



Imagine Build Sustain

DLF Cyber City Developers Limited
Sustainability Report 2025-26





DLF

DLF | INNOVATION

INSIDE THE REPORT.

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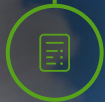
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01

REPORT OVERVIEW





About the Report



We are pleased to present our second Sustainability Report for the financial year 2025–26. The report outlines our structured approach to present our sustainability journey and sheds light on how we have integrated sustainability into our policies, operations, and employee practices. We are aware of the environmental impact of our operations. We intend to highlight our progress against the commitments towards sustaining a sustainable ecosystem. We have taken immense care to ensure that all the facts provided in this report are true to our knowledge and in accordance with best practices.

The theme of our report remains, **‘Imagine, Build, Sustain’**, showcasing our continued ambition and progress on our vision to sustain green growth. The theme encompasses envisioning innovative and sustainable designs for future generations, constructing projects with a focus on quality and environmental responsibility, and ensuring their longevity through eco-friendly practices. This theme reflects our commitment to creating high quality developments that benefit both people and the planet.

Reporting Period

The sustainability report covers financial and non-financial data disclosures from April 1st, 2025, to March 31st, 2026. Comparative figures from the past one to two years have been incorporated to provide a comprehensive perspective.

Reporting Boundary

The reporting boundary encompasses all quantitative and qualitative information for the entire DLF Cyber City Developers Limited (DCCDL) portfolio for FY26. During the reporting period, one previously reported asset (the Kolkata property) was divested and is therefore no longer part of the portfolio. Additionally, DT4 Gurugram and DT3 Taramani Chennai, which were under construction in the previous year, have become operational during the current reporting period. As a result, the total number of operational buildings becomes 28. In the under-construction category, six buildings were reported in the previous year. With the transition of DT4 Gurgaon and DT3 Taramani Chennai to the operational portfolio, the number of buildings under construction now stands at four. Consequently, the total number of buildings covered under the reporting boundary has reduced from 33 in the previous year to 32 buildings in the current reporting period. A detailed list of assets included within the reporting boundary is provided in the Operational and Geographical Portfolio chapter.

Reporting Frameworks

The report has been prepared in reference to the standards and requirements of Global Reporting Initiative (GRI) and indicators from Global Real Estate Sustainability Benchmark (GRESB).

Materiality Determination

The report highlights the key material issues of DCCDL along with the targets and progress against each KPI. Furthermore, the report incorporates relevant issues which hold importance for our stakeholders and our methods of addressing those issues. We assess material issues affecting our long-term value creation, integrating stakeholder insights, business priorities, and emerging risks. Aligned with GRI Standards 2021, our materiality process ensures transparency and accountability.



This Report presents balanced, objective information on key matters influencing DCCDL’s ESG value creation journey.

Accountability Statement

The sustainability report has been reviewed by the senior leadership of DCCDL, including the Vice Chairman & Managing Director, Mr. Sriram Khattar. The review ensures that the report delivers a fair, balanced, and comprehensive view of our sustainability performance, aligned with our business ambition.

Assurance Statement

Authenticity of the data and systems disclosed in our report has been assured by SGS India Private Limited, an independent third-party assurance provider. This assurance has been conducted in accordance with International Standard on Assurance Engagements (ISAE) 3000 (Revised) and ISAE 3410. **Please click to view the assurance statement.**

Forward-looking Statements

This Sustainability Report FY 2025-26 includes forward-looking statements that reflect our objectives, projections, estimates, and expectations. These statements are identified by terms such as ‘may’, ‘believe’, ‘outlook’, ‘plan’, ‘anticipate’, ‘continue’, ‘estimate’, ‘expect’, ‘aim’, ‘ambition’, ‘intends’, ‘will’, ‘would’, ‘undertakes’, ‘contemplates’, ‘seeks to’, ‘objective’, ‘goal’, ‘projects’, ‘should’ and similar expressions. Such statements are dependent on projections and trends and constitute our current expectations based on reasonable assumptions and current business trends. However, the actual results might differ from those expressed or implied in such forward-looking statements, due to risks and uncertainties, and other external factors.

All queries pertaining to this report shall be directed to Ms. Aarti Dhar

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02

Leadership
Message



Leadership Message

“ Building India’s Future Through Climate Responsibility, Innovation, and Sustainable Infrastructure

As India accelerates into a phase of unprecedented economic expansion, driven by large-scale infrastructure investments, global business, and a renewed focus on sustainable urbanization, DCCDL continues to play a pivotal role in shaping the nation’s growth trajectory. Our commercial hubs remain at the heart of India’s knowledge economy, enabling high-value job creation, promoting global collaboration, and strengthening the country’s competitiveness on the world stage.

The past year has marked a significant milestone in our ESG journey. DCCDL earned the prestigious title of Global Sector Leader in the Development Benchmark in the 2025 GRESB Real Estate Assessment, a recognition that reflects the maturity of our governance systems, our disciplined environmental performance, and the strength of our long-term sustainability roadmap. Adding to this achievement, DLF Offices has become the world’s largest WiredScore Platinum–certified portfolio, reaffirming our leadership in delivering technologically advanced, digitally resilient, and highly connected workplaces for global occupiers. In addition, we continue to seek validation through globally recognized certifications from the USGBC, covering green building performance, water efficiency, and waste management. These certifications reaffirm our sustained commitment to developing and operating sustainable, high-performance buildings.



Our Commitment to Net Zero

Our journey toward Net Zero remains a central pillar of DCCDL’s strategic agenda. Over the past year, we continued to elevate the energy efficiency of our assets, expand the share of



renewable power purchased across our portfolio, and reduce operational emissions through advanced building technologies. Three of our developments already operate with a high proportion of green power, reflecting the direction set in previous years. Assets such as DLF Cyber City Chennai, Hyderabad and Mall of India Noida operates on 85%, 100% and 50% green power respectively.

Embedding Climate Governance in Strategy

Our climate ambition is enabled by strong climate governance, with sustainability oversight firmly embedded within leadership structures and operational processes. As we build on the governance practices described in previous years’ disclosures, which emphasized senior-level sustainability review and transparent reporting. Our Board and management continue to integrate climate risks, resilience planning, and transition pathways into business decisions. This ensures that our strategy remains aligned with global frameworks, investor expectations, and India’s national commitments on climate action.

Integrated Performance Across Environment, People, and Communities

Our sustainability performance continues to strengthen across environmental and social dimensions. This year’s report will capture DCCDL’s progress across key metrics, including energy consumption, water use and recycling, GHG emissions, waste diversion, and employee and community development indicators as part of our holistic approach to transparent and responsible reporting.



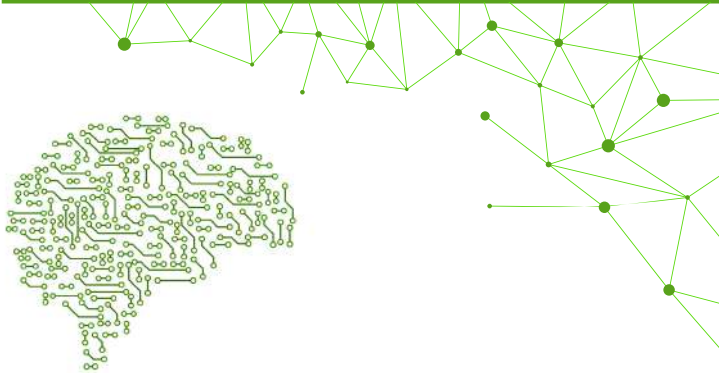
Building on the foundation established in the previous reporting year, where the portfolio achieved meaningful efficiency outcomes and maintained high ratings across certified systems such as LEED Platinum, LEED Zero Water, and LEED Zero Energy, we continue to enhance measures that reflect resource stewardship and operational excellence.

Our water management initiatives, supported previously by recognitions such as the GEEF WaterTech Award, will continue to guide our efforts in maximizing reuse and improving performance across assets. Likewise, our waste management strategy remains aligned with industry-leading practices, building on past achievements where more than 99% of non-hazardous waste was diverted from disposal. The company continues to prioritize low-carbon alternative construction materials produced from industrial by-products, further lowering its environmental footprint.

Social performance remains equally critical. Guided by our strong focus on health, safety, and people-centric design, our initiatives focused on employee wellbeing, training and development, diversity initiatives, and community investments, building on the notable safety achievement from last year when DCCDL recorded zero work-related injuries across its operations. During FY26, 86% of employees were trained on Health & Safety parameters.

excellence. Across our expanding portfolio, strengthened by world-class certifications, growing green power adoption, and robust climate governance, we remain focused on creating value that is resilient, inclusive, and aligned with the needs of future generations. Together with our employees, partners, and stakeholders, we will continue driving forward India's sustainability vision and shaping commercial destinations that serve as catalysts for long-term economic and environmental progress.

Sriram Khattar
Vice Chairman & Managing Director
DLF Cyber City Developers Limited



A Future Built on Resilience, Technology, and Sustainability

As India continues to evolve into a global hub for business and innovation, DCCDL remains committed to developing future-ready workplaces that combine sustainable design, advanced technology, and operational



03

Corporate Portrait





About DLF Cyber City Developers Limited



DLF is India's leading real estate developer and has more than seven decades of track record of sustained growth, customer satisfaction, and innovation. DLF is primarily engaged in the business of the development and leasing of commercial and retail properties (the "Rental Business") and the development and sale of residential properties (the "Development Business").

DCCDL is one of India's foremost real estate platforms, focused on the development, ownership, and management of premium commercial and retail assets. Built on the legacy of the DLF Group, DCCDL combines over seven decades of real estate excellence with a strong commitment to innovation, quality, sustainability, and operational integrity.

As a pioneering force in India's commercial real estate sector, DCCDL manages a large, high-quality portfolio comprising office districts, IT parks, mixed-use destinations, and retail centres across key metropolitan regions including Gurugram, Chennai, Hyderabad, Chandigarh, and Noida. Its operational portfolio

spans 44.33 Mn. Sq. Ft., with commercial offices spanning across 40.8 Mn. Sq. Ft. and Retail for approx. 4 Mn. Sq. Ft. and 11.17 Mn. Sq. Ft. is under construction. Supported by a strong pipeline of future development potential across licensed and freehold land banks in multiple cities, the Company continues to contribute its growth trajectory in line with the nation's infrastructural commitments and strategies.


DCCDL is structured as a rental-focused platform encompassing both commercial offices and retail assets. The company operates through a strategic partnership established in 2017 between DLF Limited and Reco Diamond Private Limited, owned by the Government of Singapore Investment Corporation ('GIC'), Singapore's sovereign wealth fund, where GIC holds a one-third stake in the consolidated rental business. This long-term collaboration reinforces the platform's financial strength, governance maturity, and readiness to scale sustainably across India's rapidly growing commercial real estate landscape.

With a robust credit profile including the highest possible AAA ratings from leading agencies such as CRISIL Ratings Limited and ICRA Limited, DCCDL continues to maintain strong fundamentals and resilience, enabling it to pursue disciplined growth while upholding industry-leading standards of sustainability, safety, and customer experience.



DCCDL’s operational rental portfolio of 44.28 Mn. Sf. Ft. is U.S. Green Building Council (USGBC) LEED Platinum certified and has 32 LEED Zero Water Certified projects, making it a global leader. Additionally, the British Safety Council awarded DCCDL 20 Swords of Honour in 2025. DCCDL possesses a high-quality land bank and has created integrated ecosystems offering superior products, leading to significant value creation for all stakeholders. DCCDL is contributing to the cause of sustainability in its own humble way. Our sustainability and ESG best practices are recognized globally. Sustainability is a way of life at DCCDL, and it has achieved numerous accreditations to stamp its authority as the most sustainable office space globally.

- 

USGBC LEED Platinum certification for 98.4%
- 

USGBC LEED Platinum for Cities and Communities for DLF Cyber City Gurugram and DLF Cyber City Chennai
- 

USGBC LEED Zero water certifications for most of our buildings
- 

USGBC LEED Zero waste certifications for workspaces, making it a leader globally
- 

GRESB awarded Green Star and 5 Stars rating in the Standing Investment and Development portfolio, and Global Sector Leaders in Development
- 

WiredScore platinum certification for the entire commercial portfolio and is among the world’s best connected- workspaces

Key Business Priorities

DCCDL’s business strategy is anchored in delivering sustained value for stakeholders while driving India’s growth story through climate-responsive, technologically advanced, and world-class developments.

Our priorities reflect our long-term vision to remain the country’s leading commercial real estate platform. Our commitment to driving sustainable growth and maximizing stakeholder value is underpinned by a strategic focus on key value creation levers.

The six levers include optimizing operational efficiencies, leveraging technological advancements, and enhancing our portfolio through strategic developments. Our identified plan of action is designed to capitalize on these levers, ensuring robust financial performance, increased market competitiveness, and long-term resilience. By aligning our initiatives with these strategic priorities, we aim to deliver exceptional value to our shareholders, customers, and communities.

- 1**

Sustained Leadership in Premium Commercial Real Estate
- 2**

Driving Competitive and Profitable Growth
- 3**

Enhancing Value Creation Levers
- 4**

Commitment to Sustainability and Climate Leadership
- 5**

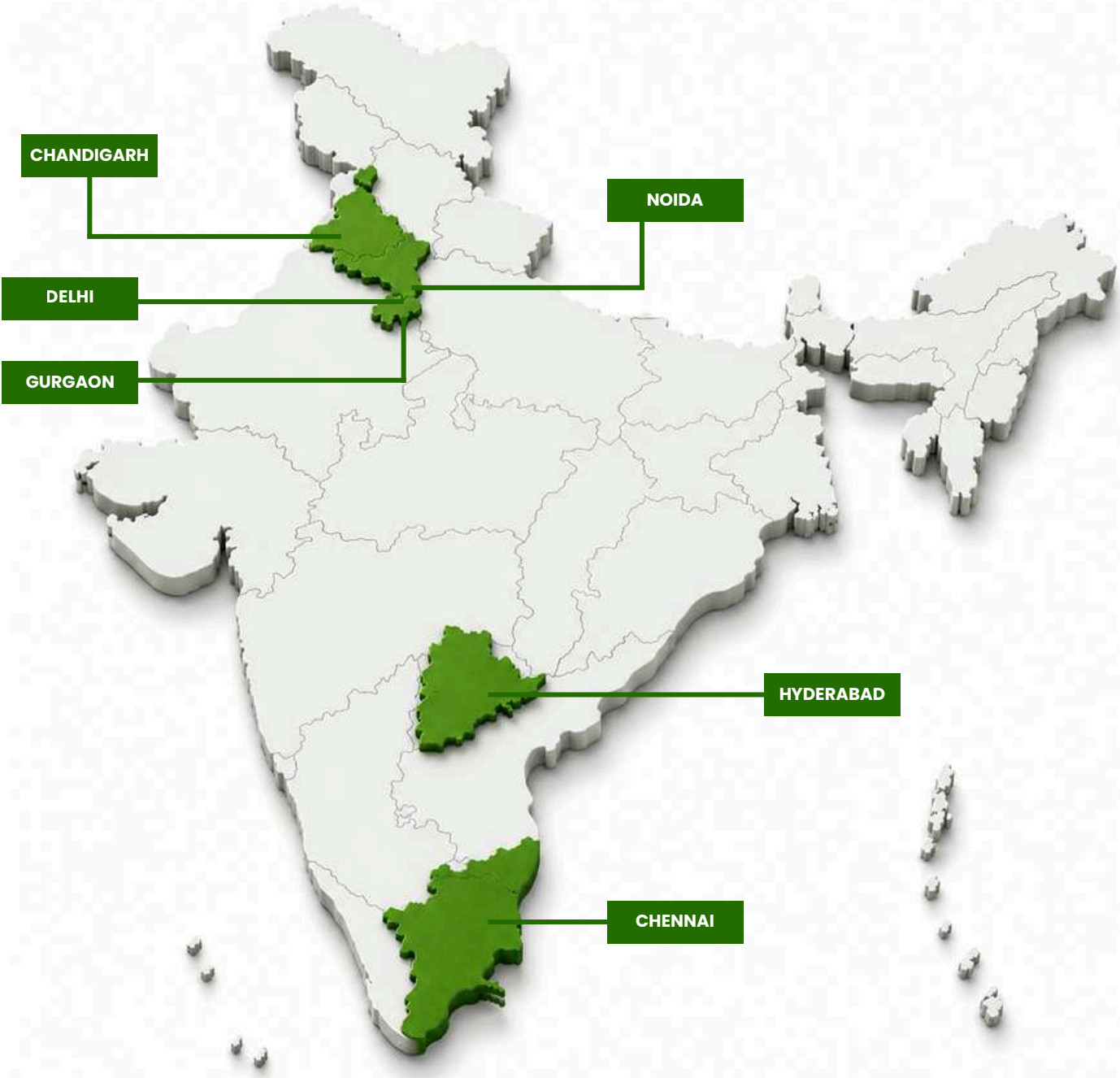
Enhancing Governance, Ethics, and Risk Management
- 6**

Excellence in Customer & Tenant Experience



Operations and Geographic Portfolio

Our philosophy embodies innovation, sustainability, strong leadership and excellence within the real estate industry. Each of our developments seamlessly integrates 78 years of legacy of trust and excellence with a steadfast commitment to cutting-edge design and technology.



Disclaimer: This is not a political map of India, used here for illustrative purposes only and not to scale. The boundaries, names and designations shown on this map are indicative and do not imply





Sr No.	Building Name	Asset Size in Sq. Ft.	Cluster
OPERATIONAL ASSETS - 44,335,099 Sq. Ft.			
1	Building 1 - DLF Forum	14,866,789	DLF Cyber City Gurugram
2	Building 2 - DLF Cyber Green		
3	Building 3 - Infinity		
4	Building 5 - Epitome		
5	Building 6		
6	Building 7A		
7	Building 7B		
8	Building 8		
9	Building 9A		
10	Building 9B		
11	Building 10		
12	Building 14 - DLF iQ		
13	World Tech Park (SEZ Silokhera)	2,199,787	Gurugram
14	DLF Cyber HUB	519,525	
15	DLF Cyber Park	2,898,285	
16	DLF Downtown 2,3	1,678,196	
17	DLF Downtown 4	1,998,805	
18	One Horizon Centre	824,276	
19	DLF Avenue	520,675	New Delhi
20	DLF Promenade	481,648	
21	DLF Emporio	305,760	
22	DLF Cyber City Chennai	8,401,086	Chennai
23	DLF Downtown Chennai 1, 2	2,315,445	
24	DLF Downtown Chennai 3	1,130,067	
25	DLF IT Park Chandigarh	741,337	Chandigarh
26	DLF City Center	187,401	Noida
27	DLF Mall of India Noida	1,968,354	
28	DLF Cyber City Hyderabad	3,297,665	Hyderabad
UNDER CONSTRUCTION - 11,064,989 Sq. Ft.			
29	DLF Downtown 7 Gurugram	2,416,526	Gurugram
30	DLF Downtown 5, 6 & 8 Gurugram	3,243,913	
31	Mall of India Gurugram	1,901,143	
32	DLF Downtown 4&5 Chennai	3,613,407	Chennai

The total asset size of DCCDL, including both operational and under-construction assets, sums up to 55,400,088 sq. ft.



Awards and Accolades



Our portfolio continued to attract wide recognition across sustainability leadership, green building performance, digital connectivity, safety, and destination retail.

Over the past year, independent industry bodies and global benchmarks acknowledged the quality of our developments and the rigor of our ESG practices.



Digital readiness and connectivity

This year reinforced our technology leadership in workplace infrastructure. **DLF Offices is now the world's largest WiredScore Platinum-certified portfolio**, signaling best-in-class digital resilience, connectivity, and occupier experience across our campuses.



GRESB Global Sector Leader (Development Benchmark), 2025

DCCDL has been recognized as the Global Sector Leader in the Development Benchmark and achieved Green Star and 5 Star rating in Standing Investment and Development portfolio in the 2025 GRESB Real Estate Assessment, marking a major milestone in our ESG journey and spotlighting our governance, design standards, and performance outcomes as among the best globally.



Global sustainability leadership and green performance

DCCDL's long-term ESG roadmap was affirmed through multiple recognitions across our office districts and mixed-use assets. Building on last year's momentum, when our properties consolidated top-tier green credentials such as **LEED Platinum, LEED Zero Water, and LEED Zero Waste** across the portfolio, we further strengthened performance standards in energy, water, waste, and occupant well-being.



Water stewardship

Our ongoing focus on circular water management and reuse earned external appreciation, reinforcing earlier recognition such as the **GEEF Global WaterTech Award for Water Efficiency Management Company of the Year**, and underscoring the consistency of our outcomes across assets.



