



Westlife Foodworld Limited

ESG FACTBOOK

As of March 31, 2026

Preamble

In alignment with our commitment to transparent and comprehensive sustainability reporting, we affirm that all activities consolidated for financial reporting purposes are encompassed within the scope of our sustainability disclosure. This ensures that our reporting accurately reflects the holistic impact of our operations on environmental, social, and governance aspects.

Reporting period and boundary

The ESG Factbook encompasses financial and non-financial performance disclosures of Westlife Foodworld Limited for the reporting period from April 1, 2025, to March 31, 2026. The scope of this report includes WFL and all its subsidiaries unless stated otherwise. It does not include any information pertaining to entities outside the organisation.

GOVERNANCE

Board Type – One-tier system

Particulars	Number of members
Executive Directors	1
Independent Directors	3
Other non-executive Directors	2
Total Board size	6

As on March 31, 2026, we have a one-tier system with 6 Board Members, of which 1 is executive, 3 are independent and 2 are non-executive director. The total size of the Board is 6 members and 50% of our Board is independent.

Board Effectiveness

Minimum Attendance: As per the requirements of Section 174 of the Companies Act 2014, the quorum for a meeting of the Board of Directors of a company shall be one-third of its total strength or two directors, whichever is higher. Westlife Foodworld Limited strictly adheres to these requirements.

However, at Westlife, to ensure better governance, we have established a minimum attendance requirement for board meetings. The threshold is set at 50%, ensuring that all board members actively participate and contribute to discussions and decisions. This requirement helps maintain a quorum, encourages accountability, and supports effective decision-making processes.

Board Election Process

Board members are elected and re-elected on an annual basis	One third of the non-executive directors (other than independent directors) retire every year and their candidature is considered for re-appointment by the shareholders.
Board members are elected individually (as opposed to elected by slate)	Independent Directors are appointed individually by shareholders for a tenure not exceeding 5 years. Executive Directors are appointed for a term as per the individual contracts.

Board Industry Experience

Position	Names	Previous Work Experience
Non-Independent, Non-Executive	Amit Jatia	Amit Jatia, Chairperson of Westlife Foodworld Ltd., has been a pioneering force in India's QSR industry for about three decades. In 1995, at just 28, he entered a 50:50 JV with McDonald's Corporation USA, becoming its youngest global partner and bringing the iconic brand to India. A Business Administration graduate from the University of Southern California, he built a strong framework for McDonald's in India through supply chain localisation, real estate development, and menu innovation. Under his leadership, McDonald's has expanded to 478 restaurants across West and South India with plans to reach 580–630 by FY2028. His achievements have earned him several accolades, including the Indo-American Society's Young Achievers Award (2003).
Non-Independent, Non-Executive	Smita Jatia	Smita Jatia, Vice Chairperson of Westlife Foodworld Ltd., has played a pivotal role in shaping McDonald's into one of India's most loved brands since joining in 1998. Beginning as a marketing leader, she drove iconic campaigns such as "McDonald's, main hai kuch baat" before expanding her leadership across strategy, operations, and HR. She championed initiatives like McCafé and Experience of the Future restaurants, later steering the company as Managing Director. A Commerce graduate from Sydenham College, with executive programmes from Harvard and Hamburger University, Smita also chairs RMHC India, supporting children with cancer. She has been recognised by Forbes Asia's Power Businesswomen and Business Today's Most Powerful Women lists.
Non-Independent, Executive	Akshay Jatia	Akshay Jatia is the President & CEO of Westlife Foodworld Ltd., the master franchisee of McDonald's® restaurants in West & South India. Since joining the company in 2014, he has gained deep cross-functional experience across strategy, operations, marketing, and IT, including a year working in McDonald's restaurants for hands-on learning. Akshay has spearheaded business transformation initiatives such as Experience of the Future restaurants, omnichannel integration with McDelivery, McCafé and McBreakfast, and strategic partnerships with delivery aggregators. Passionate about evolving customer needs and technology, he aspires to transform McDonald's into a leading food-tech company. He holds a B.S. in Finance and International Business from NYU Stern.
Independent Director	Amisha Jain	Amisha Jain, Independent Director at Westlife Foodworld Ltd., is a seasoned leader with 25+ years of experience in technology, consumer, and retail sectors. She is currently the MD and CEO of Arvind Fashions Limited and has previously served as Managing Director for South Asia, the Middle East, Africa and Eastern Europe at Levi Strauss & Co., where she played a key role in driving brand expansion and regional growth. Prior to this, she led the turnaround of Zivame as CEO, transforming it into one of India's fastest growing women's lifestyle brands. An alumna of INSEAD and McKinsey, she has been recognised with several accolades including ET's People-Focused CEO (2024) and "40 under 40" (2015).
Independent Director	Jyotin Mehta	Jyotin Mehta, Independent Director at Westlife Foodworld Ltd., brings over four decades of expertise in finance, governance, risk management, and compliance. A Chartered Accountant (AIR 3), Company Secretary, and Management Accountant, he is a Gold Medallist from the University of Mumbai. He has held senior leadership roles with Voltas, ICICI Group, and Shell Group, and serves as Independent Director and committee chair across companies in the ICICI and M&M Groups, Mafatlal Industries, I G Petrochemicals, and Otis India. Alongside, he mentors senior professionals and teaches at leading institutes including SPJIMR and WeSchool. He is deeply passionate about governance, technology, and customer service.

