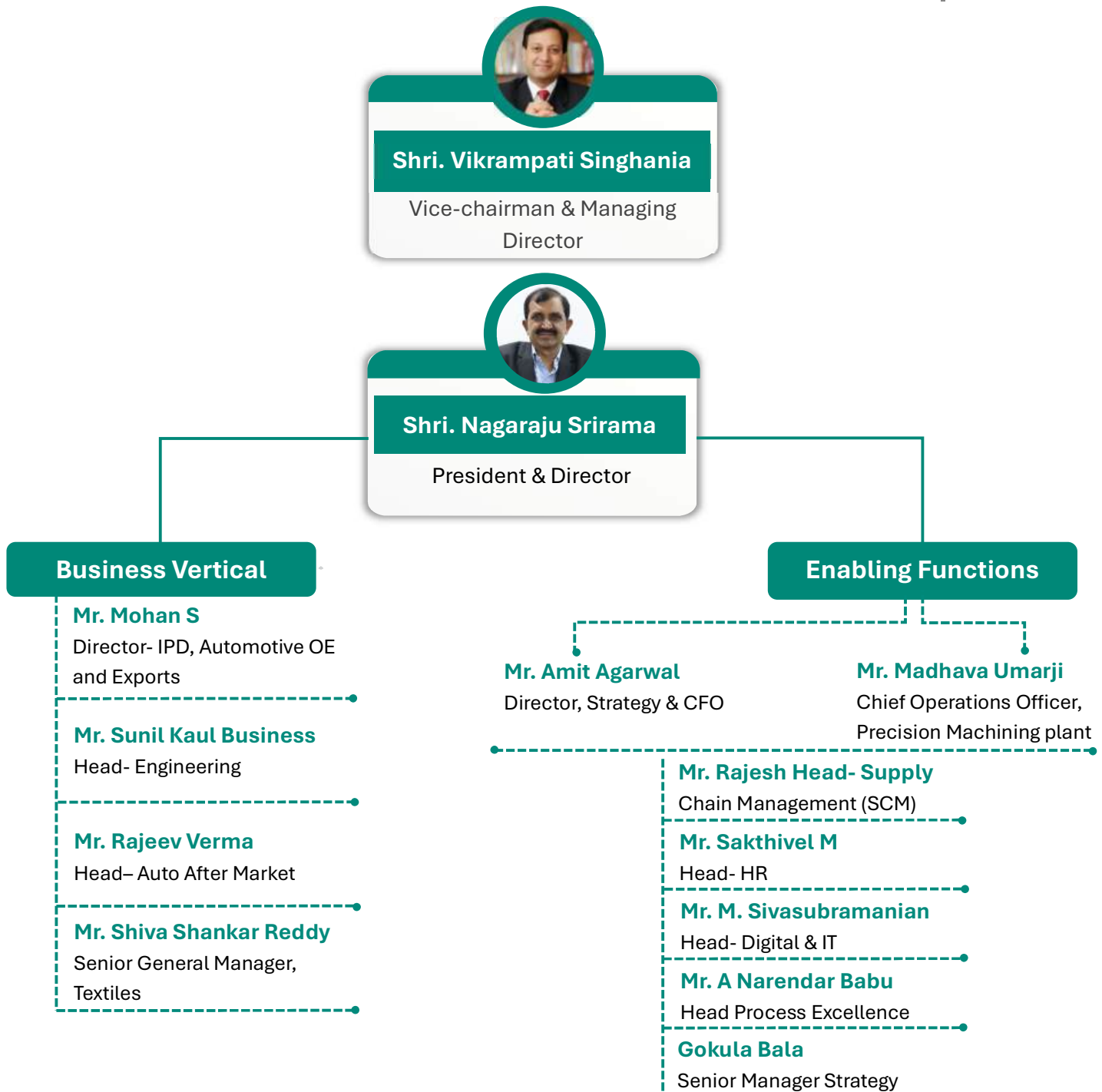
Through structured discussions, periodic reviews, and continuous monitoring, the committees facilitate informed decision-making while upholding high standards of ethics, integrity, and compliance.

During the reporting period, the following committee meetings were conducted during the year, reflecting the Board's commitment to maintaining effective oversight and driving long-term value creation for all stakeholders.