Project excellence and placemaking

Flagship developments across Gurugram and Chennai continued to be showcased at leading real estate forums with project-level honors during the year, building on the prior cycle's accolades for **DLF Downtown Gurugram and DLF Downtown Chennai**. These distinctions highlight the depth of our design, engineering, and operational excellence from construction through operations.





Safety and operations

Our approach to health and safety, supported by system certifications such as ISO 9001, ISO 14001, ISO 45001, and British Safety Council Swords of Honour continued to be validated by international bodies reflecting a culture that prioritizes people and process discipline across the portfolio.





Building Certifications

Sr No	Building Name	Location	British Sword of Honor	LEED Platinum	LEED Zero Water	True Platinum	LEED Zero Waste	Wire-score	WELL HSR	LEED Zero Energy	BEE Certificate
1	Building 1 - DLF Forum	DLF Cyber City, Gurugram	✓	✓	✓	✓	✓	✓	✓		
2	Building 2 - DLF Cyber Green		✓	✓	✓	✓	✓	✓	✓		✓
3	Building 3 - Infinity		✓	✓	✓	✓	✓	✓	✓		✓
4	Building 5 - Epitome		✓	✓	✓	✓	✓	✓	✓		✓
5	Building 6		✓	✓	✓	✓	✓	✓	✓		✓
6	Building 7A		✓	✓	✓	✓	✓	✓	✓		
7	Building 7B		✓	✓	✓	✓	✓	✓	✓		
8	Building 8		✓	✓	✓	✓	✓	✓	✓		
9	Building 9A		✓	✓	✓	✓	✓	✓	✓		✓
10	Building 9B		✓	✓	✓	✓	✓	✓	✓		✓
11	Building 10		✓	✓	✓	✓	✓	✓	✓		✓
12	Building 14 - DLF iQ		✓	✓	✓	✓	✓	✓	✓		✓
13	World Tech Park (SEZ, Silokhera)	Gurugram	✓	✓	✓	✓	✓	✓	✓		✓
14	DLF Cyber HUB		✓						✓		
15	DLF Cyber Park		✓	✓	✓	✓	✓	✓	✓		✓
16	DLF Downtown 2,3 & 4		✓	✓		✓	✓	✓	✓		
17	One Horizon Centre		✓	✓	✓	✓	✓	✓	✓		✓
18	DLF Avenue	New Delhi	✓	✓	✓	✓	✓	NA	✓		





Sr No	Building Name	Location	British Sword of Honor	LEED Platinum	LEED Zero Water	True Platinum	LEED Zero Waste	Wire-score	WELL HSR	LEED Zero Energy	BEE Certificate
19	DLF Promenade	New Delhi						NA			
20	DLF Emporio							NA			
21	DLF Cyber City Chennai	Chennai									
22	DLF Downtown Chennai 1, 2 & 3										
23	DLF IT Park Chandigarh	Chandigarh									
24	DLF City Centre							NA			
25	DLF Mall of India Noida	Noida						NA			
26	DLF Cyber City Hyderabad	Hyderabad									
UNDER CONSTRUCTION											
27	DLF Downtown 7 Gurugram	Gurugram									
28	DLF Downtown 5, 6 & 8 Gurugram										
29	Mall of India Gurugram										
30	DLF Downtown 4&5 Chennai	Chennai									





Affiliations and Collaborations

DCCDL continues to strengthen its network of partnerships and industry associations, recognizing that collaboration is essential for driving innovation, improving standards, and advancing sustainable real estate development. Our engagements span strategic joint ventures, industry bodies, CSR alliances, and supplier ecosystems, each contributing meaningfully to our ability to create long-term value.

- We deepened our long-standing partnership with **GIC, Singapore's sovereign wealth fund**, reflecting our shared commitment to high-quality rental assets and sustainable urban development. This collaboration has played a pivotal role in scaling our portfolio and enhancing our operational capabilities.
- Our participation in leading **industry associations and consortia**, including forums such as **APREA, CREDAI, and CII**, continues to give DCCDL a strong voice in shaping sector-wide policies, sharing best practices, and contributing to the advancement of the Indian real estate industry. These platforms enable constructive dialogue with policymakers and support collective progress on issues such as sustainability, safety, construction quality, and regulatory development.
- As part of our broader commitment to social responsibility, we established successful **CSR partnerships** with Government organizations such as the **Gurugram Metropolitan Development Authority (GMDA), National Highways Authority of India (NHAI), Greater Chennai Corporation (GCC)**, and several education-focused NGOs. We have also partnered with VISA Foundation for Project WISE and Indira Surya Trust for education and skills development in Uttarakhand. These collaborations support community development initiatives that align with DCCDL's values and help us contribute meaningfully to public safety, education, and social wellbeing.

- Our relationships with our **supplier and vendor network** remained equally critical. We continue to work with globally recognized technology, engineering, and building systems leaders, including **KONE, OTIS, Cummins, Honeywell, Siemens, Thermax, Schindler, Sika, and Pidilite**, ensuring that our developments meet world-class standards of safety, efficiency, and reliability. These enduring partnerships help us deliver high-performing assets and maintain operational excellence across our portfolio.
- Additionally, **marketing and digital partnerships** with platforms such as **Google and LinkedIn** support our efforts to reach diverse audiences, enhance stakeholder engagement, and promote transparent communication about our projects and sustainability initiatives.

Together, these affiliations reflect our belief that meaningful progress is built collaboratively. They empower us to adopt global best practices, stay attuned to emerging industry trends, and continue delivering developments that reflect the highest standards of quality, trust, and sustainability.





04

Sustainability Strategy Overview



Our Sustainability Strategy



Sustainability is embedded in the foundation of how we design, develop, and operate our commercial and retail assets. Guided by the DLF Group’s legacy of environmental stewardship and future-oriented development, our sustainability strategy aims to create resilient business districts that balance economic performance with environmental responsibility and social well-being.

Our approach is shaped by key priorities that have been refined over several reporting cycles. As reflected in last year’s Sustainability Report, DCCDL’s sustainability work spans climate action, resource efficiency, green building leadership, stakeholder engagement, responsible supply chains, and biodiversity care.

This holistic framework continues to guide us in FY 2025–26 as we expand our portfolio across India’s most dynamic business hubs.

A core element of our strategy is our focus on **high-performance green buildings**, an area in which DCCDL has consistently demonstrated global leadership. Nearly all major assets in the portfolio maintain LEED Platinum, LEED Zero Water, LEED Zero Waste and TRUE Zero Waste Platinum certifications, setting benchmarks for energy efficiency, water circularity, and waste minimization across the region. We also remain committed to strengthening occupant

well-being, safety, digital connectivity, and operational excellence, as reflected in recognitions such as the **WiredScore Platinum** credentials held across our office portfolio.

Our sustainability strategy continues to evolve as environmental expectations rise, climate risks intensify, and global tenants adopt ambitious ESG targets. In response, DCCDL is accelerating investments in clean energy solutions, smart building technologies, sustainable materials, and circular economy interventions. This strengthens our ability to deliver long-term value while contributing meaningfully to India’s sustainable development agenda.

Key enablers of our sustainability strategy



Environmental Stewardship

- Resource optimization and conservation
- Net Zero Commitment



Social Excellence & Customer Centricity

- Robust human capital development
- Quality buildings and asset value



Transparent Governance Oversight

- Best in class governance practices
- Effective board ESG oversight



Commitment to Safety

- Highest standards of safety
- Robust audits and due diligences



Strong Compliance Systems

- Strong compliance stage gating
- Consistent monitoring and ERP



Our commitment to making visible and tangible contributions to communities and the environment is governed by our policies and long-term targets. We have defined our targets to ensure responsible operations, recognizing that we operate in a resource-intensive sector that requires shifts in land-use patterns. Our well-defined environmental policy guides our business decisions and daily activities. Additionally, our Corporate Social Responsibility (CSR) Policy integrates economic, environmental, and social objectives with operations and growth for the common good. We are dedicated to continuous progress to create safer workplaces, green and intelligent buildings, and energy-efficient, smarter cities for sustainable communities across India, aiming to achieve long-term stakeholder value.



By continuing to collaborate, DCCDL is not only shaping India's urban future but also inspiring a global movement towards greener, more inclusive cities. Through its strategic focus on sustainability, DCCDL is seeding a legacy of progress that enriches land, life, and communities for generations to come.

Our Net Zero Vision



At DCCDL, we recognize that sustainable urban development is both a responsibility and an opportunity to influence positive environmental change. Our **Net Zero Policy** reflects this commitment by establishing a structured pathway to balance our greenhouse gas emissions with equivalent reductions or removals. This approach ensures that every aspect of our operations, from the design and construction of buildings to day-to-day facility management, actively contributes to climate resilience and well-being. By embedding sustainable practices and adopting technologies across our portfolio, we aim to achieve meaningful reductions in emissions while enhancing the efficiency and performance of our assets. Our long-term ambition is to align fully with global climate action goals and champion environmental stewardship at scale.

The Three Pillars of Our Net Zero Commitment

DCCDL's Net Zero strategy is anchored in three foundational pillars that collectively shape our approach to climate action.

The first pillar focuses on decarbonizing our operations by reducing Scope 1, Scope 2 and Scope 3 emissions through advanced technologies, efficient building systems, and continuous design improvements. This includes upgrading asset-level performance, enhancing thermal efficiencies, and integrating smart building solutions that optimize energy use across our campuses.

The second pillar revolves around transitioning to clean energy by steadily increasing the share of renewable power across all our properties. Through open-access, renewable energy procurement, long-term green power agreements, and opportunities for on-site generation, we are moving toward a future where our operations rely predominantly on low-carbon energy sources.

The third pillar strengthens circular resource use by embedding sustainable practices into water management, waste reduction, and procurement. Our focus on water recycling, condensate recovery, enhanced material circularity, and zero-waste pathways helps ensure that our developments operate with minimal environmental footprint. In doing so, we integrate sustainability into every operational layer, from supply chain decisions to tenant engagement.

Our Net Zero Roadmap

Our Net Zero Roadmap outlines the progression of our commitments across short-term, medium-term, and long-term horizons. In the near term, DCCDL is strengthening its baseline assessments by refining measurements of Scope 1, 2, and 3 emissions, adopting structured tracking templates, and initiating capacity-building programmes that empower employees to contribute to emission-reduction efforts. These early actions support a strong foundation for decarbonization.

Over the medium term, our focus shifts toward deeper structural change. We aim to significantly lower emissions by expanding renewable energy procurement, deploying IoT-enabled automation across buildings, and advancing circular



practices that enhance water reuse and waste recovery. During this stage, we expect measurable reductions in energy intensity and broader sustainability integration throughout our supply chain.

In the long term, extending toward 2035–2040, the roadmap envisions DCCDL reaching full Net Zero operational emissions, supported by technology-driven efficiency, regenerative design practices, and near-complete transition to renewable energy. By integrating carbon neutrality into future developments and aligning our operations with global climate frameworks, we aim to build resilient, future-ready business districts.

Net Zero Action Framework



Our Net Zero Action Framework outlines the initiatives driving our climate transition. Energy efficiency remains a central focus, with advanced HVAC systems, regenerative elevator drives, and real-time building performance monitoring helping to reduce consumption across properties. Complementing this is our commitment to integrating renewable energy, where portfolio-wide adoption of green power forms a key lever for reducing Scope 2 emissions.

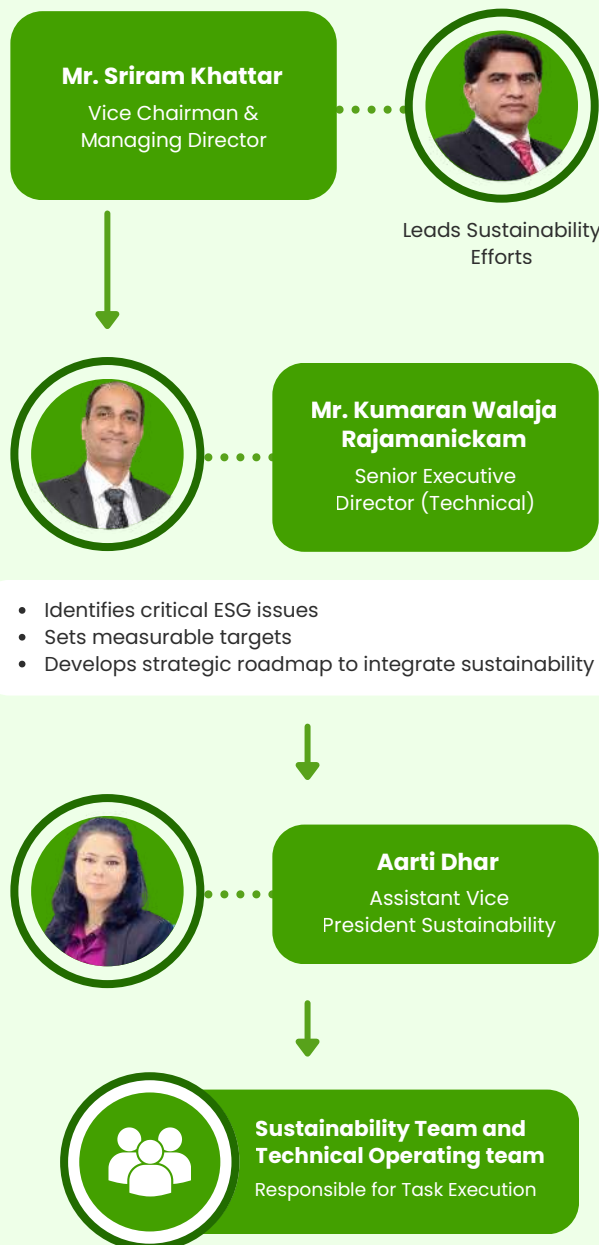
Sustainable procurement plays a strategic role, as we increasingly incorporate environmental criteria into vendor selection and promote the sourcing of energy-efficient equipment and low-impact materials. Carbon accounting and transparency continue to strengthen our climate governance, with Scope 1 and 2 emissions already monitored consistently and Scope 3 (monitored for downstream leased assets) emissions now reported formally from FY25 onwards.

To support cultural transformation, we invest in employee education and stakeholder engagement, empowering individuals and partners to participate meaningfully in our Net Zero journey. Through these actions, we cultivate an organizational environment that is both climate-conscious and aligned with long-term sustainability goals.

ESG Governance Framework and Oversight

DCCDL’s ESG governance framework is designed to embed sustainability into every aspect of the company’s operations, decision-making, and long-term growth agenda.

Sustainability Governance Structure





Strategic Leadership and Management

At the apex of this framework is the Vice Chairman & Managing Director Mr. Sriram Khattar, who provides overall strategic direction and ensures that sustainability remains central to the organization's vision, business priorities, and long-term value creation. DCCDL's sustainability efforts are strategically led by the Senior Executive Director (Technical) Mr. Kumaran Walaja Rajamanickam, under the guidance of the Vice Chairman & Managing Director (VC & MD), with quarterly reviews conducted by the Board of Directors. This leadership ensures the identification of ESG priorities, the establishment of measurable targets, and the development of a strategic roadmap to integrate sustainability into company policies and operations.

To effectively execute these initiatives, DCCDL relies on its internal Sustainability Team, responsible for implementing various ESG programs and overseeing environmental, health, and safety (EHS) functions. Their cross-functional expertise facilitates well-rounded decision-making, reinforcing the company's commitment to sustainable and responsible business practices. In addition to executing ESG initiatives, the Sustainability Team also drives social and environmental responsibility efforts, ensuring DCCDL's operations create a positive impact on communities and the environment, while also identifying and mitigating risks, including ESG-related concerns to safeguard business continuity and resilience. Through this structured approach, sustainability is embedded into core business practices, promoting accountability and transparency.

Operational ESG management

Supporting the leadership team is DCCDL's Internal Sustainability Team, which serves as the engine for implementation. This cross-functional team brings together expertise from engineering, operations, safety, procurement, and ESG disciplines to drive day-to-day sustainability performance across the organization's large and diverse portfolio.

The Sustainability Team is responsible for translating high-level sustainability priorities into actionable programmes ranging from energy efficiency and green building performance to

water stewardship, waste management, and climate-related risk mitigation. Their work includes developing implementation of roadmaps, conducting performance monitoring, enabling cross-departmental coordination, and ensuring adherence to internal standards and external reporting requirements.

This team also works closely with property and facilities management teams to institutionalize best practices, enhance the efficiency of operational systems, and monitor progress against enterprise-wide ESG goals.

Roles and Responsibilities

DCCDL's ESG governance structure ensures continuity between strategic direction and operational execution through clearly defined responsibilities:

1. Identification of critical ESG issues:

Senior leadership, supported by technical and ESG specialists, continually tracks evolving sustainability trends, risks, and regulatory developments to ensure the company remains resilient and future-ready.

2. Setting measurable sustainability targets:

ESG goals spanning energy, emissions, water, waste, safety, and social responsibility, are established and regularly updated through a structured, data-driven process.

3. Developing strategic sustainability roadmaps:

Long-term, medium-term, and annual action plans are formulated to guide DCCDL's transition toward increased sustainability performance and Net Zero alignment.

4. Driving execution through internal teams:

The Sustainability Team operationalizes these strategies through coordinated programmes across assets, departments, and project sites.





This integrated approach ensures that ESG governance flows seamlessly from leadership vision to on-ground execution, resulting in consistent performance improvement and enhanced accountability.

To reinforce accountability and ensure sustained ESG performance, **elements of leadership and managerial evaluation increasingly incorporate ESG-aligned performance indicators.** These include progress on sustainability targets, operational efficiency improvements, and compliance with environmental and safety standards. This approach encourages decisionmakers to champion ESG outcomes at both the strategic and operational levels, strengthening alignment across the organization.

Through this structured governance model, DCCDL embeds sustainability into its core business processes—ensuring decisions are informed by ESG considerations and operational practices reflect the company’s commitment to responsible growth. Quarterly leadership reviews, cross-functional coordination, and ongoing performance monitoring support transparent communication and reinforce the company’s emphasis on long-term resilience. By aligning strategic oversight with operational execution, DCCDL’s ESG governance framework fosters a culture of accountability, strengthens stakeholder trust, and ensures the organization remains at the forefront of sustainable and responsible real estate development.

Stakeholder Engagement

Stakeholders are integral to our Company's long-term value creation, forming the cornerstone of our sustainability and operational model. Engaging with stakeholders fosters trust, builds strong relationships, and provides invaluable insights that inform strategic decision-making. By understanding and addressing their needs and concerns, we mitigate risks and create a sustainable and mutually beneficial ecosystem.

We are committed to maintaining transparent, consistent and meaningful communication with our stakeholders to ensure their interests are aligned with our long-term goals.

We have identified eight key stakeholder groups that are critical to our success:

1. Board of Directors

The Board of Directors is pivotal to our strategic direction and governance. Their leadership and oversight ensure that we adhere to the highest standards of corporate governance, fostering transparency and ethical conduct. The Board’s diverse expertise and experience guide our decision-making processes, helping us navigate complex challenges and seize opportunities.

2. Government and Regulators

Government and regulatory bodies play a crucial role in shaping our business environment. Their regulations and policies ensure that we operate within a framework that promotes fairness, safety, and accountability. Compliance with these regulations helps us maintain high standards of quality and sustainability in our projects. Government and regulators also provide guidelines that protect the interests of our stakeholders, including customers, employees, and the community.

3. Investors and Shareholders

Our investors and shareholders are fundamental to our growth and sustainability. Their financial support and confidence enable us to undertake ambitious projects and expand our portfolio. By providing capital, they help us innovate and maintain our competitive edge in the market. Investors and shareholders also play a crucial role in governance, ensuring that we adhere to best practices and maintain transparency.

4. Employees

Our employees are the cornerstone of our success, driving innovation, operational efficiency, and customer satisfaction. Their diverse skills and dedication foster a positive corporate culture and adaptability, ensuring we remain competitive. By valuing and supporting our employees, we enhance business performance and contribute to a sustainable and inclusive future.



5. Tenants

Tenants are the lifeblood of our commercial real estate business. Their presence and satisfaction drive our rental income and overall financial performance. By maintaining strong relationships with our tenants, we ensure high occupancy rates and long-term leases, which provide stability and predictability to our revenue streams.

6. Contractors

Contractors are essential partners in our construction and development projects. Their expertise, reliability, and efficiency ensure that our projects are completed on time, within budget, and to the highest quality standards. By collaborating closely with skilled contractors, we can innovate and implement sustainable building practices, enhancing the overall value and impact of our developments.