Independent Director	Rajendra Mariwala	Rajendra Mariwala, Independent Director at Westlife Foodworld Ltd., is the Managing Director of Eternis Fine Chemicals Ltd., one of the world's largest aroma chemical players with manufacturing presence in India and the UK. A Chemical Engineer from Cornell University, he has over 30 years of experience in fragrances and 18 years in specialty chemicals. Under his leadership, Eternis expanded from aroma chemicals for fragrances into cosmetic ingredients through the acquisition of Sharon Personal Care in Israel and Italy. He has been an active member of the Indian Chemical Council, serving as President, and also sits on the Boards of Marico Ltd., Kaya Ltd, among others.
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CEO Compensation - Success Metrics

Mr. Akshay Jatia, President & CEO, has a variable compensation structure that is closely tied to predefined corporate performance indicators. These indicators are designed to align his incentives with the company's strategic goals and financial health.

Central to this is achieving specific financial targets; failing to meet these targets may result in not receiving variable compensation. Sales performance is also a key determinant, driving initiatives for revenue growth and market expansion to ensure competitiveness. Additionally, peer benchmarking further ensures that compensation is competitive and fair by comparing it with industry standards.

By linking Mr. Jatia's variable compensation to these performance indicators, the company ensures that leadership is aligned with its financial objectives and responsive to both internal and external business environments.

Materiality Analysis

Westlife Foodworld Limited (WFL) conducted its first Materiality Assessment in FY2023-24, by engaging with both internal as well as external stakeholder groups to identify the impact that our operations have on business, society as well as the environment.

Based on an independent analysis, we have identified fifteen material topics which have been included in overall strategic decision-making process.

This materiality assessment, aligned with international best practices, is well integrated into our company's ERM process. This integration ensures that the identified material topics are now considered in the company's broader risk management strategy. It allows WFL to manage risks more effectively by addressing the most critical ESG issues and aligning them with the company's strategic objectives.

The materiality assessment conducted evaluates both internal business impacts, such as safe & respectful workplaces, diversity, equity and inclusion, risk management and external impacts on society and the environment, including community impact, supplier practices and regulatory compliance.

Going forward, we plan to review the progress of ESG initiatives within each identified material topic annually.

We followed a structured a five-step approach to conducting our materiality assessment as detailed out in our Integrated Annual Report. The results of the assessment conducted have been critically reviewed and signed off by our Senior Management.

The key topics identified during our assessment have been summarized in the form of materiality matrix as indicated below:



Material Issues for Enterprise Value Creation

Material Issue 1	
Material Risk or Opportunity	Food Safety
Business Case	Food safety has a profound impact on public health, customer trust, and brand reputation. Implementing comprehensive and stringent procedures to guarantee the safety and quality of our food products at every stage of the supply chain is paramount. Any lapses in food safety protocols could lead to severe consequences such as legal liabilities, damage to brand reputation, and loss of customer trust. Hence, ensuring proper food handling and hygiene practices is crucial to prevent contamination and foodborne illnesses.
Business Impact	Risk
Business Strategy	WFL undertakes the following measures to mitigate the food safety risk: • Rigorous food safety protocols are integrated across our operations. This includes menu development, packaging, distribution, and restaurant operations. • We also undertake sensory evaluation of key products on a monthly basis and non-key products on a quarterly basis. • Defect and foreign material detection technology and Real-time food safety and quality management. • 100% Vendors certified for Global Food Safety Initiative (GFSI) recommended standards. • Conducting food safety workshops and training sessions facilitated by trainers authorized by the Food Safety and Standards Authority of India (FSSAI).
Progress	WFL has recorded 0 incidents of food borne illness in FY25-26. The target for FY26 was 0.
Target/Metric	0
Target Year	FY27

Material Issue 2

Material Risk or Opportunity

Human Rights

Business Case

Since the majority of the workforce at Westlife is below 25 years of age, ensuring compliance with human rights standards is essential to avoid exploitation, discrimination, and unethical labor practices. Any failure in upholding these standards could result in a negative impact on stakeholder relationships, ultimately resulting in operational delays, lawsuits, lack of employee satisfaction and adverse reputational impacts.

Business Impact

Risk

Business Strategy

- Westlife promotes and protects human rights through its commitment to zero-tolerance approach.
- WFL also regularly conducts training sessions to educate its employees on various aspects of human rights.
- Regular audits at different levels form a part of the Global Code of Conduct which is applicable across its operations.
- All business agreements and contracts incorporate relevant clauses affirming compliance with applicable regulatory requirements, including those related to human rights.