Organizational Structure

We operate within a well-defined organisational structure characterised by diverse departments and clearly established hierarchies. At the plant level, key functions such as operations, quality, R&D, and new & customised product development are closely integrated to ensure seamless coordination and effective execution. Meanwhile, critical functions including marketing, procurement, and finance are centrally managed from the corporate office.



Key Policies



Risk Management

Navigating Challenges, Embracing Opportunities

Together, we are shaping a sustainable, adaptive, and resilient future in a rapidly changing business environment. With a strong commitment to innovation and continuous improvement, we approach every challenge and opportunity with confidence and resolve. Some of the challenges we face include:



Key Opportunities

At the start of every fiscal year, we establish **Critical Success Factors (CSFs)** that are managed by functional heads and monitored by top management. These strategic priorities support capability building, business transformation, quality excellence, digital adoption, process optimization, customer-focused initiatives, and meaningful contributions to society.

Value Chain Sustainability

JK Fenner continues to strengthen its commitment to a responsible supply chain by embedding sustainability considerations across its supplier ecosystem. Our responsible sourcing approach focuses on supplier engagement, sustainability assessments, capacity building, fostering long-term partnerships, and continuous improvement to ensure our partners are aligned with our sustainability objectives.

Supplier alignment with ethical and responsible business practices remains a priority. Currently, 70% of our suppliers have signed the Supplier Code of Conduct, reflecting progress in reinforcing expectations related to ethical conduct, integrity, human rights, environmental responsibility, and regulatory compliance across the supply chain. No incidents or violations related to human rights were reported during the year, all suppliers adhere to human rights principles.

Our supply chain comprises 290 suppliers, of which 87% are local and 13% are international. Local sourcing contributed significantly, accounting for 73% of total supply chain expenditure, while international suppliers contributed 27%, demonstrating our focus on strengthening local sourcing, supporting regional economic development, and enhancing supply chain resilience.



New suppliers are systematically evaluated through environmental and social screening processes at the onboarding stage. In addition, Supplier Quality Audits serve as a key mechanism to assess supplier performance, with ESG considerations embedded into the evaluation process. During the year, 5% of supply chain partners were assessed.

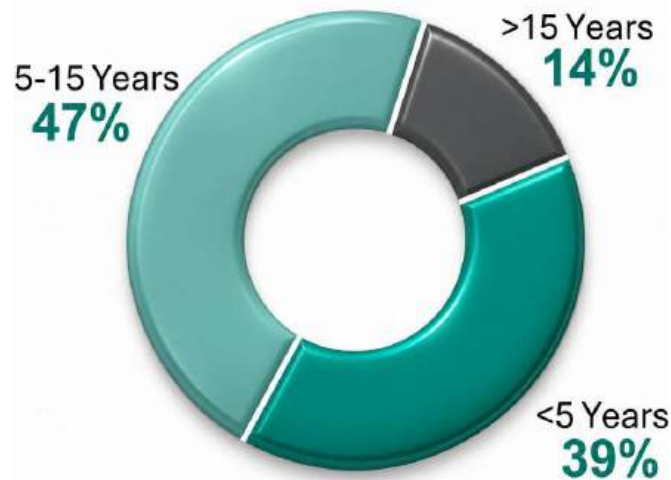


The Company conducted targeted supplier awareness sessions on sustainability and ESG (Environmental, Social, and Governance) aspects, covering 24% of its total suppliers. These initiatives promoted greater understanding and adoption of sustainable practices across the supplier network. Currently, 49% of our suppliers are certified under ISO 9001 (Quality Management Systems), while 4% are certified under ISO 14001 (Environmental Management Systems).

Supplier relationships continue to demonstrate stability and long-term collaboration. A significant proportion of suppliers have been associated with the Company for extended periods, with 47% engaged for 5–15 years, 39% for less than 5 years, and 14% for over 15 years, highlighting enduring partnerships built on trust and performance.

Through these initiatives, JK Fenner continues to advance towards a resilient and responsible supply chain ecosystem, aligned with its long-term business and sustainability goals.