7. Suppliers and Vendors

Suppliers and vendors are critical to our operational success and efficiency. They provide the essential materials, services, and components that enable us to deliver high-quality projects. By maintaining strong relationships with reliable suppliers and vendors, we ensure timely delivery and cost-effective procurement, which are vital for our project timelines and budget management.

8. Communities

Engaging with the community helps us understand local needs and priorities, ensuring our projects have a positive impact. By fostering strong relationships with community members, we promote social cohesion and inclusivity. Community feedback and participation guide our development strategies, making our initiatives more effective and responsive.



The following section entails the mode of engagement with our stakeholders along with the critical issues discussed and frequency of engagement:

Board of Directors

Methods of Engagement	Board and Committee Meetings
Critical Issues and Interests	<ul style="list-style-type: none"> • Financial Results (Quarterly & Annual) • Annual Business Plans • Appointment of Directors, Key Managerial Personnel including their remuneration • Raising funds • Merger/ Amalgamation of group companies • Declaration of Dividend • Approval of CSR Projects • Other statutory, regulatory and business-related matters
Frequency of Engagement	Quarterly, half-yearly, annually or need basis





Government and Regulators

Methods of Engagement

- Monthly Compliance Meeting with IPC Compliance Team & IPC Account Director.
- Submission of Monthly Compliance Tracker by the IPC to Central Compliance Team with copies of all renewed licenses/registration and filings by and to Statutory Authorities.
- Quarterly Compliance Submission on PWC Automation Tool with uploading latest licenses/registration etc.
- Audit and Compliance Review by third party auditor & Group Compliance Team followed by discussion, review and closure of observations (if any) by Compliance/Operation & maintenance team
- Monthly update of Compliance Checklist by legal patch w.r.t. latest notifications/circulars (if any)

Critical Issues and Interests

- Our third-party auditor conducts quarterly audit & inspection of sites covering the documentation as well as the onsite implementation of conditions laid under various Acts/Rules and various license and raise the audit report which is shared & reviewed with the top management.
- Similar to this the Group Compliance Team also conducts separate audit & inspection, and the report is shared and discussed with Management.
- The Compliance Gap Annexure, detailing any instances of non-compliance (if applicable), is submitted and presented during the quarterly Board meeting.
- All the high-risk observations raised by third party auditors are discussed and presented in the Internal Audit Committee meeting.

Frequency of Engagement

Monthly/ Quarterly



Investors and Shareholders

Methods of Engagement

- Affirmative Vote Matters as per SPSHA
- Annual & Extra-ordinary General Meetings

Critical Issues and Interests

- Obtaining prior consent of shareholders i.e. DLF Limited and Reco Diamond Private Limited, in respect of Affirmative Vote Matters as per SPSHA.
- Adoption of Financial Statements.
- Declaration of Dividend
- Appointment/ reappointment of directors
- Appointment & remuneration of auditors.
- Other statutory/ regulatory matters as approved by Board

Frequency of Engagement

Annually/ Need Basis



Employees

Methods of Engagement	<ul style="list-style-type: none"> Marketing emailers are regularly shared with employees to provide updates on new assets, awards, accreditations, client welcomes, events, and activities. Lobby and lift TV screens across office buildings are updated monthly with project information, client updates, campus news, awards, and event highlights to keep employees informed. The DLF Capability Building team focuses on employee learning and development. Monthly calendars are shared, inviting nominations for workshops, sessions, and online courses to foster growth and development.
Critical Issues and Interests	<ul style="list-style-type: none"> Employee engagement happens across key platforms such as Wellbeing, Team Building & Social Engagement, and Learning & Development. These initiatives are guided by scheduled calendars.
Frequency of Engagement	Monthly



Tenants

Methods of Engagement	<ul style="list-style-type: none"> Regular tenant engagement across locations ensures expectations are met and properties are enhanced. Teams like building operations, asset experience, and customer services collaborate through meetings to gather feedback and share planned improvements. Environment, safety, health, and wellness events such as medical check-ups, blood donation drives, and tree plantations are organized. Safety and mock drills, including a security threat drill with NSG and 'Fire Safety Week,' ensure emergency readiness. Awareness emailers inform tenants about emergency services and workplace amenities like ambulances, shuttles, and retail outlets. Quarterly magazines (DLF Offices Pulse) highlight updates on projects, awards, and other developments at DLF Offices. Atrium LED & TV screens showcase LEED certifications, live Air Quality Index monitoring data, and other well-being initiatives. Cultural and social events such as movie screenings, festivals, and artisanal markets foster tenant engagement. Recent activities conducted are International Yoga Day celebration, music festivals, and concerts at Gurugram campuses.
Critical Issues and Interests	<ul style="list-style-type: none"> Safety and security with wellbeing initiatives Cultural development and socialization Sustainability and resource optimization Emergency drills and response plans
Frequency of Engagement	Active engagements on a regular basis





Contractors

Methods of Engagement	<ul style="list-style-type: none"> • The IPCs (C&W, JLL, CBRE) operate under a principal-to-principal agreement to manage contractor engagement directly. • DCCDL remains uninvolved in these engagements, as the contracting parties themselves handle all matters related to Contractors
Critical Issues and Interests	<ul style="list-style-type: none"> • Health and safety • Timely payments and compliance management • Education and training on company policies, frameworks.
Frequency of Engagement	Active engagements on a regular basis



Suppliers and Vendors

Methods of Engagement	<ul style="list-style-type: none"> • Through detailed email communications and personalized in-person meetings.
Critical Issues and Interests	<ul style="list-style-type: none"> • Engagement kickoff meetings discussions on scope of work • Refresher training meetings on safety practices to be followed on-site • Toolbox meeting on start of every activity • Discussions on technical issues • Detailed discussions on work progress • In addition to the above, we engage with our suppliers to discuss any other issues they might be facing on-site
Frequency of Engagement	Emails are sent daily, and in-person meetings are conducted weekly



Communities

Methods of Engagement	<ul style="list-style-type: none"> • Through engagement programs, CSR initiatives, websites, emails, tenant outreach campaigns and workshops
Critical Issues and Interests	<ul style="list-style-type: none"> • During community engagement, DCCDL focuses on key issues such as infrastructure development, environmental sustainability, social impact, transparency, and public safety. Discussions include the effects of projects on local communities, green initiatives, employment opportunities, ethical governance, and security measures to ensure safe living spaces
Frequency of Engagement	Quarterly and need-based



Materiality Assessment



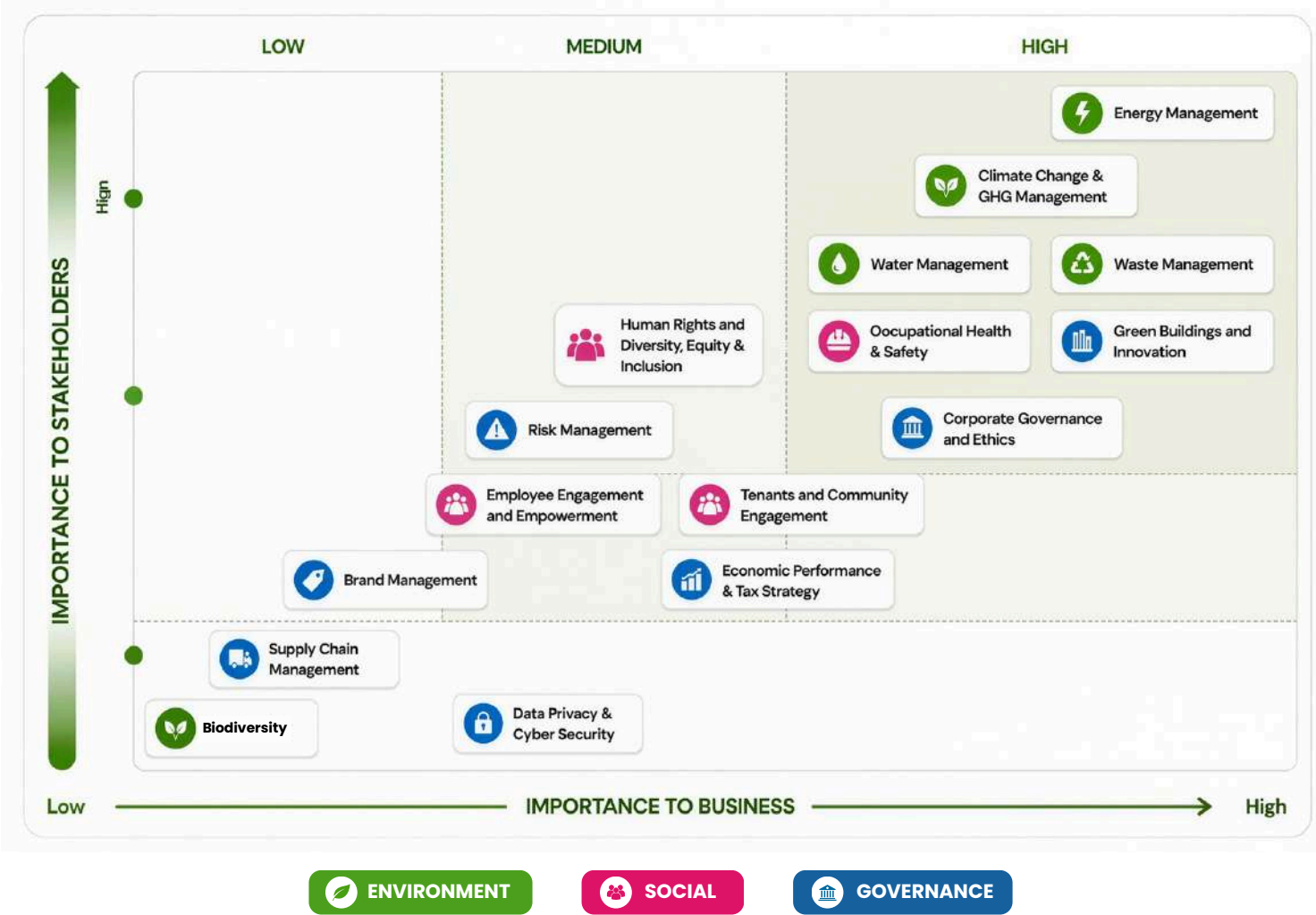
DCCDL has conducted its materiality assessment in line with GRI standards 2021 in FY 2024-25. DCCDL follows a systematic and data-driven approach to materiality. The assessment begins with our sustainability team scanning internal and external factors, including evolving regulatory trends, industry standards, tenant expectations, climate-related risks, and stakeholder insights. This process is supported by extensive engagement activities, which help highlight both emerging and persistent ESG matters critical to our organization.

Our assessment reflects two dimensions:

- **Impact on business performance:** How an ESG topic affects operational continuity, financial performance, asset value, and long-term competitiveness.
- **Importance to stakeholders:** How stakeholders perceive the relevance of issues such as environmental stewardship, health and safety, responsible governance, and community impact.

This dual-lens assessment allows us to prioritize issues that require immediate action, long-term planning, or strategic enhancement.

Our Material Topics



ENVIRONMENT

SOCIAL

GOVERNANCE

Targets and Commitments

Energy Management	Climate Change and GHG Management	Water Management	Green Buildings and Innovations	Occupational Health and Safety
<p>Reducing energy intensity in our rental assets by 15% by 2030, using FY 2019-20 as the baseline.</p>	<p>Aiming for a 38% reduction in Scope 1, Scope 2, and Scope 3* emissions by 2030, with FY 2019-20 serving as the baseline year, and committing to achieve Net Zero emissions across all scopes by 2040.</p> <p>This is in alignment with Science Based Targets Initiative (SBTi)</p>	<p>Reducing water intensity in our rental assets by 15% by 2030, using FY 2019-20 as the baseline.</p>	<p>Ensuring new buildings complies with green building certification guidelines</p> <p>Ensure that 50% of our buildings achieve BEE certification by 2028.</p>	<p>Striving for zero harm each year, ensuring no fatalities across operations, including asset maintenance and development activities.</p>
<p>By 2030, increase the share of renewable energy consumption to 60% of total energy consumption in rental assets.</p>			<p>By 2030, achieve Green Building certification for at least 90% of our total rental portfolio.</p>	<p>The average training hours per employee are targeted to increase by 5% by the year 2028.</p>

*Downstream leased assets

DCCDL incorporates ESG performance objectives into its yearly appraisal and rewards structure for both senior management and operational staff. These ESG-linked incentives aim to acknowledge and reward those spearheading sustainability efforts, underscoring the company’s dedication to environmentally responsible and ethical business conduct.



Alignment with UNSDGs

Material Topic	SDG Alignment
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ENVIRONMENT










Energy Management	
Climate Change and GHG Management	
Water Management	
Waste Management	
Biodiversity	

SOCIAL

Occupational Health and Safety	
Human Rights and DE&I	
Employee Engagement and Empowerment	
Tenants and Community Engagement	




GOVERNANCE


Green Buildings and Innovations	 
Corporate Governance and Ethics	
Risk Management	
Economic Performance & Tax Strategy	
Brand Management	
Supply Chain Management	 
Data Privacy and Cyber Security	





Sustainability Performance Highlights FY 2025-26


ENVIRONMENT


 113.86 ktCO₂e Scope 1 & 2 emissions

 190.57 ktCO₂e Scope 3 emissions (downstream leased assets)


 Renewable energy consumption grew by 12.62% in FY26, contributing to a 26.01% share in the overall energy mix


 10.51% increase in water recycling and reuse


 99% of total waste recycled and reused


 606,868 KL of rainwater harvested in FY26


SOCIAL


 The organization reported zero fatalities.


 The Total Recordable Injury Frequency Rate (TRIFR) stood at 0.09.


 17% women representation; 9% in senior leadership and 16% in STEM roles


 Strong focus on gender pay parity and inclusive workplace design


 The company spent INR 45.23 crore on corporate social responsibility (CSR) initiatives.

 4,247 students supported, 10,000+ teachers trained, 50,000+ beneficiaries in career counselling


 Attrition reduced to 15.09% (from 18.68%)


 121 new hires with structured hiring and onboarding processes


 100% employees covered under performance reviews and career development programs


 11.77 average training hours per employee


GOVERNANCE


 All new buildings comply with green building certification guidelines

 Approx 98.4% of our rental portfolio is certified under Green Buildings certification

 39% of our buildings have achieved BEE certification

 Zero breaches of data privacy or cyber security recorded

 Zero breaches of Code of Conduct

 100% operations assessed for risk of bribery and corruption

 DLF Offices proudly stands as the world's largest portfolio with WiredScore Platinum certification





05

Building Resilience and Transparency

Key Material Topics:

- Corporate Governance and Ethics
- Green Buildings and Innovations
- Risk Management
- Economic Performance and Tax Strategy
- Brand Management
- Supply Chain Management
- Data Privacy and Cyber Security

Alignment with UNSDGs:

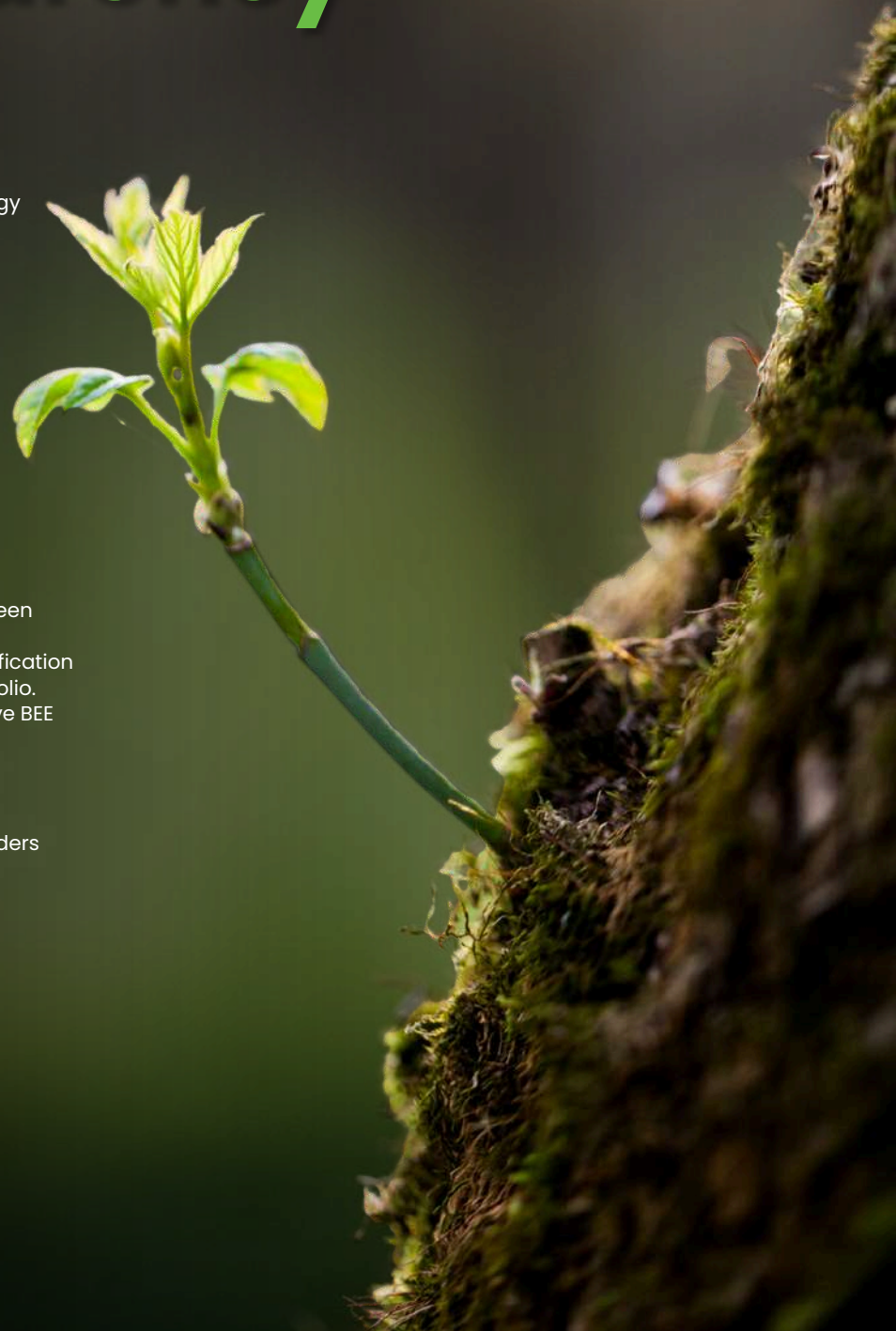


Goals :

- Ensuring new buildings comply with green building certification guidelines.
- By 2030, achieving Green Building certification for at least 90% of our total rental portfolio.
- Ensure that 50% of our buildings achieve BEE certification by 2028

Stakeholders Impacted:

Board of Directors, Investors and Shareholders





Corporate Governance



DCCDL's Board combines strong professionalism with deep expertise and experience, ensuring effective governance and discharge of fiduciary responsibilities. The Board of Directors provides directional leadership and monitors organizational performance through specialized Board Committees constituted in line with the Companies Act, 2013 and the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("SEBI Listing Regulations"), as applicable. Transparent disclosures, periodic compliance reviews, Secretarial/Compliance Reports, and a structured secretarial audit program reinforce adherence to statutory obligations. The governance culture rooted in ethics, integrity, inclusivity, and responsiveness to regulatory change enables DCCDL to remain agile, future-ready, and aligned with global ESG expectations, thereby strengthening stakeholder trust.

Composition and Diversity of the Board

The Company's Board comprises a well-balanced blend of Executive and Non-Executive Directors, ensuring diversity of perspectives and strong oversight. This structure enables strategic guidance, independent judgement, and responsible decision-making across the organization.

The highest governance body at DCCDL is the Board of Directors. As of 31 March 2026, Board comprised of nine Directors, with 78% Non-Executive Directors (7 of 9) and 22% Executive Directors (2 of 9). Of the total Board, 33% are Independent Directors (3 of 9) strengthening independent oversight and objective judgement in Board deliberations. The Board is chaired by an Independent Director. The Board also reflects improving diversity, comprising seven male and two female Directors, with gender diversity at 22% during the reporting period. Notably, one woman Director serves in an independent capacity (11% of the Board), reinforcing balanced governance and robust stakeholder-centric decision-making. On age representation, the Board comprises members within the 40 to 75 years age bracket, reflecting a balanced mix of experience and contemporary perspective.

The nomination and selection process for the highest governance body is governed by DCCDL's Articles of Association, Nomination and Remuneration Policy, and HR Policies of DLF Limited, in compliance with the applicable provisions of the Companies Act, 2013, the SEBI Listing Regulations and other relevant statutory acts, rules, and regulations.