Progress

WFL has recorded 0 incidents of human rights complaints in FY25-26. The target for FY26 was 0

Target/Metric

0

Target Year

FY27

Material Issue 3

Material Risk or Opportunity

Safe & Respectful Workplaces

Business Case

Creating a harassment-free and inclusive environment is crucial for our employees' well-being and productivity. Upholding respectful behavior standards nurtures a positive organizational culture and enhance employee satisfaction. A safe workplace minimizes accidents and health risks, protecting employees and customers alike whereas respectful interactions promote teamwork and reduce conflicts, enhancing overall efficiency. Failure to maintain a safe and respectful environment could lead to legal liabilities, reputational damage, and operational disruptions.

Business Impact

Risk

Business Strategy

- Conduct regular training sessions on workplace safety, anti-harassment, and inclusivity for all employees, ensuring they understand the importance of a respectful and secure work environment.
- Established transparent and accessible channels for employees to report safety concerns, discrimination, or harassment, with assurances of confidentiality and protection against retaliation.
- Continuously assess workplace conditions, employee feedback, and incident reports to identify areas for improvement

Progress

WFL has recorded 5 incidents of POSH complaint in FY25-26 which is resolved. The target for FY26 was 0

Target/Metric

0

Target Year

FY27

Material Issues for External Stakeholders

Impact 1	
Material Issues for External Stakeholders	Food Safety
Cause of the impact	Products
External stakeholders	Consumers
Topic relevance on external stakeholders	WFL has proactively implemented global food safety and quality best practices to provide customers with delicious, nutritious options that they can trust.
Output metrics	0 incidents of food-borne illness outbreaks associated with our restaurants
Impact valuation	Health costs avoided
Impact metric	WFL conducted a consumer survey through a third-party consultant which included metrics of Food safety where more than 70% of the consumers rated the food to be hygienic and safe.

Impact 2	
Material Issues for External Stakeholders	Diversity, Equity & Inclusion
Cause of the impact	Operations
External stakeholders	Society
Topic relevance on external stakeholders	Westlife's people-centric practices have been integrated with its business objectives, which helps WFL attract top talent, thus creating an edge in QSR segment and resulting in a vibrant and enriching work environment
Output metrics	Ranked among Asia's top 100 Best Large Workplaces by Great Place to Work®
Impact valuation	Increased DEI opportunities WFL has enabled livelihood and income generation opportunities while also improving productivity for disabled employees and women workforce to facilitate inclusion within their workforce.
Impact metric	WFL has witnessed increase in female employees by 3% over FY25 and 6% over FY24.

Risk Management

WFL has a well-defined risk management framework in place. The risk management framework works at various levels across the Company. The Company has a robust organizational structure for managing and reporting of risks. The Company's risk management policies are established to identify and analyze the risks faced by the Company, to set appropriate risk limits and controls and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the company's activities.



Risk Identification

Risk identification is the first and an ever-evolving step towards building a risk profile at WFL. Identification of risk that could impact our operations and business strategy is undertaken through a systematic approach in the form of business & financial reviews, internal & external audits, Statutory and legal compliance changes and assessments, among others.

Risk Assessment and Prioritization

Risk assessment and prioritization at WFL involves identifying potential risks across its operations, evaluating their likelihood and impact, and ranking them based on severity. This process helps focus resources on managing the most critical risks, ensuring business continuity and protecting stakeholder interests.

Risks assessment is carried out following a two-step approach as detailed below:

Likelihood: It refers to the probability of a risk event occurring, considering factors like past occurrences, current trends, and external influences in the QSR segment

Impact: It measures the potential consequences of a risk event on WFL's operations, finances, reputation, and overall business objectives.

Risk Matrix

The risk matrix is a strategic tool used to visually map and assess risks by plotting their likelihood against their impact. Risks are classified as being High, Medium or Low as shown, dependent upon their position on the Risk Matrix. By using the risk matrix, the company can ensure that high-impact, high-likelihood risks are addressed promptly, while lower-priority risks are monitored effectively.

Risk Rating	Criteria
High	Risk Score ≥ 15 and ≤ 28
Medium	Risk score > 9 and < 15
Low	Risk score ≤ 9

Identified Risk 1: Food Safety Risk

- **Likelihood:** The likelihood of food safety issues in the quick-service restaurant industry is moderate to high due to the complexity of supply chains, frequent product handling, and high volume of customer interactions. For WFL, factors such as sourcing from multiple suppliers and maintaining consistent quality across outlets can increase vulnerability.
- **Magnitude:** The impact of food safety incidents can be severe, potentially leading to significant reputational damage, financial losses from lawsuits and fines, and a decline in consumer trust. Furthermore, regulatory non-compliance can result in operational shutdowns and long-term damage to the brand.

Mitigating Actions:

- **Supplier Audits and Standards:** We implement a rigorous supplier audit process to ensure that all ingredients meet strict safety and quality standards. This includes regular inspections and certifications, adherence to local and international food safety regulations, and comprehensive vetting processes for new suppliers.
- **Training and Protocols:** Conduct regular training sessions for staff on food safety protocols, including proper handling, storage, and preparation techniques. Establish clear protocols and checklists to ensure consistent implementation across all outlets.