Supplier Relationship by Years of Association



Supplier Awareness on ESG

24%

Of the Total Suppliers Covered
Through Targeted Awareness Sessions
on Sustainability & ESG

Product Portfolio

Industrial Solutions



Power Transmission Belt



Sealing Solution



Hoses



Rice Rolls

Automotive OE Solutions



Belt Drive System Solution



Sealing Solution



Anti-Vibration Mounts



Fluid Transmission Solution

Auto Aftermarket Solutions



Transmission Belts



New Auto Products



Sealing Solution



Fluid Transfer Solution



Transmission Accessories

Industrial Drives & Automation Solutions



Industrial Transmission



Aqua Transmission Drives



Industrial Automation Drives

Product Portfolio

EV Solutions



Railway Solutions



Defence Solutions



Advanced Technology



Light weighting

Innovation, Tools, & Technology

At the heart of our design philosophy is a powerful principle — **NEED**. Every product, innovation, and solution we create is rooted in a clear purpose: to address real-world challenges with relevance, efficiency, and sustainability. We ensure that every innovation is purposeful, minimises waste, and maximises impact—aligning seamlessly with our commitment to sustainability and stakeholder value.



Design Capability

Our design philosophy is driven by innovation, technical expertise, and a commitment to creating sustainable solutions that deliver value to customers and stakeholders. By leveraging global knowledge, advanced research, and engineering capabilities, we develop products and systems that enhance performance, improve efficiency, and support responsible growth.

- Comprehensive product design expertise across diverse applications and industries.
- End-to-end in-house design and engineering support on CAD-based design processes.
- Development of high-performance products that meet global quality standards.

Materials Development

Through continuous research, advanced testing, and collaboration with global partners, we develop material that enhance product performance, and durability. We focus on high-performance rubber compounds and engineered materials that meet evolving customer needs while supporting sustainability goals.

- Expertise in rubber compounding across diverse industries to develop innovative, high-performance solutions.
- Dedicated material development centre with advanced analytical and testing facilities.
- Collaborative innovation with global suppliers and customers.
- Continuous development of material technologies aligned with environmental regulations and Green Chemistry principles.
- In-house capability to develop specialized compounds for demanding applications.
- Strong formulation and raw material expertise supported by experienced technologists.
- Ongoing R&D focused on improving material durability, efficiency, and lifecycle performance.

Verification

Our verification processes utilize advanced Computer-Aided Engineering (CAE) capabilities to optimize designs before physical development. Simulation-driven engineering enables concept validation, reduces prototype iterations, and accelerates product development while maintaining high standards of quality, durability, and safety.

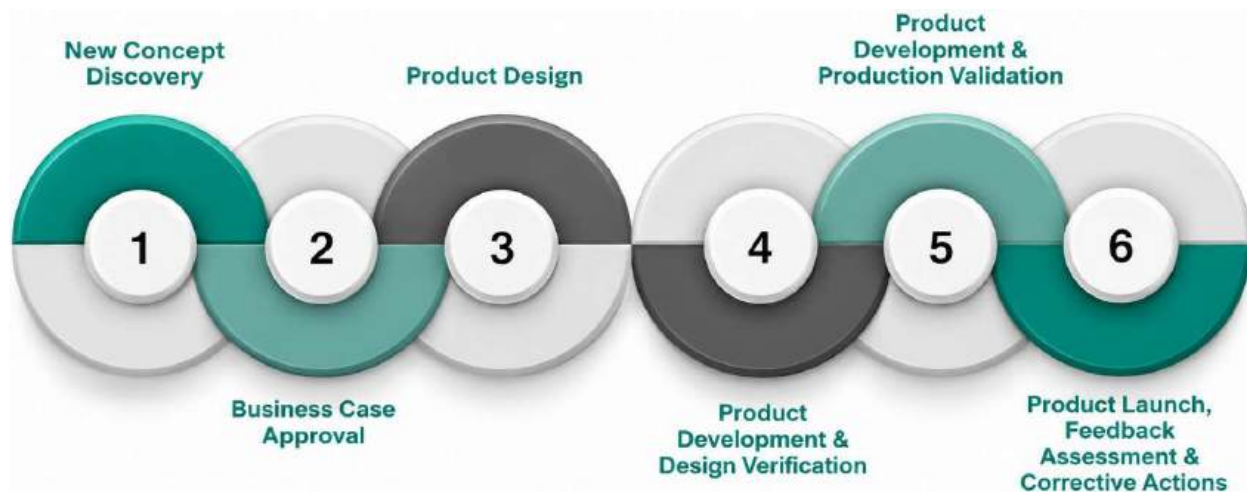
- CAE-driven validation to optimize designs and evaluate performance virtually.
- Dedicated engineering team using advanced tools for linear and non-linear material analysis.
- Integration of CAD, FEA, MBD, CFD, and fatigue analysis for robust product development.
- Reduced prototype requirements and development timelines through simulation-based verification.
- Enhanced product reliability, durability, and safety through virtual testing.
- Data-driven decision-making for faster product optimization and time-to-market.
- Validation
- Our validation capabilities ensure products perform reliably under real-world operating conditions. Leveraging extensive product knowledge and advanced testing infrastructure, we validate designs against demanding service environments to achieve high standards of quality, durability, and reliability.
- Key Validation Capabilities