Our Board of Directors

Name of Board of Director & Nationality	Nature of Directorship & Tenure	Brief Profile and Introduction	Committee Membership	ESG Skills and Competencies
<p>Mr. Pramod Bhasin (Indian)</p>	<p>Chairman & Non-Executive Independent Director</p> <p>Tenure: 01-04-2025 upto 31-03-2030</p>	<p>Mr. Pramod Bhasin is a Chartered Accountant from England and Wales and an alumnus of Shri Ram College of Commerce, Delhi University. He founded Genpact LLC and is widely regarded as a pioneer of India's Business Process Outsourcing industry. He spent over 25 years with General Electric across the UK, USA and Asia, including as President and CEO of GE Capital India (1994 to 2005) and GE Capital Asia (1998 to 2001). He currently chairs Indian Council for Research on International Economic relations and is the Co-founder of Clix Capital, a financial services business in India and Asha Ventures, a social impact-focused fund. He has also served as Chairman of Nasscom, President of TIE NCR, and on the Governing Board of HelpAge India, and was voted DataQuest's IT Man of the Year in 2010.</p>	<ul style="list-style-type: none"> • Chairperson of Audit Committee • Member of Nomination and Remuneration Committee 	<ul style="list-style-type: none"> • Business Management • Compliance • Corporate Governance • Financial services • Leadership • Risk Management • Stakeholders Value Creation • Strategic Planning
<p>Mr. Sriram Khattar (Indian)</p>	<p>Executive Director, Vice Chairman & Managing Director</p> <p>Tenure: 01-12-2025 upto 30-11-2028</p>	<p>Mr. Sriram Khattar is a Chartered Accountant and a former batch topper from Hindu College, Delhi University. With over four decades of leadership experience, he currently serves as Vice Chairman & Managing Director of the Rental Business at DLF Group, overseeing a rental portfolio of ~44.3 msf for India's largest real estate developer. Under his leadership, the Offices and Retail businesses have set global benchmarks in safety, sustainability, ESG practices, and customer centricity, while consistently delivering strong financial performance and steady year-on-year growth. He is also Deputy Chairman of Asia Pacific Real Assets Association, a member of the CII National Council, and Co-Chair of the CII National Committee on Real Estate & Housing. Prior to DLF, he held several senior leadership positions at ITC (India and Singapore), the Escorts Group and Ferguson Consulting</p>	<ul style="list-style-type: none"> • Chairperson of Corporate Social Responsibility Committee and Securities Allotment Committee 	<ul style="list-style-type: none"> • Assets management • Business Synergies • Customer Services • Hospitality Business • Risk Management

Our Board of Directors

Name of Board of Director	Nature of Directorship	Brief Profile and Introduction	Committee Membership	ESG Skills and Competencies
<p>Mr. Lim Ming Yan (Singapore)</p>	<p>Non-Executive Independent Director</p> <p>Tenure: 01-02-2022 upto 31-01-2027</p>	<p>Mr. Lim Ming Yan is a Mechanical Engineering and Economics graduate (First Class Honours) from University of Birmingham, UK, and thereafter, has attended the Advanced Management Programme at Harvard Business School. He is an Independent/Non-Executive Director on the Boards of SembCorp Industries Limited and China Vanke Co. Limited. He is also Non-Resident High Commissioner to the Republic of Mauritius, and Non-Executive Chairman of Changi Airport Group. He has previously served as President and Group CEO of CapitaLand, one of Asia's largest real estate companies, and as its Chief Operating Officer. He was also CEO of The Ascott Limited and spent nine years as CEO of CapitaLand China Holdings, where he helped establish the group's footprint in China.</p>	<ul style="list-style-type: none"> Member of Nomination Remuneration Committee, Audit Committee and Corporate Social Responsibility Committee 	<ul style="list-style-type: none"> Business Management Corporate Governance Finance Joint Ventures Product Management Project Management Risk Management Strategic Planning
<p>Ms. Priya Paul (Indian)</p>	<p>Non-Executive Independent Director</p> <p>Tenure: 24-03-2026 upto 31-03-2029</p>	<p>Ms. Priya Paul is an Arts graduate from Wellesley College, Massachusetts, USA, and has completed the Owner/President Management Program at Harvard University, USA, and the Young Managers Programme at INSEAD, France. With over three decades of experience in hospitality and management, she is the Chairperson and Executive Director of Apeejay Surrendra Park Hotels Limited. She has received several prestigious honours, including the Padma Shri (2012), the Insignia of Chevalier de l'Ordre National du Merite (2013), and the Entrepreneur of the Year Award (2000) from the Federation of Hotel and Restaurant Association of India. She has also been recognised among India's leading businesswomen by Fortune India and Hotelier India.</p>	<ul style="list-style-type: none"> Chairperson of Nomination Remuneration Committee Member of Audit Committee 	<ul style="list-style-type: none"> Assets management Business Synergies Customer Services Hospitality Business Risk Management

Our Board of Directors

Name of Board of Director	Nature of Directorship	Brief Profile and Introduction	Committee Membership	ESG Skills and Competencies
<p>Mr. Ashok Kumar Tyagi (Indian)</p>	<p>Non-Executive Director Tenure: NA</p>	<p>Mr. Ashok Kumar Tyagi, an alumnus of IIT, Roorkee and IIM, Ahmedabad, possesses rich experience of over four decades in various capacities. He is the Managing Director of DLF Limited, holding company. Before joining DLF, he worked with Genpact, General Electric and IFFCO. He provides oversight to the functions of Finance, Accounts, Taxation, Corporate Affairs, Corporate Legal, Internal Audit, Information Technology and Human Resources of DLF group.</p>	<ul style="list-style-type: none"> Member of Nomination Remuneration Committee, Audit Committee and Securities Allotment Committee. 	<ul style="list-style-type: none"> Business Management Finance and Taxation Merger and Acquisition Risk Management Strategy
<p>Mr. Karun Varma (Indian)</p>	<p>Whole-time Director Tenure: 01/06/2023 upto 31/05/2026; Re-appointed for another period w.e.f. 01/06/2026 upto 31/05/2029</p>	<p>Mr. Karun Varma is an economics graduate from the University of Delhi, a postgraduate in Management, and an alumnus of Harvard Business School. He is a seasoned commercial real estate professional with over 28 years of experience, having held leadership roles at Jones Lang LaSalle and Cushman & Wakefield (C&W). In C&W, he was Managing Director-Bangalore, overseeing the C&Ws commercial real estate business in South India. He has extensive experience in property consulting and transactions for leading corporates, including Fortune 500 companies. He currently leads the Company's pan-India Offices portfolio of ~39.8 million sq. ft. and brings deep expertise in corporate real estate, asset management, customer experience, and research and business analytics.</p>		<ul style="list-style-type: none"> Asset Management Customer Experience Enhancement Research and Business Analytics Capital Markets

Our Board of Directors

Name of Board of Director	Nature of Directorship	Brief Profile and Introduction	Committee Membership	ESG Skills and Competencies
<p>Ms. Pushpa Bector (Indian)</p>	<p>Non-Executive* Director Tenure: NA</p>	<p>Ms. Pushpa Bector is a graduate of the Oberoi Centre for Learning and Development and an alumna of Harvard Business School. She has over 32 years of experience, having begun her career with Oberoi Hotels and Resorts and later served as Marketing Head for Domino's Pizza at Jubilant FoodWorks. She currently leads the Company's pan-India Retail division of ~4.5 million sq. ft., overseeing revenue, operations and customer experience across 6 Premium and 2 Luxury Malls, along with office amenities. Recognised as a veteran of the Indian retail industry, she has driven growth, innovation and customer-centricity, and is currently a member of the CII National Committee on Retail and Chairperson of the CII North Committee for Retail. She is a frequent speaker at various international and national retail conclaves and industry forums.</p>	<ul style="list-style-type: none"> Member of Corporate Social Responsibility Committee, and Securities Allotment Commitment 	<ul style="list-style-type: none"> Business Management in retail and mall Management Customer Services Leasing Property Management Sales and Marketing strategies.
<p>Mr. Amit Mathur (Indian)</p>	<p>Non-Executive Director Tenure: NA</p>	<p>Mr. Amit Mathur heads real estate in India for GIC. As a founding member of the GIC RE investment management team in India, he has been deeply involved in driving the investment focus and strategy for India real estate. Prior to GIC, Mr. Mathur has worked with Kotak Realty Fund, Ascendas, K Raheja Corp and Shapoorji Pallonji Group. He has led some pioneering investments in his career. He is a Bachelor of Architecture with a postgraduate qualification in Management (MBA) from the University of Sheffield.</p>		<ul style="list-style-type: none"> Business and Investment Management Project Management Real Estate Development Joint Ventures Strategic Planning

*Whole-time Director w.e.f. June 1, 2026



Our Board of Directors

Name of Board of Director	Nature of Directorship	Brief Profile and Introduction	Committee Membership	ESG Skills and Competencies
Mr. Raj Urvish Shah (Indian)	Non-Executive Director Tenure: NA	Mr. Raj Urvish Shah is a qualified Chartered Accountant. He has experience of more than 19 years in Real Estate Investment Management. He had joined the GIC Real Estate team in January 2020 and is currently a senior member of the GIC Real Estate investment team in India. Prior to GIC, Mr. Shah had worked with Kotak Realty Fund.		<ul style="list-style-type: none"> Business Management Finance Joint Ventures and Strategic Planning Real Estate Planning and Development Project Management Risk Management

NOTE: These skills/competencies are broad-based, encompassing several areas of expertise/experience as shown in the table above. Each Director may possess varied combinations of skills/experience within the described set of parameters.

Board’s Collective Skills and Expertise

The Board brings together a balanced mix of skills and experience across business, finance, legal, risk, development, leasing, retail and sustainability, enabling robust oversight and long-term value creation.

Independent Directors contribute independent judgement and wide-ranging expertise, strengthening governance, stakeholder confidence, and the oversight of material impacts.

Collective Knowledge of Board of Directors



1

Practicing strong corporate governance with integrated ESG oversight



2

Steering climate strategy and energy transition through operational leadership



3

Leading green buildings and certification-led asset stewardship (e.g., LEED/Zero)



4

Improving resource efficiency across water, waste diversion and energy performance



5

Embedding health, safety and wellbeing into high-occupancy assets and operations



6

Advancing social impact through CSR partnerships, skilling and inclusive growth orate governance with integrated ESG oversight



7

Applying sustainable finance and investor stewardship for long-term value creation





Committees of the Board

DCCDL's Board Committees form an integral part of the Company's governance architecture, enabling focused oversight, timely decision making, and stronger accountability across priority areas. The Board Committees include Audit Committee, Nomination and Remuneration Committee, Corporate Social Responsibility Committee and Securities Allotment Committee. These committees support the Board in discharging its responsibilities by providing structured supervision over key matters such as audit and financial integrity, nominations and remuneration, risk management, compliance, and sustainability related oversight, and by ensuring that material topics, stakeholder expectations, and regulatory developments are effectively considered in Board deliberations. This committee-based governance model reinforces a clear governance structure and the Board's role in overseeing impacts and sustainability reporting, including effective delegation of responsibilities and escalation mechanisms, thereby strengthening governance quality, transparency, and long-term value creation.

ESG Governance

We have established a robust ESG Governance structure, with the ESG Head reporting directly to the Vice Chairman & Managing Director, ensuring clear accountability and effective oversight. Our sustainability strategy is embedded across the lifecycle of our developments from planning and design through construction and operations, with a clear focus on reducing environmental impacts and strengthening long-term asset performance. In line with leading sustainability reporting expectations, we integrate responsible design principles and contemporary practices to manage our ecological footprint across residential, commercial, and retail projects.

Board Membership Criteria

The Board is responsible for ensuring that its composition remains fit-for-purpose and capable of overseeing the organization's long-term strategy, including material sustainability matters. The Nomination and Remuneration Committee oversees the Board's appointment process and applies defined criteria to identify, assess, recruit, and recommend candidates for election as Directors.

In line with our governance approach, the selection process considers not only leadership capability and independence, but also the skills and perspectives required to effectively guide sustainability priorities, risk oversight, and stakeholder value creation.

The criteria for Board appointments include:

- Diversity:** Ensure varied perspectives and balanced representation.
- Skills & experience:** Relevant expertise aligned to business and governance needs.
- Integrity:** Strong ethics, values, and professional standing.
- Time commitment:** Ability to devote adequate time to effective oversight.
- Independence:** No actual or potential conflicts of interest.

Board Performance Evaluation

In line with the Companies Act, 2013, the SEBI Listing Regulations, and the SEBI Guidance Note on Board Evaluation, the Nomination and Remuneration Committee has established a structured framework for evaluating the performance of the Board, its committees, and individual Directors (including Independent Directors). The evaluation criteria cover governance effectiveness and leadership oversight, including experience and competencies, attendance and preparedness, familiarity with the business and its sustainability context, quality of participation and decision-making, contribution to long-term strategy, and the exercise of independent judgement.

Nomination and Remuneration Policy

The Company's Nomination and Remuneration Policy, developed in accordance with the Companies Act, 2013 and the SEBI Listing Regulations, provides a structured framework for the nomination, appointment, evaluation and remuneration of Directors, Key Managerial Personnel and senior leadership. The Policy ensures transparency, fairness and accountability in leadership selection and reward system.





The Policy defines competitive and performance-linked compensation structures including fixed pay, variable incentives, benefits and long-term equity-based rewards ensuring alignment with the Company's strategic priorities, long-term performance and stakeholder interests. Remuneration decisions incorporate both quantitative and qualitative performance assessments and remain responsive to evolving market benchmarks.

Business Ethics



At DCCDL, ethics are embedded in how we govern, decide and disclose. The Board, through

its Audit and other Board Committees oversees ethical conduct, internal controls and compliance, supported by independent internal audit and secretarial audit reviews that are placed before the Audit Committee and the Board for action and disclosure. Our Code of Conduct sets explicit expectations for Directors, Senior Management and employees on conflicts of interest, fair dealing, compliance with law and annual affirmations; it complements our SEBI-aligned Code of Conduct to regulate, monitor and report trading by designated persons and their immediate relatives ('Insider Trading Code') with institutional safeguards. Governance extends across the group. We maintain Board-level oversight of material subsidiaries and have implemented the SEBI requirement for independent director representation in unlisted material subsidiaries, wherever applicable alongside periodic review of material subsidiaries financials by the Audit Committee. Ethics controls operate in tandem with our broader risk and performance discipline as reflected in external credit evaluations and disclosures linking culture, controls and performance.

Commitment to Compliance

Compliance continues to be a core pillar of responsible business conduct. Building on our

institutionalized and integrated compliance framework, we adopt a risk-based approach to identify, assess, and manage compliance and governance risks, supported by continuous regulatory tracking to anticipate and respond to evolving legal and regulatory requirements. Our compliance management systems are embedded into day-to-day operations through defined roles, internal reviews, and structured escalation and corrective-action mechanisms, with oversight designed to provide the management and the Board with reasonable assurance on effectiveness.

To maintain proactive regulatory preparedness, the Company operates a regulatory risk management process, which continuously monitors emerging laws, SEBI-mandated requirements, subsidiary-level governance requirements, and real-estate-specific obligations. This process enables timely interventions, updates to internal procedures, and seamless alignment with changing regulatory expectations.

Policies and Commitments

DCCDL's policy commitments reflect its approach to responsible business conduct and are designed to ensure that ethical, legal, and governance expectations are consistently applied across operations. The organization articulates its key policy commitments through formal governance instruments (such as the Code of Conduct and supporting policies) that define expected behaviors, roles, and responsibilities, and provide clarity on how the organization manages its impacts and compliance obligations. The organization embeds these commitments into practice through implementation mechanisms aligned, ensuring policies are not only documented but operationalized through communication, accountability, and monitoring.

DCCDL maintains a structured suite of policies and governance documents that guide conduct, compliance, and operational decision-making. These include governance and integrity instruments (such as the Code of Conduct and the vigil mechanism) and supporting frameworks that enable systematic monitoring of compliance and ethical behavior. Key policies are summarized below, with detailed policy documents available on our website under the **DLF Limited Policies** and **DCCDL Policies** sections.





Code of Conduct: Defines ethical standards and compliance expectations for directors, management, and employees. Promotes transparency, fairness, and a safe work environment.



Nomination & Remuneration Policy: Structures appointment and remuneration based on merit, diversity, and performance aligned with sustainability and business goals.



Corporate Social Responsibility Policy: Integrates social, economic, and environmental goals focusing on community welfare, empowerment, and sustainability with board oversight.



Vigil Mechanism: Encourages confidential reporting of misconduct with protection measures. Commits to environmental stewardship and regulatory compliance.



Human Rights Policy: DCCDL respects the rights of employees and communities. Emphasizes non-discrimination and fair working conditions.



Customer Satisfaction Policy: Continuous improvement of customer experience through prompt feedback handling and transparent complaint management.



Environmental Policy: Group-level framework that drives compliance and continual improvement in energy, water, waste and emissions management, while strengthening biodiversity, climate resilience, sustainable sourcing and stakeholder engagement across operations.



Stakeholder Engagement Policy: Structured and inclusive engagement builds trust via transparent communication and grievance resolution.



Business Responsibility and Sustainability Policy: A group-wide framework that guides responsible and sustainable business conduct across operations, while setting expectations for suppliers and partners to align through ethical practices, accountability, and stakeholder-focused engagement.



Net Zero Policy: Policy that strengthens DCCDL's environmental commitments by setting short-, medium-, and long-term emissions reduction targets to progressively reduce and ultimately neutralize the company's carbon footprint, supporting the path to net zero emissions. Linked document: [**Net Zero Policy**](#)



Public Policy

DCCDL's approach to public policy engagement is anchored in transparency, regulatory compliance, and ethical conduct. Where DCCDL engages in public policy discussions either directly or through industry platforms, such engagement is undertaken responsibly and in alignment with the organization's values and governance framework. Appropriate safeguards are in place to prevent undue influence, manage conflicts of interest, and maintain integrity in all interactions.

In addition, DCCDL discloses its memberships in industry associations and similar bodies to provide clarity on external affiliations that support business and sector engagement and may be relevant to public policy and industry representation.



Implementation of Policies

DCCDL embeds its policy commitments through governance-led implementation and clear accountability mechanisms. Key requirements are communicated internally and reinforced through regular awareness sessions, guidance, and role-based sensitization. Any suspected breaches of policies or codes are addressed through defined escalation, investigation, and action pathways, including corrective actions and disciplinary measures where applicable. This demonstrates that governance policies are actively implemented, monitored, and embedded into day-to-day operations rather than existing only as documented commitments. Compliance with applicable laws and regulations is also monitored and periodically reviewed as part of the wider compliance and governance framework, and any significant instances of non-compliance along with associated fines or non-monetary sanctions, where relevant are transparently disclosed.

Anti-Corruption and Anti-Bribery

Our Code of Conduct embodies the organization's commitment to ethical business practices and integrity, serving as a guiding framework for its Directors, Senior Management, and employees. It emphasizes strict compliance with applicable laws and regulations while upholding rigorous ethical standards, including the prevention of bribery and corruption. The Code also regulates the acceptance of gifts and donations, promotes transparency and ethical decision-making, and reinforces expectations around avoiding conflicts of interest and safeguarding confidential information ensuring that integrity and accountability remain embedded in the way we operate.

In FY 2025-26, DCCDL strengthened this culture through communication and training on anti-corruption policies and procedures, including structured sensitization during employee induction and periodic refresher interventions. These efforts were complemented by regular internal communications and awareness sessions to reiterate expected conduct and reinforce "zero tolerance" for bribery and corruption across day-to-day operations and stakeholder interactions. We also continue to enable employees to seek guidance and raise concerns through established internal mechanisms, supporting early identification of

potential issues and timely escalation for appropriate action, in line with our commitment to responsible and transparent governance.

Risk Mitigation and Assessments for Corruption

We have adopted an integrated approach to identifying, assessing and managing risks related to unethical, improper or non-compliant conduct. Anti-corruption and anti-bribery risks form part of the broader risk governance framework, which evaluates strategic, operational, financial and compliance exposures through structured assessments and leadership oversight. Complementing this, DCCDL maintains formal mechanisms to record, escalate and address incidents that may indicate misconduct. The Vigil Mechanism outlines procedures for reporting concerns, ensuring confidentiality, investigation protocols, corrective actions and Audit Committee oversight. Issues identified through assessments or incident reporting are subject to disciplined investigation, timely mitigation, and learning-driven improvements to strengthen controls and prevent recurrence.

This integrated framework ensures that both proactive risk evaluation and reactive incident handling work together to uphold transparency, integrity and non-retaliation principles.