Identified Risk 2: Data Security & Privacy Risk

- **Likelihood:** Being in B2C segment, we are in receipt of large customer data for operational purposes. The likelihood of data security and privacy breaches is increasing due to the growing digitalization of operations, and the threat landscape is evolving with sophisticated cyber-attacks targeting businesses of all sizes.
- **Magnitude:** Being in QSR industry, a breach in data security can result in substantial loss of customer trust, financial penalties and in some cases legal consequences. The exposure of sensitive customer data can also lead to identity theft and fraud, further magnifying the impact.

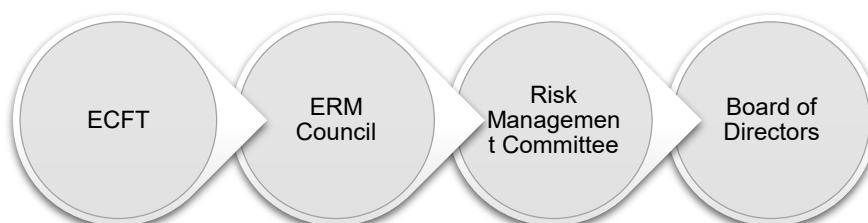
Mitigating Actions:

- **Cybersecurity Framework:** We have developed and implemented a comprehensive cybersecurity framework based on industry's best practices. This includes regular security assessments, penetration testing, and the deployment of advanced threat detection systems.
- **Data Encryption and Access Controls:** Utilize strong encryption methods for data storage and transmission. Implement strict access controls to ensure that only authorized personnel have access to sensitive information, using multi-factor authentication and role-based permissions.

Risk Response Plan

The Risk Management Plan provides a detailed program for risk prevention, risk mitigation and risk management and the operation/working thereof, along with reporting of any new risks. The Risk Management Plan has been established across the organization and is designed to prevent, mitigate and manage risks that affect the company.

Risk Review & Reporting



WFL manages the risk through the ERM Cross Functional Team (ECFT) that comprises of Risk Champions from different functions to coordinate risk management related activities for their respective functions and a convener will be appointed by the ECFT members amongst themselves on a rotational basis to manage cross-functional activities of the ECFT. ECFT reports to the ERM Council that looks after the risk infrastructure & management.

We have also constituted a Risk Management Committee of the Board which is authorized to monitor and review a Risk Management Plan including Cyber Security. As of March 31, 2026, the Committee is chaired by Mr. Rajendra Mariwala, Independent Director. The other members are Mr. Jyotin Mehta, Independent Director and Ms Smita Jatia, Non-Executive Director. Dr Shatadru Sengupta - Company Secretary of the Company and Mr. Shardul Doshi – Chief Financial Officer of the Company, being senior executives, are a part of the Committee.

The Company's Audit Committee oversees how management monitors compliance with the Company's risk management policies and procedures and reviews the adequacy of the risk management framework in relation to the risks faced by the Company. The Audit Committee is assisted in its oversight role by internal audit. Internal audit undertakes both regular and ad hoc reviews of risk management controls and procedures, the results of which are reported to the Audit Committee.

Emerging Risks

Topic 1: Responsible sourcing

Risk Category: Other

Description	Responsible sourcing involves procuring ingredients and materials in a manner that is ethical, sustainable, and socially responsible. For Westlife Foodworld Limited, this means ensuring that the raw materials used in McDonald's restaurants, such as poultry, and packaging materials, are sourced in ways that uphold environmental standards, animal welfare, and fair labour practices. As consumer awareness and expectations around sustainability and ethics increase, responsible sourcing becomes a significant area of focus and potential risk.
Impact	Inadequate responsible sourcing practices can lead to several adverse effects: • Reputational Damage • Consumer Trust and Loyalty • Regulatory and Compliance Risks
Mitigation	To mitigate the risk associated with responsible sourcing, Westlife Foodworld has implemented the following strategies: • Comprehensive due diligence process: To proactively identify and assess potential environmental and social risks, this process includes conducting a thorough background check for each new supplier or contractor and maintaining adherence to Supplier Code of Conduct. • Partnerships: WFL has engaged with various certification bodies such as Marine Stewardship Council, Rainforest Alliance (UTZ) to enhance responsible sourcing efforts Going forward, WFL plans to invest in research and development to identify and adopt new materials, processes, and technologies that can further enhance responsible sourcing efforts.

Topic 2: Consumer Preferences

Risk Category: Other

Description	Consumer preferences are continuously evolving, influenced by factors such as dietary changes, environmental awareness, and lifestyle changes. For Westlife Foodworld Limited, staying aligned with these changing preferences is crucial. Consumers today are more health-conscious, seeking nutritious options, and are increasingly concerned about sustainability and ethical sourcing.
Impact	Failure to adapt to these shifting consumer tastes can lead to decreased to: • Customer satisfaction and loyalty • Sales & Market share. If Westlife Foodworld does not prioritize menu items that reflect these evolving demands, it risks ceding market share to competitors who are more attuned to these consumer trends.
Mitigation	To mitigate this risk, WFL can implement a few strategies: • Menu Innovation: The company is already making strides in food innovation by enhancing nutritional value. For example, Westlife Foodworld has reduced oil content by 40% in their mayonnaise, offers milk-based soft serves, and launched multi-millet buns and protein slices in association with CFTRI. Moving forward, the company plans to further expand the menu to include nutritious options for consumers. • Consumer Feedback: Recognizing that consumers are central to business success, Westlife Foodworld actively seeks and analyzes consumer feedback to understand preferences and emerging trends. This enables the company to make informed adjustments to its offerings, ensuring they remain relevant and appealing to its customer base.