- Validation under simulated service conditions to verify product performance and reliability.
- Extensive testing infrastructure with 83 custom-built test rigs for diverse applications.
- Programmable test benches capable of simulating environmental, frictional, thermal, and duty-cycle conditions.
- Expertise in engine test-bed validation, fleet validation, and system performance testing.
- Real-world performance assessment to ensure durability, safety, and operational efficiency.
- Validation-driven product development that minimizes field failures and supports continuous improvement.

Program Management

Effective program management enables the efficient and consistent delivery of innovative products across diverse product families. Through a structured Product Lifecycle Management (PLM) framework, we integrate planning, governance, and cross-functional collaboration to ensure timely execution and continuous improvement.

- Integrated APQP processes across product families through a PLM platform.
- Structured stage-gate reviews for quality, risk management, and timely execution.
- Role-based controls and governance mechanisms for project monitoring and change management.
- Centralized project tracking to improve visibility, collaboration, and decision-making.
- Adoption of the Fugler Innovation Process Model with a standardized six-phase development framework.
- Digital tools that support efficient resource utilization, traceability, and continuous improvement.



Customer Stewardship

We actively engage with our customers to understand evolving market trends, emerging business requirements, and customer expectations. These interactions are facilitated through a range of platforms, including training programs, conferences, dealer and supplier meetings, factory visits, and regular customer engagements. Insights gained through these interactions help us continuously improve our products, services, and overall customer experience.

All finished products manufactured across our facilities undergo rigorous testing on test rigs under controlled conditions. Parameters such as temperature, load, and operational constraints are simulated to replicate real-world working environments. These test rigs not only validate product performance and durability but also play a critical role in the design, development, and validation of new products.

Our operations adhere to applicable global standards for the management of hazardous substances, including compliance with the Restriction of Hazardous Substances (RoHS) and Registration, Evaluation, Authorisation and Restriction of Chemicals (REACH) regulations. In addition, we conduct customer satisfaction surveys for our key products and services.

During the reporting period, we achieved 100% compliance with all applicable regulations and voluntary codes relating to product information and labelling, marketing communications, customer health and safety, advertising, promotion and sponsorship, and customer privacy. We are also pleased to report that no complaints related to customer data privacy were received during the year, reflecting the effectiveness of our data protection and privacy management practices.

To strengthen customer experience, we have established a robust complaint management system that enables systematic tracking, monitoring, and resolution of customer grievances. Effective January 2025, all customer complaints and queries are being managed and tracked through our Dealer Management System (DMS) Portal, providing enhanced visibility, accountability, and streamlined resolution processes. Comprehensive training was provided to all end users to ensure effective utilization of the platform.

During the reporting year, we received 517 customer complaints related to commercial and technical issues through the DMS Portal. Of these, 84% were successfully resolved, while the remaining 16% are under active review and pending resolution. We are committed to responding promptly to customer concerns and ensure that every complaint is formally acknowledged within a maximum period of one week from receipt.