Vigil Mechanism

DCCDL maintains a formal whistle-blower policy/vigil mechanism that enables employees and other relevant stakeholders to raise concerns about suspected misconduct, unethical behavior, or violations of applicable laws and internal policies in a confidential manner. The mechanism is designed to support early identification of issues, protect good-faith reporters through safeguards against retaliation, and ensure concerns are assessed and addressed through a defined review and escalation process. In line with strong governance practice, oversight sits with appropriate governance channels to ensure independence of review, timely closure of matters, and consistent application of corrective and disciplinary actions where warranted. This approach strengthens incident oversight by ensuring integrity-related concerns are systematically captured, tracked, and escalated through a structured process, while also supporting expectations for responsible conduct and transparent reporting.





Code of Conduct

Our Code of Conduct remains the central document guiding ethical behavior and professional integrity across the organization. It sets clear expectations for lawful and ethical conduct, addresses conflicts of interest and responsible decision-making, and reinforces zero tolerance towards bribery and corruption, supporting DCCDL’s governance commitments. The Code is embedded into organizational practices through internal communication, employee sensitization, and disciplinary processes for breaches.

We follow a structured approach to monitor misconduct and manage controversies, including potential breaches of the Code of Conduct. Concerns raised through internal reporting channels are formally recorded, assessed, and investigated as appropriate, with outcomes and corrective actions tracked through to closure. This enables consistent visibility on integrity-related matters, supports systematic incident oversight and record-keeping, and ensures timely escalation to management and relevant governance forums. Where applicable, the monitoring and review process also addresses compliance risks related to bribery and corruption and anti-competitive conduct, including tracking of significant cases, actions taken, and transparent reporting of any material non-compliances with laws and regulations.

Ethics, Compliance, and Incident Overview

We maintain a central record of reported cases and Code-related concerns, consolidating information to support periodic review of trends, root causes, and the effectiveness of preventive controls. Summary reporting on case volumes and outcomes strengthens transparency and accountability by enabling structured incident oversight, consistent record-keeping, and disclosure of outcomes where relevant, including confirmed incidents and any legal actions taken.

In the reporting period, no cases regarding breaches or complaints on whistleblowing, code of conduct, incidents of bribery and corruption, legal cases on anti-competitive behavior and/or non-compliances were recorded.

Risk Management



Risk Governance and Management Process

DCCDL manages risks through a structured, enterprise-wide framework that enables the timely identification, prioritization, and mitigation of risks impacting its strategic, operational, financial, and compliance objectives. This approach is embedded within the Group-level risk framework adopted by DCCDL, ensuring consistency in how risks are governed, escalated and reviewed. Our risk management process follows a disciplined cycle encompassing context setting, risk identification and prioritization, mitigation planning with clear ownership, and ongoing monitoring and reporting, enabling leadership to make informed decisions with a balanced view of risk and opportunity.

Framework & Process for Risk Management

The Risk Management Framework sets out a structured and practical approach to managing risks across the organization. It has been developed using leading industry standards and good practices, while keeping the process relevant to business needs and easy to implement. The framework explains how the company identifies, assesses, prioritizes, mitigates, and monitors risks.

It includes two key parts:

Risk Management Process: A defined process to identify, prioritize and manage risks across the organization.



Risk Management Governance Structure: A clear governance set-up that outlines roles and responsibilities to ensure effective implementation and oversight.

DCCDL follows a standardized risk management process to address risks whether internal or external, and whether they are directly controllable.

The process includes:



Establishing the context: Defining business objectives and identifying risks within that context to enable effective prioritization.



Risk assessment (identification and prioritization): Identifying risks that could hinder strategic goals and prioritizing them based on likelihood and potential impact.



Risk mitigation: Implementing mitigation actions, reviewing the effectiveness of existing controls, and assigning ownership, responsibilities, and timelines for key risks.



Monitoring and reporting: Periodically updating the Board of Directors and the Senior Executive Director (Technical) on the risk profile and progress of mitigation actions.

Emerging Risks and Mitigation

DCCDL's emerging risk landscape is shaped by a combination of external and sector-specific factors, including macroeconomic volatility, regulatory changes, environmental sustainability considerations, and rapid technological shifts. These drivers can influence portfolio performance, operating resilience, and the longer-term competitiveness of assets.

Key emerging risk themes

- 1. Macroeconomic and market risks:** Wider economic conditions can affect demand, occupancy levels and the pace of rental growth.
- 2. Regulatory and policy risks:** Changes in real estate regulations, approvals, and taxation may impact planning assumptions and the company's financial outlook.
- 3. Climate and sustainability risks:** Increasing frequency of extreme weather events and rising sustainability expectations can create challenges for long-term asset performance and maintenance planning
- 4. Technology and tenant preference shifts:** Advancements in technology and the growing preference for flexible workspaces continue to reshape occupier expectations, requiring ongoing adaptation in offerings and service models.
- 5. Cybersecurity risks:** Greater reliance on digital infrastructure for property management and tenant services increases exposure to cyber threats.

Approach to mitigation DCCDL proactively reviews emerging risks across its operations, including those that are anticipated as well as unforeseen. Risks are assessed and categorized based on potential impact, and forward-looking measures are implemented in line with the risk management plan to mitigate or minimize potential adverse effects.



ESG Risk Assessments

DCCDL integrates ESG considerations into investment decision-making by undertaking ESG risk assessments and appropriate due diligence for new acquisitions and strategic transactions. The intent is to identify material environmental, social and governance risks early such as regulatory and permitting risks, climate and resource-related risks, labour and contractor practices, stakeholder concerns, and governance/compliance exposures so that these can be assessed, priced-in where relevant, and addressed through mitigation plans or post-acquisition action trackers.

Climate Risk Management

Climate Governance

DCCDL's climate action is anchored in its Climate Change Strategy, which is integrated into the core principles that guide operations and is positioned as a proactive environmental stewardship approach. Sustainability governance is led by the Senior Executive Director (Technical) under the guidance of the Vice Chairman & Managing Director, with quarterly reviews by the Board of Directors supporting leadership oversight of sustainability priorities, target-setting, and integration into company operations. Additionally, Assistant Vice President is responsible for overseeing climate change-related risks and opportunities, ensuring that climate considerations are systematically identified, assessed, and embedded into day-to-day decision-making and operational activities.

Task Force on Climate-related Financial Disclosures

DCCDL conducted a climate risk assessment in line with the guidelines of the Task Force on Climate-related Financial Disclosures (TCFD) architecture as carried forward under IFRS S2 (Climate-related disclosures). As part of this assessment, the company evaluated both physical and transition risks, reviewing the portfolio under various climate scenarios to assess resilience, identify vulnerabilities, and guide risk mitigation strategies. DCCDL also evaluated the potential financial risks and opportunities arising from these scenarios to inform the strategic

planning and long-term sustainability goals. This approach embeds climate considerations into the day-to-day operations.

IFRS S2 also explicitly covers both physical and transition risks and requires disclosure of processes to identify, assess, prioritize and monitor these risks, strengthening the basis for consistent, decision-useful climate risk governance and reporting. SSP2-4.5 and SSP5-8.5 were applied to assess physical risks, while the International Energy Agency's STEPS and SDS scenarios were used to evaluate transition risks under different policies and decarbonization pathways.

Climate Risk Assessment

DCCDL has conducted a portfolio-level climate risk assessment covering both physical and transition risks, using multiple climate scenarios to assess resilience, identify vulnerabilities and guide mitigation strategies. For physical risks, DCCDL identifies exposures such as inland floods, cyclones, water shortages, strong winds, coastal flooding and extreme heat, and responds through:

- Ongoing monitoring of climate data and predictions,
- Resilient infrastructure that incorporates climate resilience into design and development, and
- Strengthened emergency preparedness and response plans to reduce disruption to operations and stakeholders.

For transition risks, DCCDL's approach includes:

- Engagement with policymakers to stay updated on evolving regulations,
- Alignment with market demand for green buildings and energy efficiency, and
- Investments in advanced technologies to reduce carbon footprint and energy dependence, including renewable energy solutions and energy-efficient building systems.

DCCDL also links climate risk management to operational levers such as expanding renewable energy and deploying energy-saving technologies (e.g., IoT-enabled smart systems, efficient lighting and adaptive HVAC) with ongoing monitoring to refine performance.



Economic Performance



DCCDL's economic performance reflects the organization's focus on creating sustained value while integrating sustainability across business operations, which is considered an important measure of success in meeting stakeholder expectations. To provide a clear view of how value is created and shared, DCCDL presents an overview of the direct economic value generated through revenues and how it is distributed across key stakeholder groups, including operating costs, employee wages and benefits, payments to providers of capital, payments to government,

and community investments, along with the value remaining within the business. Consistent with the approach applied in the prior year, financial data is reported at the DCCDL entity level, as the Company does not own any subsidiaries. DCCDL has not received financial assistance from the government and maintains a transparent and compliant tax approach, ensuring tax obligations are fulfilled responsibly in accordance with applicable laws and within prescribed timelines.

DIRECT ECONOMIC VALUE GENERATED AND DISTRIBUTED - IN INR LAKHS (FY 2025-2026)



739,259
REVENUE



144,475
OPERATING COST



22,980
EMPLOYEE WAGES AND BENEFITS



334,960
PAYMENT TO PROVIDERS OF CAPITAL



3,915
COMMUNITY INVESTMENTS



176,325
ECONOMIC VALUE RETAINED

Approach to Tax

DCCDL's approach to tax compliance is embedded within its broader framework for financial reporting, governance and regulatory compliance. Defined responsibilities across the finance and compliance functions, including the Chief Financial Officer and the Company Secretary & Compliance Officer, together with independent statutory audit processes, support disciplined oversight of tax-related matters as part of the Company's overall control environment. The Company also follows a structured process in administering tax matters related to shareholder distributions, including the application of applicable withholding requirements and communication of relevant

documentation requirements, wherever necessary, for availing prescribed rates or treaty benefits. Through this process-led approach, DCCDL seeks to ensure that payments to government and related tax matters are managed in an accurate, timely and transparent manner, consistent with its broader commitment to financial integrity, responsible governance and regulatory compliance.



06

Sustaining Green Growth

Key Material Topics:

- Energy Management
- Climate Change and GHG Emissions
- Water Stewardship
- Waste Management and Circularity

Alignment with UNSDGs:



Goals :

- Reducing energy intensity in our rental assets by 15% by 2030, using FY 2019-20 as the baseline
- Increase the renewable energy intensity of rental assets by 60% by 2030, using FY 2019-20 as the baseline.
- Aiming for a 38% reduction in Scope 1, Scope 2, and Scope 3* emissions by 2030, with FY 2019-20 serving as the baseline year.
- Reducing water intensity in our rental assets by 15% by 2030, using FY 2019-20 as the baseline.
- Ensure that 50% of our buildings achieve BEE certification by 2028.

Stakeholders Impacted:

Tenants and Customers; Employees and Workers; Communities; Value Chain Partners

*Downstream



Environment Management System



DCCDL operates an integrated Environment Management System (EMS) that provides a structured approach to identifying, managing, and improving environmental performance across its properties. The EMS defines governance roles, operational controls, monitoring mechanisms, emergency preparedness, and corrective actions. It also guides the collection of environmental performance data across energy, emissions, water, waste, and biodiversity.

ISO 14001 certification is fundamental to DCCDL's operational framework, enhancing not just our environmental sustainability but also fortifying our energy management systems. This global standard provides a structured approach to environmental and energy management, requiring consistent review and improvement, which aligns perfectly with our commitment to sustainability. For DCCDL, ISO 14001 influences energy conservation measures by integrating them with environmental management policies. This includes the tactical use of technology to reduce the carbon footprint and carefully selected waste management and recycling protocols that indirectly affect energy use by reducing the energy intensive processes of waste handling and disposal.

The ISO certified EMS ensures compliance with environmental legislation, supports internal audits, and aligns with stakeholder expectations for responsible real estate operations. It serves as the foundation for meeting the environmental criteria of GRESB's Management and Performance Components, which emphasize policy robustness, implementation, and outcome-based assessment.

Environmental Policy

DCCDL is committed to environmental stewardship and sustainability. The Environmental Policy focuses on compliance with environmental regulations, optimizing resource use, enriching biodiversity, and minimizing pollution and waste across operations. Key initiatives include promoting energy efficiency, deploying water management strategies like rainwater harvesting and wastewater recycling, and addressing climate change risks through adaptation measures. The company integrates biodiversity management by enhancing green landscapes, restoring ecosystems, and creating ecologically diverse zones. Waste management emphasizes segregation and responsible disposal of hazardous and e-waste, along with recycling and composting practices. Pollution control measures ensure emissions monitoring and adherence to ambient air quality standards. Portfolio management involves environmental due diligence, efficient resource use, stakeholder engagement, and preparedness for natural disasters. Sustainable material sourcing and periodic policy reviews reinforce the company's dedication to reducing its environmental footprint. This Environmental Policy is a group-level policy of DLF Limited, and DCCDL adheres to its principles as part of its commitment to sustainable business practices and environmental responsibility.

The Company's Environmental Policy outlines its commitment to:

1.

Reducing environmental impacts through responsible resource utilization

2.

Enhancing energy efficiency and transitioning to lower-carbon operations

3.

Conserving water and promoting circular water systems

4.

Preventing pollution and minimizing waste

5.

Protecting biodiversity and managing nature-related risks

6.

Complying with applicable environmental laws and international standards

7.

Engaging stakeholders—including tenants, suppliers, and partners—in sustainability

Energy Management



In today's global landscape, where sustainability and environmental stewardship have become defining priorities, energy efficiency within the real-estate sector stands out as a critical lever for climate action and operational excellence. At DCCDL, we recognize this responsibility and have placed energy efficiency at the center of our development and asset-management philosophy.

As urban developers, our role extends beyond constructing premium spaces, it encompasses creating environments that are sustainable, cost-efficient, and ecologically responsible. Improving energy performance across our buildings directly reduces our carbon footprint, lowers operating costs through optimized energy consumption, and enhances long-term asset value, making our properties more attractive to environmentally conscious tenants and investors.


With regulatory expectations and environmental norms becoming increasingly stringent, DCCDL's continued focus on energy-efficient design and operations ensures alignment with both national and global standards. It also enables us to meet evolving stakeholder expectations from regulatory agencies and environmental organizations to the communities that rely on us for safe, resilient, and future-ready infrastructure.

This chapter outlines our strategic approach to energy management, highlighting the technologies, operational practices, and efficiency-driven initiatives deployed across our portfolio. Through intelligent energy use and continuous performance improvement, we reinforce our commitment to sustainability and to minimizing environmental impact across the lifecycle of our developments.



Energy performance in FY 2025-26

In FY 2025-26, we recorded total energy consumption of 887.66 TJ, with 217.79 TJ sourced from renewables.

Type of Source	Source	Unit	FY 2025-26			FY 2024-25		
			DCCDL Consumption (TJ)	% of Total Energy	Tenant Consumption (TJ)	DCCDL Consumption (TJ)	% of Total Energy	Tenant Consumption (TJ)
 Non-Renewable Source	Grid	TJ	496.09	59.25%	966.27	485.54	68.38%	945.42
	Diesel	TJ	34.68	3.91%		24.13	3.40%	
	PNG	TJ	88.77	10.00%		74.50	10.49%	
	TOTAL	TJ	619.54	63.39%		516.64	72.76%	
 Renewable Source	Solar	TJ	15.73	1.77%		14.75	2.08%	
	Grid & PPA	TJ	202.05	22.76%	241.00	178.63	25.16%	220.87
	TOTAL	TJ	217.79	24.53%		193.38	27.24%	
Total Energy Consumption		TJ	837.33			710.02		
Intensity (TJ of Energy used per INR Lakh of revenue generated)		TJ/INR Lakh	0.0011			0.0011		

*The PNG consumption for FY2025 was previously reported as 6.97 TJ. However, upon review and reconciliation of underlying data sources, the figure has been restated to 74.50 TJ to ensure consistency and accuracy of reported information.

Energy Consumption (TJ)



Energy efficiency and savings programs



Our approach to energy management is meticulous and multifaceted, combining state-of-the-art technologies with innovative building designs to optimize energy consumption across our portfolio. At DCCDL, energy efficiency is not merely a component of our

sustainability agenda it is embedded into the very fabric of our development philosophy. Every new project and operational upgrade is guided by the principle of creating spaces that are environmentally responsible, cost-efficient, and aligned with global best practices.

To achieve this, we deploy a comprehensive suite of energy-saving technologies and design strategies aimed at substantially reducing the operational energy requirements of our buildings. For example, our adoption of advanced HVAC systems that dynamically adjust cooling and heating based on real-time occupancy and weather analytics has delivered significant reductions in energy use. Similarly, the transition to LED lighting across all common and tenant areas, coupled with energy-efficient windows and enhanced insulation materials, has minimized energy wastage while improving thermal comfort for occupants.

Innovative mobility solutions further strengthen our portfolio's efficiency. The installation of regenerative-drive elevators has resulted in an 18% reduction in energy consumption, while our renewable energy initiatives generate over **43,70,484 kWh** of green power annually through solar panels and 12,30,70,855 kWh through offsite, reinforcing our shift toward cleaner energy sources.

As part of our long-term strategy, we aim to ensure that **90% of our total rental portfolio achieves Green Building certification by 2030**. Many of our buildings are already certified by the Bureau of Energy Efficiency, underscoring our commitment to meeting and exceeding national energy conservation standards⁸. These certifications evaluate buildings on parameters such as energy consumption patterns, efficiency measures, and sustainability performance further validating our efforts to create high-performing and environmentally responsible assets.

Beyond operational efficiencies, these initiatives generate broader benefits for our occupants and communities. Improved air quality, enhanced indoor comfort, and healthier work environments contribute to greater workplace satisfaction and productivity. Through these integrated measures, DCCDL continues to advance energy performance across its developments, demonstrating our commitment to driving sustainable growth and creating resilient, future-ready spaces.

DLF Cyber City Hyderabad is 100% Green Powered

Renewable Wind and Solar power is used to operate the project.



Commitment to LEED Certifications for Energy Efficiency

We have strategically embraced LEED Platinum certification to enhance our building's operational efficiency and sustainability. As the most prestigious rating achievable under the US Green Building Council's LEED, Platinum certification reflects adherence to the highest standards of energy conservation and environmental design. In practice, LEED Platinum certification guides the architectural design and construction phases at DCCDL. This includes optimizing site potentials, increasing renewable energy consumption, and using environmentally preferred materials. For instance, our buildings incorporate highly efficient glazing and insulation in the building envelope to reduce thermal losses. HVAC systems are chosen based on their ability to reduce energy consumption substantially below the baseline level defined by standard practices. Moreover, DCCDL's approach to achieving LEED Platinum involves stringent monitoring and verification of energy usage. Buildings are equipped with advanced metering infrastructure that provides real-time data on energy consumption, allowing for adaptive energy management strategies that respond to peak demand and usage patterns. The integration of renewable energy sources, like solar panels and possibly wind turbines, is maximized to contribute to the buildings' energy needs, hence reducing reliance on nonrenewable grid electricity.



GHG Emissions Management

DCCDL has introduced structured systems and templates to track emissions across Scope 1, Scope 2, and Scope 3 in a transparent and standardized manner. This enables detailed and accurate environmental reporting, ensuring that our disclosures reflect real progress while meeting the expectations of investors, regulators, and sustainability evaluators.

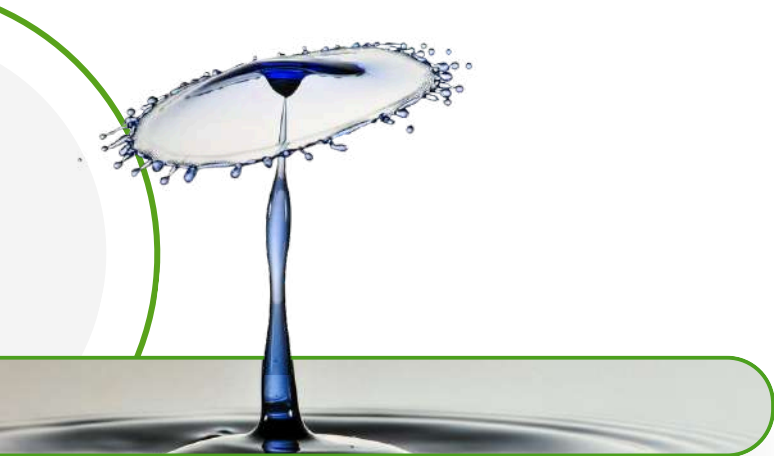
Consolidated GHG Emissions

Type of Emissions	Unit	FY 25-26			FY 24-25		
		Quantity	% of total	Intensity (tCO2e per INR Lakhs of Revenue)	Quantity	% of total	Intensity (tCO2e per INR Lakhs of Revenue)
Scope 1 Emissions	ktCO2 e	16.02	5.24%	0.022	11.78	4.00%	0.017
Scope 2 Emissions (Location Based)	ktCO2 e	97.84	31.98%	0.134	98.05	36.00%	0.16
Scope 3 Emissions	ktCO2 e	190.57	62.78%	0.263	190.92	60.00%	0.261
Total GHG Emissions	ktCO2 e	304.43	100.00%	0.419	300.75	100.00%	0.438

GHG Emissions Comparison (ktCO2 e)



Water Stewardship



Sustainability is at the heart of our projects, of which water management and conservation forms a pivotal pathway contributing to our environmental commitment. We sincerely believe water is a shared resource and is required by all stakeholders surrounding the areas we operate in, especially communities. Therefore, balancing water conservation with the demands of urban development challenges the sector to innovate and transform traditional practices into sustainable solutions.