Review of Risk Exposure

Reviewing risk exposure at WFL involves regularly assessing the company's vulnerability to identified risks, considering any changes in the business environment, operations, or market dynamics.

Quarterly reviews, conducted by the Risk Management Committee, which includes Board members and key stakeholders, provide a comprehensive evaluation of risk factors. This is supplemented by an internal and external audit of the risk management process. This continuous process keeps the company informed of its evolving risk landscape, enabling timely adjustments to risk management strategies and ensuring alignment with organizational objectives.

Risk Training

At Westlife Foodworld Limited (WFL), regular risk training sessions are held to ensure employees are equipped to identify and manage potential risks effectively. These sessions keep teams informed of evolving risk scenarios, strengthening their ability to respond and align with the company's risk management strategies. Continuous training fosters a proactive, risk-aware culture, essential for bolstering the company's resilience.

In addition to staff training, WFL provides tailored risk management education to Board members, ensuring they can offer informed oversight. Through presentations, case studies, and interactive discussions, Board members, Risk owners, and Mitigation Plan owners gain insight into the Enterprise Risk Management (ERM) framework and key organizational risks. This helps them make well-informed decisions regarding risk management.

WFL also integrates risk criteria into product and service development by conducting Supply Chain Human Resource Audits (SCHRA) to identify ESG risks across the supply chain. Responding to consumer demands for sustainability, WFL has implemented sustainable packaging and continuously monitors emerging risks and trends to align product innovation with long-term sustainability goals.

Remuneration linked to Code of Conduct

WFL incorporates its Code of Conduct into the employment contracts, making adherence to ethical standards a formal obligation for all employees. This linkage ensures that any complaints lodged against an employee can directly impact their remuneration and appraisal outcomes, with potential consequences ranging from reduced bonuses and withheld promotions to dismissal, depending on the severity of the issue. By embedding these expectations into employment contracts, WFL emphasizes the critical role of integrity and accountability in its organizational culture.

Breaches for FY 2025-26

Type of Breach	Number of breaches
Corruption or Bribery	0
Discrimination or Harassment	5
Conflict of Interest	0
Money Laundering/Insider Trading	0
Customer Privacy Data	0
Cybersecurity/Information Security	0

Policy Influence

Contributions & Other Spending

	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Lobbying, interest representation or similar	0	0	0	0
Local, regional or national political campaigns / organizations / candidates	0	0	0	0
Trade associations or tax-exempt groups (e.g. think tanks)	-	611'240	934'390	702'850
Other (e.g. spending related to ballot measures or referendums)	0	0	0	0
Total contributions and other Spending	0	611'240	934'390	702'850

Largest Contributions & Expenditures

WFL has not made any contributions to or expenditures to political campaigns or organizations, lobbying, tax-exempt entities, or other groups whose role is to influence political campaigns or public policy and legislation in FY26.

Other Large Expenditures

Name of organization, candidate or topic	Type of organization	Total amount paid in FY 2025-26
The Protein Foods and Nutrition Development Association of India (PFNDAI)	Trade association, annual membership fees and research collaboration	INR 183'650
All India Food Processors Association (AIFPA)	Trade association, annual membership fees and research collaboration	INR 283'200
The Retailers Association of India (RAI)	Trade association, annual membership fees and research collaboration	INR 236'000

Supply Chain Management

Supplier ESG Programs

At Westlife, senior management takes charge of overseeing the Supplier ESG Programs to ensure they are effectively implemented. The company regularly reviews its purchasing practices to make sure they align with the Supplier Code of Conduct, avoiding any potential conflicts with ESG standards. If suppliers can't meet the minimum ESG requirements within a set timeframe, they are excluded from future contracts. WFL prefers suppliers who excel in ESG performance, giving them an advantage by factoring ESG criteria into the supplier selection and contract awarding process. To support these efforts, WFL trains its buyers and internal stakeholders, helping everyone understand their roles in maintaining and promoting the company's ESG values across its supply chain.

Supplier Screening, Assessment & Development:

Our supplier assessments draw references from globally accepted standards and frameworks, taking into consideration commodity as well as country specific risks such as fluctuating commodity prices, regulatory compliance, political stability, economic conditions, environmental regulations, labor market dynamics, and local consumer behaviour. They also focus on key ESG aspects such as human rights, business integrity, workplace environment, environmental management, and grievance mechanisms, alongside business relevance parameters such as financial performance, market competitiveness, operational efficiency, risk management and innovation capability.

Westlife Foodworld Limited (WFL) employs a structured methodology for screening all its suppliers through the Supply Chain Human Resource Audit (SCHRA), which promotes global standards within the supply chain. The SCHRA program aids suppliers and facilities in understanding their responsibilities, verifying compliance, and striving for continuous improvement.