Zero

Complaints on Customer Data
Privacy

100%

Compliance with Applicable
Rules & Regulations

Customer Stewardship



Customer Stewardship

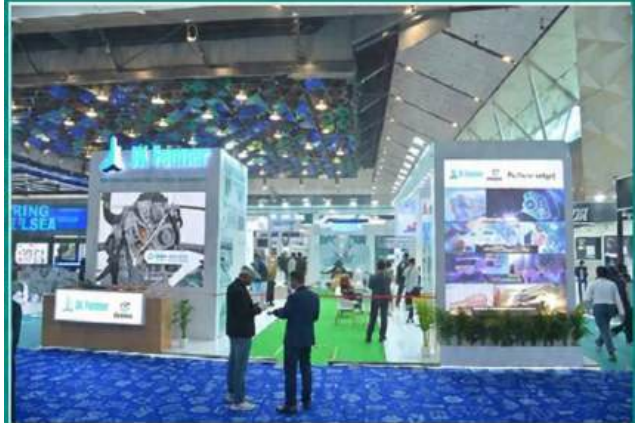
Technology Day at Mahindra



We successfully conducted our second Technology Day at Mahindra as part of our dedicated engagement program with Auto OE customers. The event, hosted at the customer's premises, showcased our latest innovations and product capabilities while enabling meaningful discussions on future technological needs. It served as a strong platform to deepen collaboration, align with evolving customer requirements, and strengthen our strategic partnership with Mahindra through enhanced technical engagement.



ACMA Automechanika, New Delhi



We showcased our comprehensive product portfolio and latest innovations, while engaging with industry leaders, customers, and partners across the automotive ecosystem. We also introduced an AI-powered voice bot at our stall, enhancing customer interaction through an immersive digital experience. The event served as a valuable opportunity to demonstrate our capabilities while gaining insights into evolving market and customer demands, as well as emerging technologies.



Customer Stewardship

ACMA Technology Day - Suzuki



Our Vice Chairman & Managing Director, Vikram Pati Singhania, President of ACMA, inaugurated the Suzuki Tech Day at ICAT, Manesar (Delhi NCR), marking a key milestone in our engagement with Suzuki. We showcased product offerings tailored for the 2-wheeler segment. We discussed collaborations on new product development. The event provided a valuable platform to strengthen collaboration, gain insights into evolving requirements, and further reinforce our partnership with Suzuki.



ACMA Technology Day – Skoda | Volkswagen



We participated in the ACMA-organized Technology Day for Skoda Volkswagen, showcasing our comprehensive product portfolio with a focus on solutions tailored for the passenger vehicle segment. The event provided a valuable platform to engage with key stakeholders, highlight our capabilities, and strengthen our presence in the PV space through meaningful discussions and interactions.



Customer Stewardship

AAPEX Las Vegas 2025



JKF Americas participated in AAPEX Las Vegas 2025, showcasing our product portfolio to global audience. The event provided a valuable platform to engage with international customers, distributors, and industry stakeholders, strengthening relationships and expanding market reach. Through these interactions, we gained key insights into market trends, customer expectations, and emerging aftermarket technologies. These learnings support our ongoing commitment to innovation, customer-centric solutions, and sustainable growth in global markets.



Automechanika, Dubai



From 9th to 11th December 2025, at Automechanika Dubai, JK Fenner showcased its product portfolio to a diverse international aftermarket audience. The platform provided an opportunity to engage with key stakeholders while strengthening distributor networks and enhancing brand visibility across the Middle East aftermarket segment. It also enabled us to identify new business opportunities and expand our regional presence.



CONEXPO, Mexico



From 3rd to 7th March 2026, JKF Americas participated in the Mexico Show, represented by the Export Team, with a focus on strengthening market presence in the Latin American region. The event provided a valuable platform for direct interaction with potential customers and partners, enabling deeper insights into regional market dynamics.





Dealer Birthday Celebration



Dealer Discussion



Ultratech Cement & Mining, Kutch



Market Campaign, Palakkad



Adani Cement, Ametha



Asian Paint Ankleshwar



Hindustan Power, MP

GRI INDEX



JK Fenner (India) Ltd. has reported the information cited in this GRI content index for the period 1st April 2025 - 31st March 2026, with reference to the GRI Standards.

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