Effective and responsible water management forms a core pillar of our environmental sustainability initiatives. We perceive water management as a critical responsibility towards the ecosystems we operate within and a strategic business imperative that enhances our operational resilience and sustainability. Our comprehensive water and wastewater strategies are meticulously designed to optimize water use, increase the efficiency of water consumption, and ensure high standards of wastewater treatment. These efforts are underpinned by rigorous adherence to international standards such as LEED Zero Water and ISO 14001, which affirm our commitment to leading the industry in sustainable water practices.

Water Withdrawal

DCCDL solely relies on third-party freshwater sources of water, i.e., municipal or tanker water as the primary source of water withdrawal for our operations. Our buildings are designed with

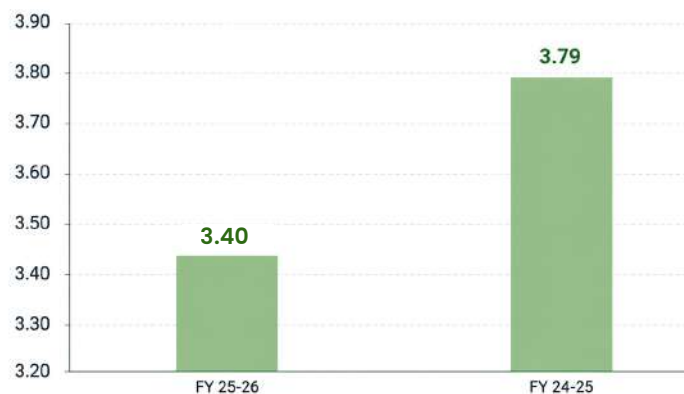
smart fittings and IoT sensor specified faucets to ensure water conservation through smart design principles.

Water Consumption Details

KPI	Quantity	
	FY 25-26	FY 24-25
Water Withdrawal (Million KL)	2.49	2.40
Water Consumed / Used* (Million KL)	4.84	4.53
Total Water recycled and reused (Outlet of ETP/STP/RO/ MEE) (back to process/gardening) (Million KL)	2.35	2.13
Total Rainwater Harvested (Million KL)	0.61	0.66
Intensity (KL of Water Withdrawal per INR Lakh of Revenue)	3.40	3.79

*Total water consumed is considered as sum of the total water withdrawn and the total water recycled and reused.

Intensity (KL of Water Withdrawal / INR Lakh of Revenue)



Water Recycling and Conservation

Managing the wastewater output is as crucial as managing water intake. Our focus extends to effective wastewater treatment, ensuring minimal environmental discharge. We process wastewater through Sewage Treatment Plants (STPs), enabling its recycling and reuse; in FY26, we recycled and reused 2.35 million KL of water, supporting sustainable water management. The advanced treatment processes allow us to recycle and reuse a considerable portion of our treated water, primarily for cooling tower, flushing and irrigation. This not only evidences our



effective water management strategies but also highlights our commitment to reducing the consumption of fresh water and minimizing wastewater discharge into the environment.

Excellence in Achieving LEED Zero Water

LEED Zero

Achieving Zero Water certification under the LEED program for 22 out of 28 of our operations/buildings specifically underscores our commitment to maximizing water efficiency and minimizing waste. LEED Zero Water Certification necessitates that buildings demonstrate an ability to achieve a net-zero water usage balance. This essentially means that the total quantity of water used onsite is completely offset by non-potable water generated on-site, through strategies such as rainwater harvesting, stormwater management, water recycling, and

Water Discharge

All of DCCDL's properties operate as Zero Liquid Discharge (ZLD) facilities, ensuring that no untreated wastewater is released into the environment. Our stringent standards and processes guarantee that all water is treated and repurposed for beneficial use within our operations, fully aligning with local and international environmental regulations.

Waste Management

At DCCDL, we endeavor to adhere to all regulatory requirements related to different categories of waste (hazardous waste, solid waste, biomedical waste, and e-waste). In line with our efforts, we align our commitments to the principles of responsible consumption and production, aligned with Sustainable Development Goals.

Effective waste management overview

Waste management plans form an integral component of the project design process for all our existing and development projects, with project-specific targets established for waste reduction, recycling, or reuse. As part of our waste management plans, we adopt and implement a comprehensive waste management approach which incorporates our values and alignment.

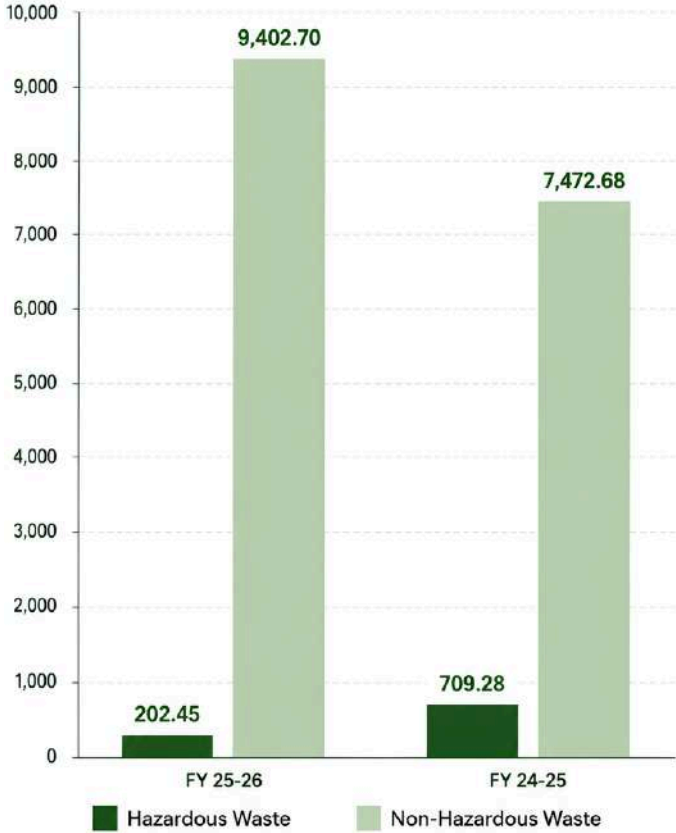
- Minimizing waste at source and optimizing resource use at our operations for reduction of waste
- Reusing concrete generated as part of refurbishments in planters and common areas.
- Training our workforce and contractors in advanced waste management techniques for the successful implementation of construction and demolition waste management initiatives
- Identifying different categories of waste such as hazardous and non-hazardous and ensuring appropriate handling mechanisms are in place for managing the waste
- Segregating hazardous and non-hazardous waste streams at the source to avoid cross-contamination
- Ensuring all construction waste is brought to a centralized waste facility for segregation and either reuse or sale to a responsible third-party recycler
- Diverting construction waste from landfills for reuse or recycling
- Ensuring storage of waste (hazardous and non-hazardous) in compliance with relevant legal requirements
- Ensuring waste and debris disposal as per applicable legal requirements

Waste Generated

Description	FY 25-26		FY 24-25	
	Waste Generated (MT)	% of total waste generated	Waste Generated (MT)	% of total Waste generated
Hazardous Waste	202.45	2.11%	709.28	8.67%
Non - Hazardous Waste	9,402.70	97.89%	7,472.68	91.33%
Total	9,605.14	100.00%	8,181.96	100.00%
Intensity (MT of Waste Generated per INR Lakh of Revenue)	0.0131		0.0129	

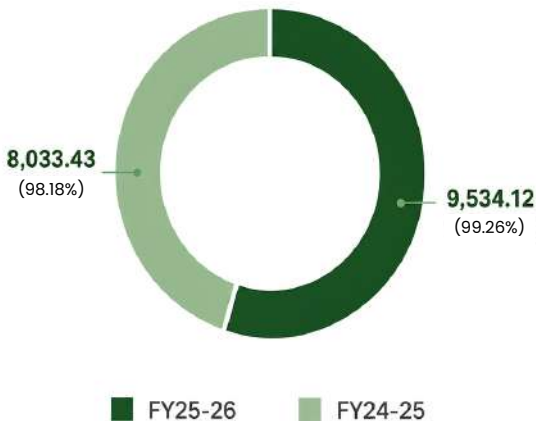


Waste Generated (MT)



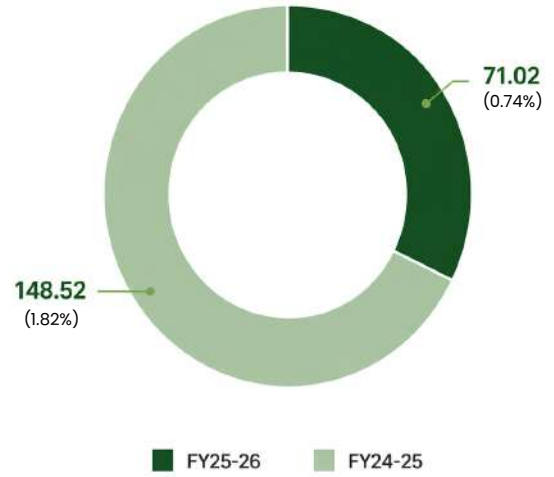
Waste Diverted from Disposal (Recycled/Reused)

Description	FY 25-26		FY 24-25	
	Waste Diverted from Disposal (MT)	% of Total Waste Generated	Waste Diverted from Disposal (MT)	% of Total Waste Generated
Waste recycled/reused	9534.12	99.26%	8,033.43	98.18%



Waste Diverted to Disposal (Incinerated/Landfilled)

Description	FY 25-26		FY 24-25	
	Waste Diverted to Disposal (MT)	% of Total Waste Generated	Waste Diverted to Disposal (MT)	% of Total Waste Generated
Waste incinerated/landfilled	71.02	0.74%	148.52	1.82%



LEED Zero Waste Certification Across DCCDL's Assets

We proudly sustain the achievement of LEED Zero Waste Certification across the majority of our assets, a testament to our unwavering commitment toward the highest standards of sustainability. This prestigious recognition not only showcases our proficiency in resource management but also emphasizes our capability to effectively implement and consistently maintain rigorous environmental practices. With LEED Zero Waste Certification we underscore our dedication and methodical approach to sustainable waste management.

Achieving this certification involves a comprehensive strategy encompassing waste reduction, meticulous segregation, and robust recycling practices. Our facilities are rigorously evaluated on various fronts, including waste prevention strategies, the efficiency of material utilization, and a profound commitment to sustainability throughout all operational areas. By meeting these stringent criteria year after year, we affirm our ongoing commitment to operational excellence and steadfast dedication to environmental sustainability.

Sustainable Construction



DCCDL’s commitment to ESG in its development projects highlights the significance of sustainability in modern construction practices. We continue to integrate sustainable practices into our operations, from design to construction, ensuring that our developments contribute positively to the environment and society, reinforcing our position as a leader in sustainable urban development.

Our four tenets of sustainable construction



During our site selection and land use planning, our actions are guided by the objectives of environmental protection and sustainable land

use. DCCDL actively integrates sustainable site selection criteria into its development projects, ensuring minimal environmental impact while enhancing connectivity and resilience. As per the rules and guidelines set by MoEFCC, DCCDL conducts Environmental Impact Assessments (EIA) and prepares Environment Management Plans before commencing a project, with approvals from SEAC/SEIAA. The company prioritizes linking developments with multi-modal transit networks, reducing carbon emissions and improving accessibility.

By locating projects within existing urban areas, DCCDL optimizes land use, avoids unnecessary expansion, and supports responsible urban growth. Additionally, DCCDL is committed to protecting, restoring, and conserving aquatic ecosystems, floodplain functions, and habitats for native, threatened, and endangered species, aligning with global sustainability standards like LEED certification. The company also ensures no development is undertaken to impact historical and heritage sites, preserving cultural continuity while fostering sustainable development. Redeveloping brownfield sites is another key focus, allowing DCCDL to revitalize previously contaminated or underutilized land, contributing to urban regeneration.

DCCDL prioritizes waste management by diverting construction and demolition materials, as well as reusable vegetation, rocks, and soil from disposal, reducing landfill impact. The company actively undertakes measures to minimize light and noise pollution to help maintain harmony with surrounding communities, enhancing livability. As part of its approach, it utilizes downlight streetlights, which are effective in reducing light pollution. Unlike traditional streetlights that emit light in multiple directions, downlight fixtures are designed to direct illumination downward, minimizing unnecessary light spill into the sky. This helps reduce skyglow, which obscures stars, and prevents light trespass, which can disrupt ecosystems and human health. Additionally, the company is committed to protecting air quality during construction, restoring habitats and soils disturbed by development, and safeguarding surface water and aquatic ecosystems by controlling and retaining construction pollutants.

The company prioritizes environmental and health attributes in its selection of building materials, ensuring minimal adverse impacts on both the environment and the well-being of its





people. It actively incorporates locally extracted or recovered materials to reduce transportation emissions and support regional sustainability. We also seek environmental and health certifications for key materials where applicable.

Additionally, we give preference to the procurement of FSC-certified wood-based materials and products, ensuring compliance with global sustainability standards and responsible forestry practices. The company prioritizes adoption of low-carbon alternative construction materials produced from industrial by-products, further lowering its environmental footprint. Additionally, the company selects low-emitting VOC materials to enhance indoor air quality and minimize health risks.

Further, the Company integrates energy- and resource-efficient design measures such as LED lighting systems, double-glazed unit (DGU) glass, and roof insulation to improve energy performance and reduce overall consumption. In line with its water stewardship objectives, the Company follows a zero-water discharge approach, supported by the reuse of treated water from sewage treatment plants (STPs) for suitable non-potable applications and the development of rainwater harvesting pits to facilitate groundwater recharge. In addition, topsoil generated during construction is carefully preserved and stored for reuse in landscaping and site development, reinforcing responsible resource management and sustainable construction practices.

DCCDL follows a focused approach to minimizing the environmental impact of its operations by reducing direct consumption of natural resources and limiting pollution. Through prudent resource conservation, we seek to contribute meaningfully to the well-being of the communities and ecosystems in which we operate. To support this commitment, we have instituted robust practices for responsible procurement, efficient use, and monitoring of materials and other key resources.

Our efforts are guided by the principles of resource efficiency and circularity, with the objective of supporting long-term ecological balance. To assess performance and strengthen decision-making, we have undertaken a structured mapping of material consumption across relevant categories. This enables us to track usage patterns over time, establish internal benchmarks, and measure progress in improving resource efficiency across our operations.

Strengthening its commitment to responsible sourcing, the company carefully selects construction materials with recyclable composition and packaging, minimizing waste generation. It emphasizes transparency in material selection by requiring disclosures on potential health hazards and strictly adhering to a "Red List" that prohibits substances posing risks to human health and the environment.

Driving Sustainable Construction through Portfolio-Wide Life Cycle Assessment

DCCDL has undertaken a Life Cycle Assessment (LCA) for its under-construction portfolio across DT 5, 6, 7, and 8 at MOIG Gurugram and DT 4 and 5 at Taramani, Chennai, covering 100% of its new construction projects (with DT 3 Taramani, Chennai now operational). The objective is to evaluate the embodied carbon footprint associated with construction materials and methods and to identify key emission hotspots. The assessment follows internationally recognized frameworks including ISO 14040 and ISO 14044, and is aligned with GRESB expectations, LEED requirements, and EN 15978 principles. The study adopts a cradle-to-site boundary (A1-A5) for GRESB reporting, with a cradle-to-gate approach (A1-A3) applied for LEED compliance. Leveraging material quantities and Environmental Product Declarations (EPDs), the LCA focuses on the product and construction stages, where emissions are typically most significant, enabling DCCDL to systematically assess the environmental impacts of resource extraction, manufacturing, transportation, and on-site construction activities.



The LCA aims to quantify upfront embodied carbon, identify high-impact materials, and benchmark performance against industry standards, thereby informing material selection and design optimization strategies to reduce emissions across projects. The assessment is being conducted using the One Click LCA tool, ensuring consistency with global data quality requirements and robust datasets. The resulting report, structured in line with GRESB and LEED-approved templates, includes a life cycle impact assessment summary, defined scope and service life, dataset descriptions, material scope analysis, baseline vs. proposed building comparison, and detailed assessment results. Please refer to the table below for a glimpse of the key findings from the study.

Parameter	Downtown Phase II project (DT 5,6,7,8 & Mall of India)	Downtown Taramani 3DT Building	Downtown DT 4&5
Life Cycle Stages Included in Scope	A1 to A5	A1 to A5	A1 to A5
Building Layers Included in Scope	Substructure, Superstructure, Envelope, Finishes	Substructure, Superstructure, Envelope, Finishes	Substructure, Superstructure, Building Envelope, Finishes
Average Embodied Carbon Intensity	694 kgCO ₂ e/m ²	815 kgCO ₂ e/m ²	949 kgCO ₂ e/m ²
Total Embodied Carbon Emissions	5,57,956.07 tCO ₂ e	1,11,180.10 tCO ₂ e	301307.98 tCO ₂ e

Through this structured and data-driven approach, DCCDL has successfully completed its Life Cycle Assessment, enabling the integration of low-carbon design principles early in the project lifecycle, enhancing transparency in disclosures, and reinforcing its commitment to sustainable construction practices.





Biodiversity and Nature

DCCDL recognizes its dependence on natural systems—including land, water, vegetation, and ecological services—and integrates nature considerations into every stage of development. Aligned with global biodiversity principles, our strategy focuses on minimizing ecological impacts while enhancing natural value within our project footprints.



UNDERSTANDING DEPENDENCIES ON NATURE:

We are extremely cognizant of sustainable land availability, the local ecosystems surrounding our sites, flood control and hydrological balance, as well as availability of natural materials, ecological services around green buffers.

MANAGEMENT OF IMPACTS ON ECOSYSTEMS:

We systematically assess and manage ecological impacts through mandatory Environmental Impact Assessments and Environment Management Plans as per regulatory requirements. We ensure protection of aquatic ecosystems, floodplains and preservation habitats. Heritage conservation is also a pivotal priority to ensure preservation of cultural landscapes.

NATURE-FRIENDLY SITE-PLANNING:

We are prioritizing in-fill development within existing urban areas to avoid habitat fragmentation while redeveloping brownfield sites, reducing pressure on ecologically sensitive land. We also aim at designing projects to be transit linked, lowering emissions and ensuring last mile connectivity.

LOW IMPACT CONSTRUCTION PRACTICES:

We are methodically planning to ensure reduction of harm on ecosystems through responsible material choices and waste management practices. FSC-certified wood, timber, etc. are used in our sourcing and elimination of red-list hazardous substances is a long-standing commitment. We also use downlight fixtures to reduce skyglow and light spill, among other practices.

We have invested in **green landscaping** to ensure that each of our projects contributes positively to local biodiversity. This involves extensive tree planting and the introduction of varied plant species that support native wildlife, enhance air quality, and beautify our developments.



07

Imagining Futures of our people

At DCCDL, people are our most crucial stakeholder and with people lies our biggest strength. Grounded in our commitment to creating shared value, we strive to foster a respectful, inclusive, and empowering ecosystem for our employees, partners, and the communities surrounding our developments. We are dedicated to safeguarding human rights, promoting employee well-being, and enabling social and economic progress through meaningful engagement, safe workplaces, and continuous development opportunities. The sustained growth and resilience of our business are deeply rooted in the dedication, capability, and integrity of our people, who are united by a shared commitment to our vision of imagining, building, and sustaining a better tomorrow.

Key Pillars of our Human Capital Strategy



Alignment with UNSDGs:



Cultivating a Dynamic Workforce



We cultivate a dynamic workforce by placing our people at the center of our strategy. In an environment shaped by evolving opportunities and increasing scale, our teams continue to demonstrate a strong growth and innovation mindset, complemented by resilience and agility.