The SCHRA program follows a three-step approach:

1. Completion of Annual Self-Assessment Questionnaire
2. Completion of Third-Party Onsite Audit
3. Implementation of Preventive & Corrective Action Plan (as required)

WFL has appointed Supplier Relationship Managers (SRMs) to manage relationships with suppliers and ensure adherence to SCHRA program steps and requirements. Additionally, a dedicated team of program managers executes the SCHRA program daily, handles the administration processes, onboarding suppliers/facilities, providing training support, and regularly reporting on key performance metrics.

Additionally, WFL provides suppliers with access to ESG benchmarks, allowing them to compare their performance against peers and identify areas for improvement. To facilitate the implementation of corrective or improvement actions, WFL offers both remote and on-site support, ensuring suppliers receive the guidance they need to meet ESG standards. Additionally, the company runs in-depth technical support programs aimed at building suppliers' capacity and enhancing their overall ESG performance, fostering a more sustainable and responsible supply chain.

WFL had recorded 100% attendance for their key suppliers in the supplier ESG and SCHRA programmes conducted in 2026.

KPIs for Supplier Assessment and/or Development

WFL's overall audit score consists of two elements, "Color and Number" to determine the severity of findings and the number of findings.

Supplier Screening	FY 2026
Total number of Tier-1 suppliers	78
Total number of significant suppliers in Tier-1	49
% of total spend on significant suppliers in Tier-1	98%
Total number of significant suppliers in non-Tier-1	29

Supplier Assessment	CY 2025
Total number of suppliers assessed via desk assessments/on-site assessments	21
Number of suppliers assessed with substantial actual/potential negative impacts	0
Number of suppliers with substantial actual/potential negative impacts that were terminated	0
Total number of suppliers supported in corrective action plan implementation	0
% of suppliers in capacity building programs	100%

Note: During the year, the observations identified during the audits were appropriately addressed, and no relationships were terminated.

Tax Strategy

Effective Tax Rate

Financial Reporting	FY 2023-24	FY 2024-25	FY 2025-26
Earnings before Tax – INR	958'440'000	130'450'000	396'750'000
Reported Taxes – INR	266'330'000	8'980'000	73'420'000
Cumulative acceptable adjustments	0	0	0
Effective Tax Rate (in %)	28	25	25
Cash Taxes Paid – INR	403'340'000	73'696'000	152'750'000
Cash Tax Rate (in %)	42	56	39

IT Security/ Cybersecurity Governance

At WFL, a formal C-suite designation like Chief Information Security Officer (CISO) does not exist, the responsibility for cybersecurity is assigned to individuals in senior management roles. In this case, the General Manager at WFL is tasked with overseeing the cybersecurity function. The general manager is responsible for managing and protecting the company's information systems and data from cyber threats, even though he does not hold a formal title like CISO.

At WFL, protecting privacy is a top priority across the entire company. The policy applies to all operations, including dealings with suppliers, to make sure data protection measures are followed everywhere. The policy is part of the company's overall risk and compliance management, showing how important it is to their governance. Additionally, we conduct internal and external audits of the privacy policy compliance. WFL has a zero-tolerance approach to breaches, with strict consequences for violations, underscoring their strong commitment to data protection and security.

IT Security/ Cybersecurity Measures

Including information security and cybersecurity in employee performance reviews highlights how important it is for everyone to help protect the company. By making sure employees follow security rules, stay aware of potential threats, and report any incidents, companies create a sense of responsibility and alertness. This strategy not only improves security practices but also makes sure employees know how crucial cybersecurity is in their everyday work, with possible consequences for not following rules acting as a warning against carelessness.

ENVIRONMENT

ESG Training:

WFL trains its employees on how to save energy, water, and reduce waste in their restaurants. This training includes raising awareness on efficient use of kitchen equipment, water conservation techniques, and waste segregation to minimize environmental impact. By doing so, the company encourages eco-friendly practices and aims to reduce its impact on the environment.

Packaging:

We are committed to accelerating solutions that reduce waste and transition to more sustainable packaging. Recognizing our significant opportunity and responsibility, we strive to use materials and natural resources efficiently, from sourcing and design to end-of-life management. Our goal is to implement various tools to drive progress and advance a more circular economy, including improving recycling and repurposing rates for guest packaging, making it easier for customers to recycle where infrastructure exists, and reducing waste from our restaurants.

Examples of actions we are taking to help achieve our ambitions include:

- Elimination of 100% single-use plastics in customer-facing packaging, replacing them with materials like wood, PLA, and paper
- Using 100% Forest Stewardship Council® (FSC®) certified paper for packaging as a part of our responsible business conduct practices
- Complete transition from conventional packaging materials to paper and biodegradable alternatives such as corn starch-based products.
- Collaborating with waste management companies, suppliers, and other brands to overcome barriers to guest packaging recycling or composting.
- Working with suppliers to optimize packaging for recycling, where feasible.
- Using on-packaging labeling, consistent with applicable laws, to facilitate easier recycling and disposal choices for guests.
- Creating demand for recycled materials by sourcing more recycled content for use in our packaging.
- Utilizing transport logistics companies to help us efficiently collect recyclables from restaurants.