This enables the consistent delivery of high-quality outcomes and sustained long-term value creation, anchored by a safe, ethical, and compliant way of working.

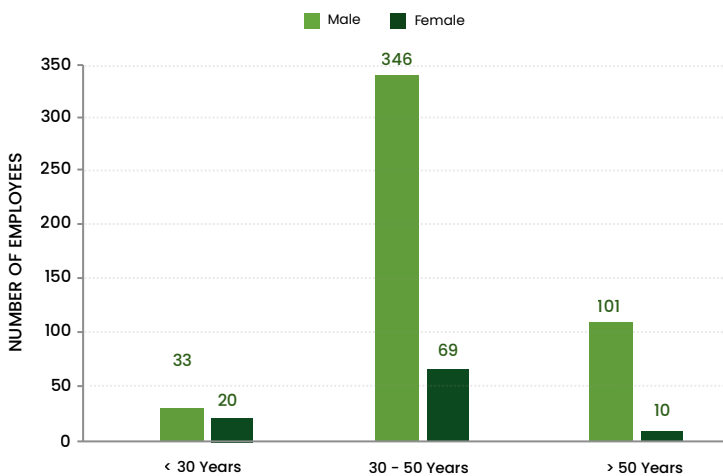
Our focus is to build an inclusive and respectful workplace where individuals are empowered to perform at their best. Through a deliberate human capital approach, spanning talent acquisition, capability development, wellbeing, and leadership, we are strengthening a future-ready, high-performing organization.

We firmly believe that business outcomes are intrinsically linked to the growth, safety, and engagement of our people, and remain committed to enabling continuous learning, innovation, and meaningful career progression.

Our workforce at a glance

Our dynamic workforce currently consists of 579 employees across all locations, of which 100% of employees are permanent and 0% other than permanent employees. Additionally, 17% of our workforce consists of women.

FY 2025-26

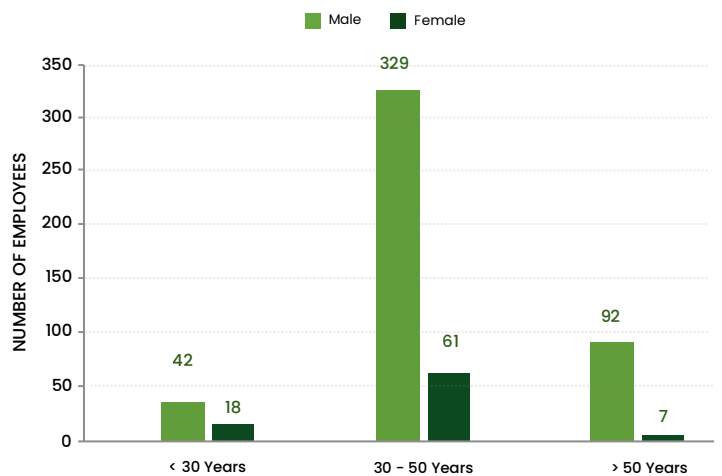


TOTAL EMPLOYEES FY 2025-26

579
Employees

480 Male **99** Female

FY 2024-25



TOTAL EMPLOYEES FY 2024-25

549
Employees

463 Male **86** Female

Guided by the principles of our Integrated Approach to Human Resource Management, we holistically tackle various elements of employee wellbeing, talent attraction and retention, employee development, recognition and rewards, while embracing diversity, inclusion and human rights as a part of our business.



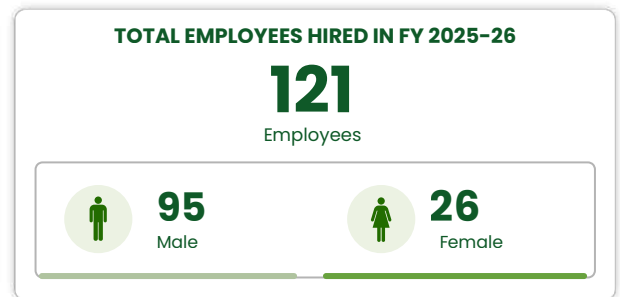
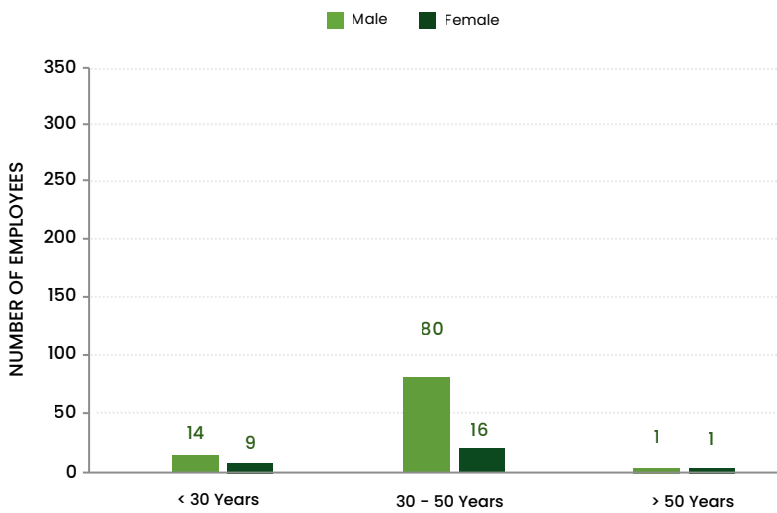
Talent attraction and management

Our approach to talent attraction is systematic and meticulously designed to ensure hiring and maintaining a skilled workforce. Our commitment to excellence is reflected in the talent we seek while ensuring a fair, transparent and inclusive hiring process. In FY 2025-26, we hired 121

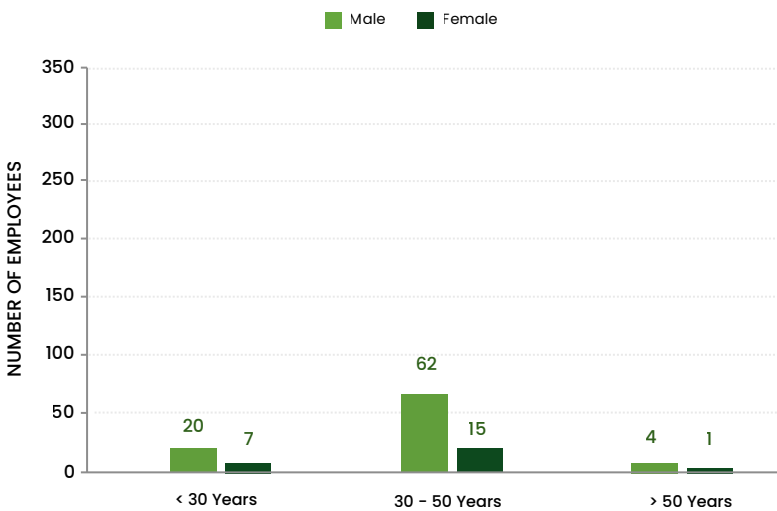
employees and our average hiring investment of ₹1.21 lakhs per employee reflects our focus on sourcing specialized talent, ensuring cultural alignment, and maintaining robust onboarding processes that support long-term retention and performance.

New Hires

FY 2025-26



FY 2024-25

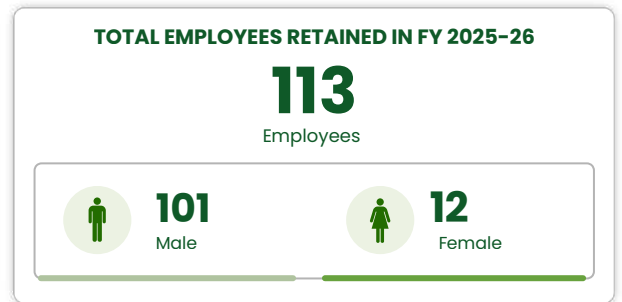
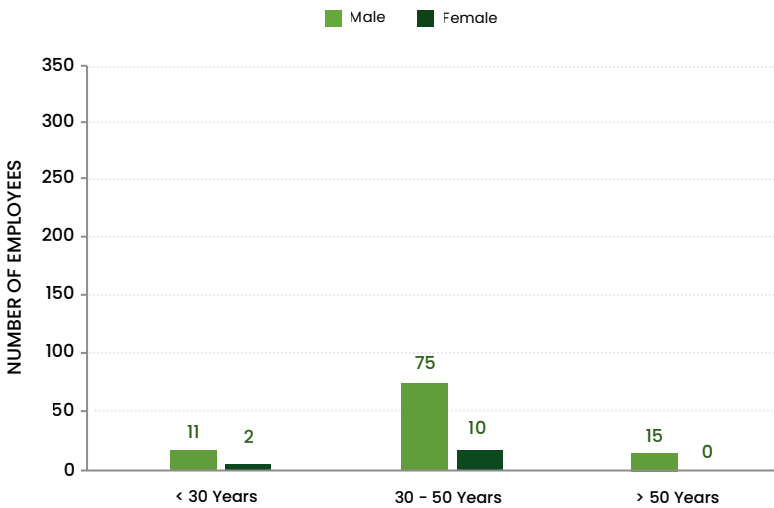


Employee Retention

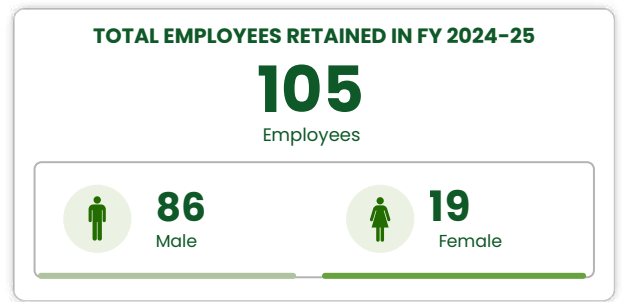
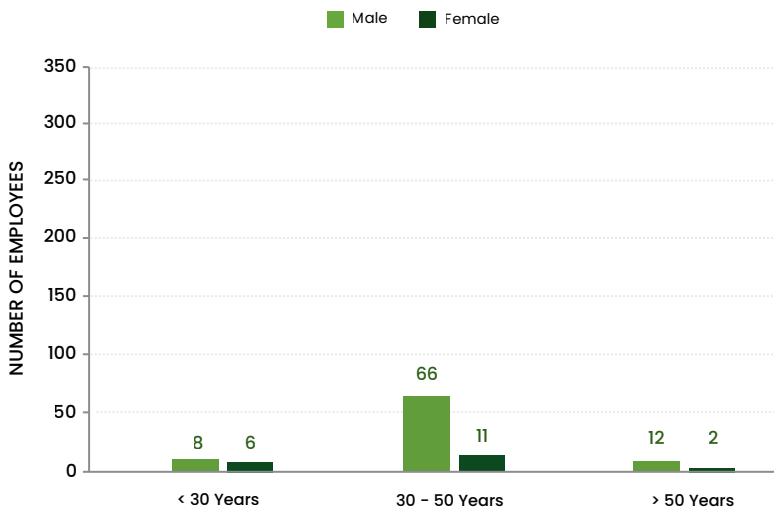
DCCDL believes that career satisfaction and growth opportunities inspire employees to build long-term relationships with the company. The reduction in employee turnover from 18.68% in

FY25 to 15.09% in FY26 indicates the positive impact of targeted retention initiatives, career development interventions, and enhanced employee engagement practices.

FY 2025-26



FY 2024-25



Long Term Retention Plan

During the reporting period, we initiated the design of a structured long-term retention framework focused on internal mobility, role rotation, leadership pipelines, and differentiated career pathways for critical roles. As part of this effort, we continue to strengthen development and retention of high-potential talent through flagship initiatives such as the Young Leadership Program (YLP) and Advanced Leadership Program (ALP). This integrated framework will be progressively institutionalized with defined metrics to track retention, internal promotions, and employee engagement outcomes.

Employee Benefits

As part of our strategy for effective talent retention and workforce management, DCCDL provides a holistic suite of benefits that extend beyond compliance requirements, encompassing financial security, health and wellbeing, and family support. These benefits contribute to building a stable and engaged workforce, fostering a strong sense of community and belonging that enhances innovation and productivity. By investing in employees' overall wellbeing, DCCDL continues to strengthen a resilient and dynamic organization poised for sustainable growth and excellence.

DCCDL prioritizes employee well-being and satisfaction through structured initiatives that foster a positive workplace environment. In line with applicable regulations, the Company provides maternity leave benefits to support work-life balance and family responsibilities, along with comprehensive health and accident insurance coverage to ensure financial security and access to quality medical care. Employees are supported through a range of proactive well-being initiatives, including 24x7 doctor consultation services, in-house therapies such as magnet therapy sessions conducted regularly across offices, and periodic health camps. Additionally, DCCDL has established tie-ups with leading hospitals to enable priority access to treatment at preferential rates. Significant operational changes that may impact employees are communicated with a minimum four-week notice period.

Beyond statutory benefits, DCCDL continues to promote holistic well-being through structured

wellness programs aimed at supporting physical, mental, and emotional health. These measures complement a strong occupational health and safety framework and reinforce the Company's commitment to providing a secure, supportive, and enabling work environment.

Parental Leave Indicators

Maternity leave covered 100% of women employees in FY26, with six women availing the benefit during the reporting period.

	FY 2025-26	FY 2024-25
Return to Work Rate	100%	100%
Retention Rate	100%	100%

Employee Satisfaction Surveys

Our people strategy places great emphasis on employee engagement and satisfaction. We are committed to creating an environment where every team member feels valued, respected, and connected to the community. We strive to enhance employee satisfaction and foster belonging through various engagement initiatives. In our endeavor to ensure a resilient workforce, we conduct employee surveys once in every 2-3 years to record any feedback and undertake corrective actions.

An independent third-party employee satisfaction survey was conducted in 2024 by Great Place to Work®, a globally renowned agency for employee engagement assessments. The survey, administered through an online platform, covered 100% of employees and achieved a strong response rate of 83%. It evaluated key metrics such as the Trust Index and Culture Audit, with DCCDL achieving an overall satisfaction score of 81%.

Based on the survey insights, DCCDL has implemented a structured improvement plan that includes targeted engagement initiatives, action plan development, program implementation, continuous review and evaluation, and regular feedback sessions with department heads (HODs) to strengthen workplace culture and employee experience.



Employee Learning and Development

Our learning and development activities are a crucial method for engaging with employees and equipping them with the requisite skills and capabilities. Training needs are systematically identified through competency assessments, supported by structured forms and one-on-one discussions, which inform the creation of Individual Development Plans (IDPs). In addition, mandatory training on Company policies is conducted every quarter to ensure awareness and compliance.

During the reporting period, the average training hours per employee stood at 11.77 hours, with a differentiated distribution across organizational levels, Senior Management averaged 12.14 hours, Middle Management 11.78 hours, and Junior Management 11.73 hours, reflecting a strong focus on building capabilities at operational levels. Gender-wise, female employees received 3.38 hours per employee, while male employees received 8.07 hours per employee.



Table showing training hours by management level

Management Levels	FY 2025-26	FY 2024-25
Senior Management	510	550
Middle Management	1355	1,621
Junior Management	4952	491
Total	6817	2,672

Our training courses are provided for behavioral and functional growth, skill upgradation and ensuring compliance for all employees and workers. Key training topics include the following:



COMPLIANCE

Empower Her
Green Building Measures Workshop
POSH E- Learning Module
Workshop on Electricity Laws



COMPLIANCE

Labour laws for worker's safety workshop
Workshop on DPDP Act
Workshop on RERA



DLF CAPABILITY HUB

DLF YouLead Workshop
Effective Delegation Mastery Workshop
Emotional Intelligence Workshop
Executive Presence Workshop
Impactful Presentations Workshop
Mastering Conflict Resolution
Powerful Presentations Workshop
Productivity Masterclass Workshop
Professional Presence & People Skills Workshop
Self-Leadership Workshop
The Art of Negotiation & Conflict Resolution



GET/GAT

GET/ GAT Batch Orientation
GET/GAT Site Orientation
Impactful Collaborations Workshop
Result Orientation Workshop



LEADERSHIP

Advancing Leaders Program
Team Leadership L.E.A.P
Young Leaders Program

**PRODUCTIVITY +****Advanced MS Excel Workshop****Data Visualization Workshop****MS Copilot Workshop****Power BI Workshop****TECHNICAL****Building Envelope Systems****Building Management System****Building Services: Fire Fighting Workshop****Building Services: HVAC Workshop****Building Services workshop: External Drainage****Contracts & Claim Management Workshop****COSHH Risk Assessment****Energy Efficient Building: Best Practices****Fire Fighting & First Aid Training****Incident Investigation Workshop: Safety****ISO 31000 Lead Auditor training****ISO 45001:2018 Lead Auditor Program****MS Projects****Project Planning & Scheduling workshop****Value Engineering Workshop****Water Ingress Workshop****Building Finishes Workshop - Exteriors****Building Services: PHE****Building Services-Water Supply & Distribution****High Rise Design Workshop****Lean Construction Technology Workshop****Career Enhancement**

We believe that mentorship and leadership coaching are critical to developing a dynamic workforce. In addition to the focus we place on employee benefits, satisfaction, and training, we equally prioritize enabling employees to continuously advance in their careers. Equipped with the right mix of training programs and learning opportunities, our workforce is supported by an effective performance evaluation system that ensures fair, transparent, and open assessment of individual performance. We further strengthen our performance development approach through a dedicated platform that facilitates half-yearly performance feedback for all employees. This systematic feedback mechanism helps employees stay aligned with their goals and fosters a culture of continuous professional growth; in FY 2025–26, 100% of employees were covered by career development reviews for progress enhancement.

As part of our leadership development initiatives, we conduct structured programs aimed at building future-ready leaders. These programs are designed to equip identified participants with both functional and soft skills required to build and lead high-performing teams, while encouraging them to think beyond conventional approaches. Structured as a six-week developmental journey, the program focuses on key themes including leadership effectiveness, building and managing high-performing teams, influencing without formal authority, leveraging emotional intelligence to manage conflict, and an introduction to business leadership. To further strengthen leadership capabilities, each participant undergoes an individual leadership assessment using psychometric tools, enabling structured insights into strengths and development areas. The program is targeted at employees in team management roles, with eligibility criteria including a minimum tenure of one year, an age of up to 45 years, and roles spanning Deputy General Manager, General Manager, Assistant Vice President, and Vice President, helping cultivate a committed cohort of new-age leaders.



Management by Objectives

Our performance development strategy is centered on setting measurable goals and continuously monitoring employee performance regarding those goals. At the beginning of each year, we encourage employees to establish their goals. The collaborative goal-setting process helps formulate Key Performance Indicators (KPIs) through one-to-one interaction with the line manager. The structured approach allows managers to measure performance more accurately during appraisals, identify skill gaps, and develop targeted plans for growth.

360-degree Feedback

To further support our performance development strategy, we have instituted a 360-degree feedback mechanism, a comprehensive system allowing employees who are part of the leadership interventions to receive feedback from multiple sources, including their peers, subordinates, and seniors. By identifying individual development needs and enhancing organizational effectiveness, this method recognizes areas of improvement across all levels of the organization.

Team-based Performance Appraisal

As another crucial element of our performance development strategy, we assess employees based on team-based goals. This approach ensures that employees are recognized for their personal achievements while being held accountable for their contributions to the team.

Collaborative and Continuous Feedback

In addition to our structured performance appraisal process, our strategy includes collaborative and ongoing feedback. Through open communication channels, we encourage regular dialogue and facilitate continuous feedback loops. This approach not only promotes constructive conversations but also contributes to enhancing employee performance by fostering an environment of transparency and accountability.

Rewards and Recognition

We believe that rewards and recognition, particularly through financial incentive schemes, are key cornerstones for ensuring a robust workforce. Such programmes support long-term employee retention, enhance confidence and

morale, and motivate employees to consistently strive for excellence. In this regard, the organization has an established incentive scheme that provides financial rewards to employees in recognition of their performance and contributions.

Succession Planning

Our talent development initiatives are designed to build leadership capabilities, support succession planning, and ensure long-term business continuity, with a focused emphasis on High-Potential (Hi-Po) employees across management levels. The organization implements a structured succession planning process covering L3 & above levels and other critical roles, supported by systematic talent assessments and leadership identification. To develop a strong pipeline of future leaders, Hi-Po employees are nurtured through targeted leadership development programs, including the Young Leadership Program (YLP) for junior management and the Advanced Leadership Program (ALP) for middle and senior management. These programs are designed to equip participants with the requisite skills, leadership acumen, and decision-making capabilities to take on enhanced roles and responsibilities.