Packaging Materials	Coverage (% of cost of goods sold)	Total Weight (metric tons)	Recycled and/or Certified Material (% of total weight)	Target 2025 (% of total weight)
Wood/Paper fiber packaging	100%	3015 MT	100%	100%
Metal (e.g. aluminum or steel) packaging	100%	0	NA	NA
Glass packaging	100%	0	NA	NA

Plastic Packaging	FY2023	FY2024	FY2025	FY2026	Target for FY2026
Total weight (tons) of all plastic packaging	166	176	205	194	200
Percentage of recyclable plastic packaging (as a % of the total weight of all plastic packaging)	58%	52%	52%	52%	50%
Percentage of compostable plastic packaging (as a % of the total weight of all plastic packaging)	23%	20%	24%	26%	20%
Percentage of recycled content within your plastic packaging (as a % of the total weight of all plastic packaging)	0	0	0	0	-
Coverage (as a % of cost of goods sold)	100%	100%	100%	100%	-

Food Loss & Waste Commitment:

At WFL, reducing food loss and waste is a key part of our commitment to sustainability. We aim to reduce our environmental impact and improve efficiency through targeted efforts. Our plan focuses on measuring waste, reducing it, and working with partners to make a positive difference by:

1. **Measurement Programs:** WFL has established a system to measure food loss and waste across all operations by implementing real-time monitoring tools to track and analyze raw waste data at each store.
2. **Reduction Initiatives:** The company has also set programs to minimize food loss and waste, including improved inventory management, clear labelling practices (tidy man logo) and training to the crew members.
3. **Measurable Targets:** WFL sets store-specific annual targets to reduce raw food wastage year-over-year. The performance is then tracked and assessed against these targets at every store.
4. **Alternative Uses:** WFL has programs to repurpose food loss and waste, such as recycling 99% of discarded cooking oil by converting it to biodiesel
5. **Collaborative Efforts:** We also engage with supply chain partners to enhance efficiency and reduce waste throughout the value chain and to implement best practices and innovative solutions. One such example is through Supplier ESG program conducted this year wherein we recorded maximum participation.

Biodiversity & No Deforestation Commitment:

Westlife is committed to eliminating deforestation and conserving biodiversity across its supply chain while adhering to national laws in India. This commitment extends to all operations and supplier relationships, aiming to achieve several key objectives such as preventing deforestation, respecting human rights, securing community consent for land use, verifying the origins of raw materials, and ensuring supplier compliance with these standards.

WFL strives to build a responsible ecosystem by actively engaging with suppliers and partners to promote conservation of natural resources. This involves educating stakeholders about avoiding operations near areas of significant biodiversity. WFL demonstrates its commitment by sourcing certified sustainable palm oil, coffee, poultry, and packaging materials.

The responsibility for implementing these initiatives lies with WFL's commercial and quality teams, under the oversight of senior management.

SOCIAL

Workforce Details

Workforce Breakdown: Gender

Diversity Indicator	Female (%)
Total Workforce	42%
Senior Positions	17%
Management Positions	23%
Junior Positions	45%

WFL does not have any employee classified under STEM generating functions due to the nature of its business operations.

Workforce Breakdown: Race/Ethnicity or Nationality

All employees at Westlife Foodworld Limited are Indian nationals and belong to the South Asian ethnicity.

Gender Pay Indicators

Employee Level	Average Women Salary	Average Men Salary
Executive level (base salary only)	8'476'650	9'340'209
Executive level (base salary + other cash incentives)	10'277'422	11'466'788
Management level (base salary only)	1'256'664	925'536
Management level (base salary + other cash incentives)	1'388'782	995'691
Non-management level (base salary only)	243'840	248'373

Indicator	Difference between men and women employees (%)
Mean Gender Pay Gap	25%
Median Gender Pay Gap	2%

Freedom of Association

% of employees represented by an independent trade union or covered by collective bargaining agreements	Nil. We respect the rights and freedom of employees to associate (or not to associate) and collective bargain. We engage in constructive dialogue with employee representatives and uphold the principles of freedom of association and collective bargaining
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Training & Development Inputs

	Senior Management	Middle Management	Junior Management	Male	Female	Total
Average hours per FTE of training and development	10 hours	7 hours	7 hours	7 hours	7 hours	7 hours
Average amount spent per FTE on training and development						INR 4,107*

Note: *The average amount spent on training and development is inclusive of the cost of wages for corporate trainers.

Employee Development Programs

Program 1	
Name & Description of the Program	Leading Great Restaurants
Description of program objective/business benefits	The objective of the program is to enhance the strategic and operational capabilities of restaurant leaders. It aims to develop their business visioning skills while refining coaching techniques to mentor and motivate their teams effectively. Additionally, it emphasizes the importance of robust team management strategies to foster a collaborative and productive work environment. It also provides them with the opportunity to become Restaurant General Manager to run effective and profitable restaurants
Quantitative impact of business benefits (monetary or non-monetary)	- Leadership /succession pipeline for larger roles in the organization - Enhanced Productivity
% of FTEs participating in the program	4%

Program 2	
Name & Description of the Program	Shift Leadership Program
Description of program objective/business benefits	The objective of the program is to enhance the competencies of shift leaders in key operational areas. It aims to equip them with the skills needed to prioritize and elevate customer experience, ensuring satisfaction and repeat business. The program focuses on maintaining and improving product quality, which is critical for brand reputation and customer loyalty. Additionally, it seeks to refine shift management capabilities, enabling leaders to efficiently oversee daily operations and staff performance.
Quantitative impact of business benefits (monetary or non-monetary)	- Increased customer satisfaction - Improved Store Ratings
% of FTEs participating in the program	21%

Hiring

	FY 2023-24	FY 2024-25	FY 2025-26
Total number of new employee hires	5'894	7'312	6'182
Average hiring cost/ FTE (Currency: INR)	2'248	609	583

Note: All the employees that were hired during the reporting period are of Indian nationality and belongs to South Asian ethnicity.

Employee Turnover Rate

	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Total employee turnover rate	62%	67%	64%	67%
Voluntary employee turnover rate	62%	67%	64%	64%
Data coverage (as % of all FTEs globally)	100%	100%	100%	100%

Performance evaluation

Westlife fosters a high-performance culture through clear goals, measurable metrics, ongoing feedback, agile conversations, and open dialogue. Its Performance Management System, based on the Balanced Scorecard and McDonald's BEST framework, ensures structured evaluations. Store management receives monthly reviews with documented feedback, while annual appraisals include a mid-year talent review for comprehensive performance and development assessment.

Long-Term Incentives for Employees

The type of long-term incentive program and the type of employees below the senior management level the program applies to	Our long-term incentives for employees below the senior management level are on average paid out after	Please report the percentage of your workforce below senior management level (max. two levels from the CEO) that this program applies to
Type of long-term incentive program: 1. Stock Options Eligible employees: 1. All Permanent employee of the Company and the subsidiaries who has been working in India or outside India	1 years	100% of our employees

Employee Support Programs

Westlife is dedicated to developing a skilled workforce by promoting on-the-job experiential training. This approach not only nurtures talent but also supports economic growth, emphasizing our role in fostering future professionals. Given that most of our crew members are below 25 years of age, such as college students, Westlife offers opportunities for permanent employees to work on a part-time and flexible basis, accommodating their educational and personal commitments.

In addition to our training programs, Westlife has established a dedicated childcare facility within our store premises. This facility allows parents to drop off their children with qualified caregivers during working hours, providing peace of mind and enabling them to focus on their work. This initiative underscores our commitment to supporting the well-being of our employees and creating a family-friendly work environment.

Occupational Health & Safety

WFL conducts internal audits every quarter at the store level to track various key performance indicators (KPIs) which helps identify any health-related hazards and ensure operational safety and efficiency. These audits prioritize and integrate action plans with clear, quantified targets to address identified risks, ensuring that steps are taken to mitigate potential threats effectively.

Customer Relations

Online Revenues

	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Target for FY26
% of revenues generated online (e.g. through direct sales, advertising, etc.)	57%	67%	75%	76%	70%

Customer Satisfaction Measurement

Satisfaction Measurement	Unit	FY2022-23	FY2023-24	FY2024-25	FY2025-26	Target for FY26
Satisfaction Measurement*	% of satisfied customers	-	78%	86%	86%	85%
Data coverage	% of Customers	-	100%	100%	100%	100%

Note: *This is calculated basis the ratings that we have received on Play store, App store and the feedback form filled in by walk-in customers.

Brand Management Metrics

As part of our commitment to understanding consumer preferences, we conducted a consumer survey evaluating key brand parameters including factors such as hygiene, safety, quality, affordability, comfort, good value for money, variety, and order convenience.

The survey consisting of 20+ parameters (equal weightage assigned to each) revealed that, around 75% of consumers agree that WFL has **“Good quality of food and follows Safe and Hygienic food practices”**. These KPIs reflect strong consumer approval and indicate that our efforts to maintain high standards in safety, quality, and hygiene resonate positively with our customers.

- **Quality:** Assess the overall satisfaction and perception of our products in terms of taste, freshness, consistency, and nutritional value. This indicator measures whether customers find the products to be of high quality, meeting or exceeding their expectations.
- **Safety:** Reflects the measures we have implemented to ensure the well-being of customers. This includes rigorous standards for food safety, adherence to hygiene practices, and effective quality control processes throughout the supply chain. Ensuring that products are free from contaminants and allergens is a top priority. The high score in this KPI demonstrates the brand’s commitment to consumer health and safety, aligning with industry regulations and best practices.
- **Hygiene:** Focuses on the cleanliness and sanitation practices within our operations. This includes the hygiene of facilities, equipment, and personnel involved in food preparation, packaging, and delivery processes. High hygiene standards are essential to prevent contamination and ensure that customers receive safe products.

Westlife Foodworld Limited remains dedicated to continuously enhancing these aspects to meet evolving consumer expectations and uphold our brand reputation.