Diversity, Equity and Inclusion



We firmly believe that a diverse workforce is foundational to an organization’s resilience and strength. As an Equal Opportunity Employer, we embed diversity, equity, and inclusion (DEI) principles across all our policies, programs, and people practices. We are committed to building a culturally inclusive workplace that values diversity across multiple dimensions, including cultural background, nationality, gender identity, and age. By fostering an environment where all individuals feel respected and valued, we enhance innovation, collaboration, and our ability to create meaningful impact.

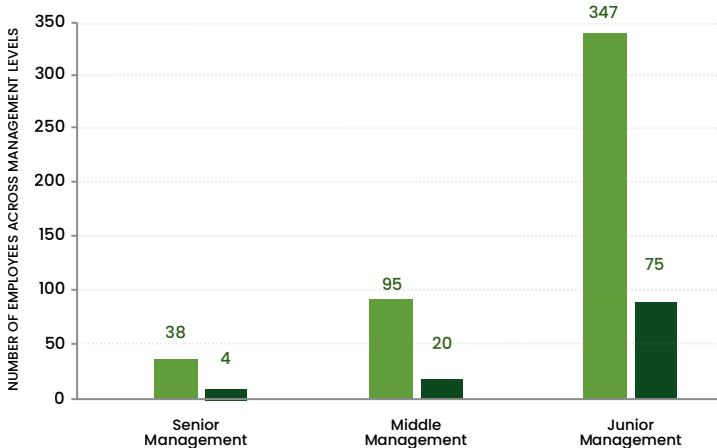
Our approach goes beyond representation, encompassing the active celebration of ethnic and religious festivals that reinforce respect for differences and nurture a strong sense of belonging. Through continuous efforts, we ensure that DEI remains integral to our organizational culture. DCCDL maintains equitable compensation practices for all employees, with pay determined by merit, skills, and experience. Our gender-neutral, performance-based reward framework, supported by regular benchmarking against market standards, ensures fair, competitive, and unbiased remuneration across levels.

Gender Diversity

Committed to inclusivity regardless of gender, race, or nationality, we recognize diversity, expertise, and experience as key drivers of innovation and organizational success. A diverse workforce across all levels strengthens decision-making and promotes inclusive engagement with stakeholders. All employees at DCCDL are Indian nationals, reflecting the organization’s focus on domestic talent. Demonstrating our commitment to equal opportunity, women are well represented across management levels, with 9% occupying senior leadership roles, defined as positions within two levels of the CEO or equivalent. Additionally, 16% of female employees are engaged in STEM-related roles, underscoring DCCDL’s emphasis on gender diversity in technical and revenue-generating functions.

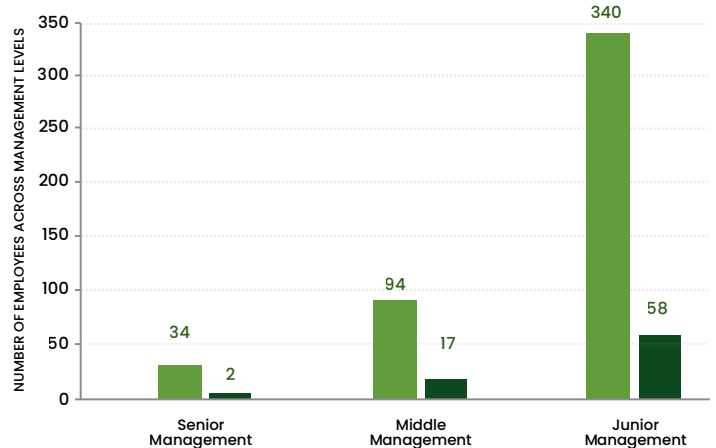
FY 2025-26

■ Male ■ Female



FY 2024-25

■ Male ■ Female



Gender Pay Parity

As part of the company's broader diversity and inclusion agenda, we periodically monitor the gender pay gap for the employees across different management levels to ensure fair and transparent compensation practices. This assessment supports the ongoing efforts to promote gender equity and create a balanced and supportive work environment for all employees.

Annual Average Salaries of Employees (In INR Lakhs)		
Employee Level	Average Female Salary (In lacs per annum)	Average Male Salary (In lacs per annum)
Executive Level	220.00	167.50
Management Level	53.46	48.29
Non-Management Level	17.90	18.42

Accessible workplaces



We are committed to upholding the right to employment for all individuals and ensuring that our workplace is inclusive and accessible for everyone. Our facilities comply with the Rights of Persons with Disabilities Act, 2016, and we are dedicated to fostering an inclusive work environment by making our spaces accessible to individuals with disabilities. Accessibility is embedded into the design and development of new offices through universal design principles, while continuous efforts are undertaken to enhance accessibility across existing offices in line with regulatory standards.

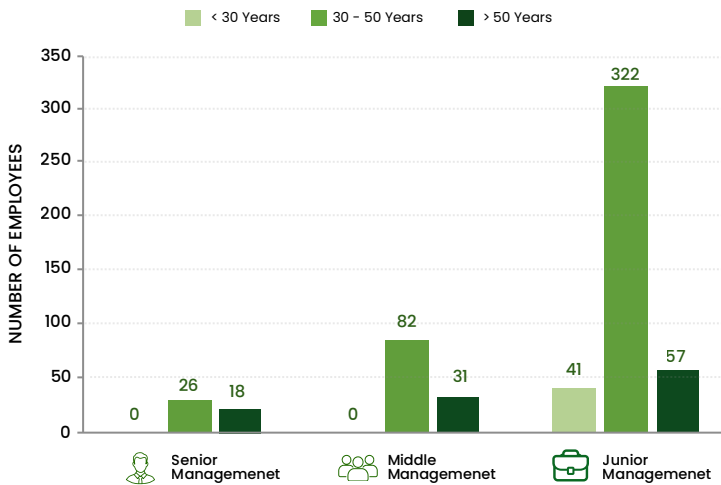
Recognizing the diverse needs of people with disabilities, DLF has implemented several measures to create a supportive and barrier-free built environment. These include dedicated parking with clear signage and seamless access to elevator lobbies, ramps with anti-slip surfaces and dual handrails at entry and exit points, elevators equipped with Braille signage and audio assistance, and spacious, accessible restrooms with specialized fixtures. Wheelchairs are readily available at key locations, and pathways are designed to be wide, unobstructed, and supported by uniform flooring to ensure smooth and independent mobility. In addition, DLF promotes inclusive communication by offering information in accessible formats such as Braille, large print, and audio, and conducts regular awareness and sensitization training to equip employees with the knowledge to support colleagues and visitors with disabilities. The Company also adopts a continuous improvement approach by periodically reviewing accessibility practices, assessing compliance, and identifying opportunities to further enhance inclusivity across its facilities.



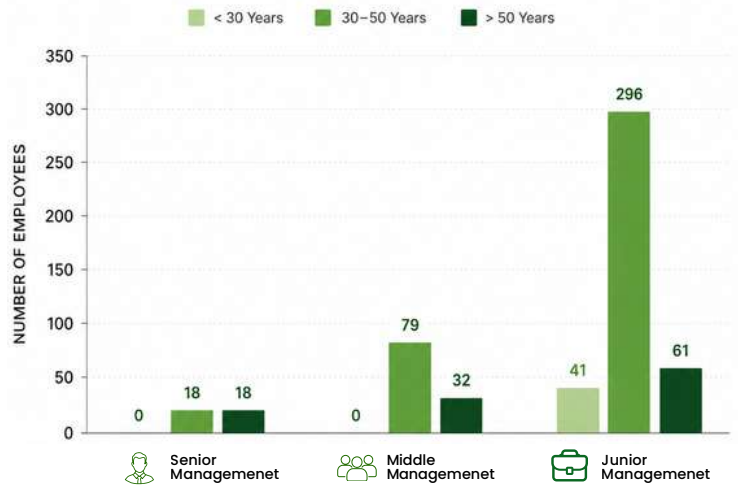
Generational Diversity

Diverse experiences lead to diverse solutions, enabling us to tackle challenges directly and effectively. Our workforce blends fresh perspectives with seasoned expertise as we take deliberate steps to maintain age diversity. The average age for the organization as of the reporting period can be considered 41.84 years. To retain our top talent, we ensure that we appreciate our experienced employees' loyalty by offering monetary and non-monetary benefits.

FY 2025-26

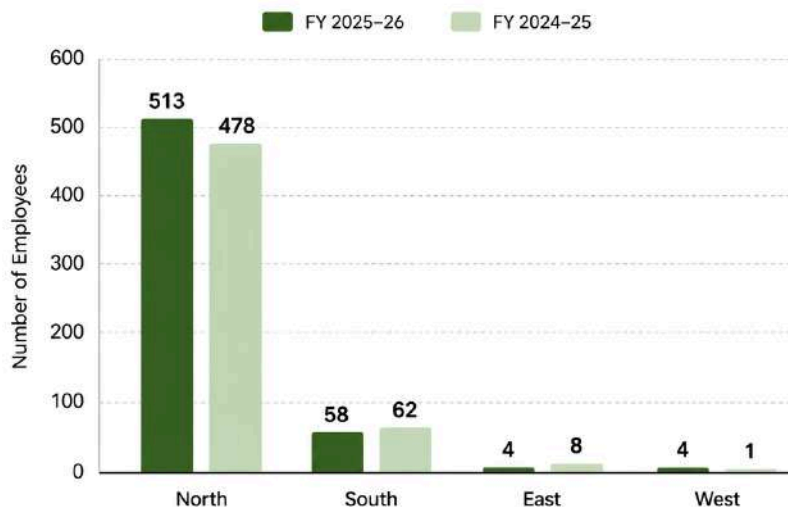


FY 2024-25



Regional Diversity

To achieve the optimum mix of skills, backgrounds and experience, workforce diversity for DCCDL goes beyond only monitoring the percentage of females to also include other diversity indicators such as the regions from which our workforce belongs in India. Regional ethnicity in India is often intertwined with cultural backgrounds of our workforce, according to the states to which our employees belong. Cultural ethnicity is deeply influenced by the states in which our workforce resides or comes from, and therefore their geographical background can be a key marker of diversity. The indicator also helps DCCDL ascertain the demographic diversity from such a vast nation such as ours, to ensure elimination of any bias in our hiring practices, discrimination or unequal opportunities. As a result, we have been able to hire our workforce from diverse regions across India.



Advancing Inclusivity Across Our Value Chain

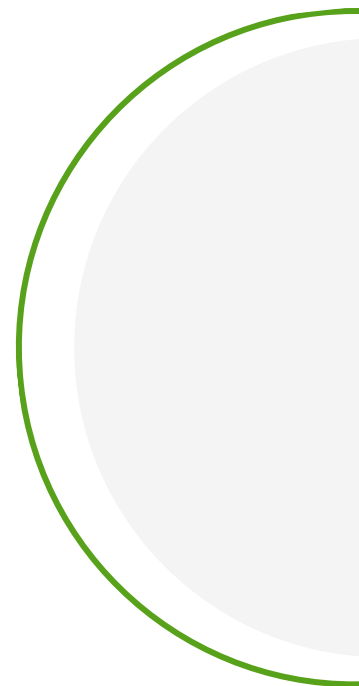
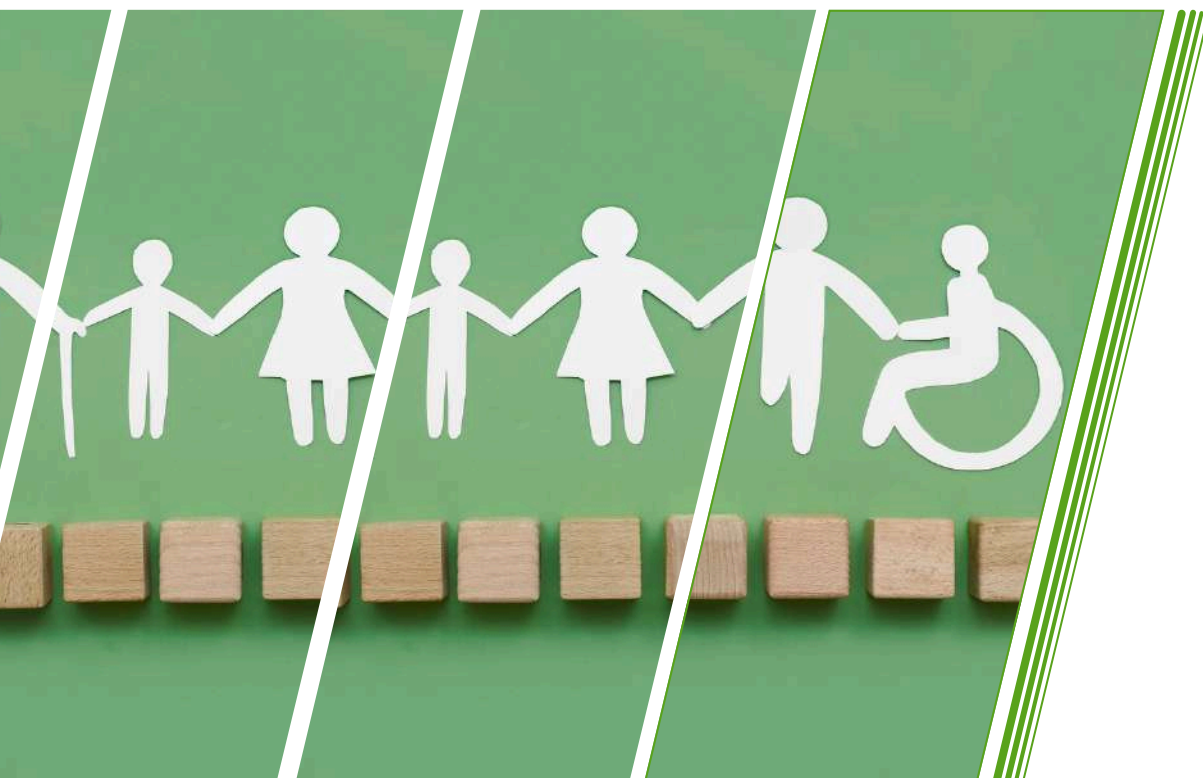
Our commitment to Diversity, Equity and Inclusion extends beyond our direct workforce to encompass our entire value chain. We actively partner with Integrated Property Management (IPC) agencies to promote inclusive hiring practices and encourage the integration of differently abled individuals into frontline operations.

Currently, differently abled representation across our IPC partner ecosystem stands at approximately 1%, with a structured roadmap to enhance this to 2.5% over time. This ambition is being pursued while maintaining uncompromised standards in Fire & Life Safety, operational excellence, and customer experience.

Our partners have made steady progress in embedding inclusive workforce practices, as indicated below:

IPC Partner	Differently Abled Workforce	Total Deploymet	Representation
JLL	30	3,800	0.79%
C&W	40	2,750	1.45%
CBRE	3	750	0.40%
SILA	0	110	-
Total	73	7,410	0.99%

Through continuous engagement, awareness-building, and capability development initiatives, DCCDL is working collaboratively with its partners to create accessible workplaces and equitable employment opportunities. This approach reinforces our belief that inclusive growth must be collective driven not only within the organization, but across the broader ecosystem we influence.





Upholding Human Rights



Respecting human rights is not only a moral imperative, but also an essential aspect of responsible business conduct. Our commitment to upholding human rights is seconded by our Human Rights Policy which is governed by Protection of Human Rights Act, 1993 and guided by a wide range of international external standards and principles, including UN Guiding Principles on Business and Human Rights, Universal Declaration of Human Rights, International Labour Organization's Declaration on Fundamental Principles and Rights at Work, Principles of the UN Global Compact, UN Principles for Responsible Investment (PRI), etc.

Our commitment entails respecting human rights and seeking to avoid involvement in causing or contributing to adverse human rights impacts through their own activities, by identifying, assessing and minimizing potential adverse impacts through due diligence and management of issues, and resolving grievances from affected stakeholders effectively. We also strive to prevent or mitigate adverse human rights impacts that are directly linked to our operations, products or services by our business relationships, even if they have not contributed to that impact.

A zero-tolerance policy on harassment and discrimination reinforces our dedication to a respectful work environment, empowering employees to report concerns confidentially through our Whistleblower Policy.

Key Principles of Human Rights

Equal Opportunity and Non-Discrimination

All sorts of workplace discrimination, i.e. in hiring, promotion, compensation and workplace cultural practices based on gender, color, creed, ethnicity, political views, religion etc. is strictly prohibited. These issues shall be addressed through policies, procedures, and trainings related to prevent workplace discrimination and sexual harassment, and by engaging workforce to prevent discriminatory practices. Appropriate disciplinary actions shall be undertaken in response to any violations.

Working Conditions and Labor Standards

Wages, hours of work and social benefits are based on local laws and regulations as well as prevailing market standards and practices. We treat all our employees fairly and honestly regardless of where they work. All employees and workers are entitled to reasonable breaks, access to toilets, rest facilities and portable water at their place of work, and holiday leave in accordance with the legislation.

Customer Data and Privacy

We shall protect all data or information related to our customers or employees which may result in human rights violations. We shall not disclose information to third parties without explicit consent of our stakeholders, unless required by law to do so. All the collected data is protected through regular security upgrades and adequate employee training is provided to ensure safeguarding of sensitive information. We have an optimal security system for preventing leaks and our Ombuds process and security incident management process allows reporting of data breaches and policy violations.

Health and Safety

We constantly strive to institutionalize health and safety processes that provide a healthy working environment for employees and implement measures to prevent any workplace injuries and ill health, with special focus on emergency response and preventive health & safety measures. We ensure health and safety of our tenants, customers and the local communities surrounding our project sites.

Child Labor and Forced Labor

DLF strictly prohibits the use of child labour or forced labour, including bonded labor, slavery and human trafficking, in our offices, branch offices and project sites and requires our suppliers and partners to prohibit the same in their operations.

Rights of Indigenous People

DLF strives to respect and uphold the human rights of the vulnerable, disadvantaged and indigenous communities surrounding our offices and project sites. We undertake various social programs on health, education, social infrastructure, skilling and employment for the betterment of the surrounding communities.



Grievance Redressal Mechanism

We encourage all employees, suppliers and partners to contact the office in case they have encountered any evidence of failure of DLF's responsibility to avoid any harm of human rights or its involvement in a human rights issue. All stakeholders, including clients, investors, suppliers, partners and public can contact us or make complaints through the Ombuds process as defined in our Whistle Blower Policy. DLF is committed to resolve any human right issue within 14 working days.

Human Rights Performance

In FY 2025-26, we assessed 100% of our operations for child and forced labour, sexual harassment, discrimination, and wages and no significant risks were identified. We have not caused or contributed to human rights violations during the reporting year. Zero complaints have been recorded on human rights issues of the company. To further our commitment, we provide human rights-related training to our employees.



Occupational Health and Safety



Our people are our most valuable resource, and we put them at the center of everything we do. With safety being one of our topmost priorities, we are committed to providing a safe workplace. We have a long history of embedding safety in our culture which is supported by our leadership, policies, and vast experience. We have implemented a Five-Star Occupational Health and Safety Management System, and an ISO 45001-certified OH&S management system, ensuring a structured approach to workplace safety and risk mitigation. This robust framework is based on the Deming Cycle: Plan, Do, Check, Act, emphasizing continual improvement in health, safety, and environmental (HSE) performance. Through this system, DCCDL consistently evaluates workplace hazards, refines safety strategies, and enhances operational efficiency to foster a secure and risk-free environment.



OHS Management Framework

The OHSMS framework covers all Occupational Health & Safety Management Systems within DCCDL’s operational areas, with a structured approach to workforce roles and responsibilities. Each area consists of specialized teams responsible for maintaining key safety and operational functions. Technical teams are entrusted with maintaining plant and equipment, ensuring uninterrupted service for clients, while security personnel oversee premises protection and parking management. The fire prevention team conducts routine safety activities to mitigate potential hazards, and housekeeping personnel ensure cleanliness and hygiene across all designated areas.

DCCDL’s safety framework extends across critical infrastructure zones, including pump rooms, utility rooms, air conditioning and electrical supply rooms (high and low voltage), basements, terraces, and lift lobbies. The company has established backup systems, such as battery rooms, storerooms, and fan rooms, which play a

vital role in air circulation and emergency preparedness, particularly in cases of fire incidents. It is important to note that safety audits and recommendations from risk assessments apply specifically to common areas of DCCDL’s buildings, ensuring compliance with industry safety standards and reinforcing best practices across its properties.

OHS Governance

To facilitate continuous engagement, DCCDL has formed two key safety committees: the Employee Consultation Forum (ECF) and the Operations Head HSE Review Committee. These bodies oversee the development and implementation of safety policies, hazard identification programs, risk assessments, and incident reporting procedures, ensuring that workplace safety remains a priority. The Operations Head HSE Review Committee, chaired by the Operations Head, evaluates workplace safety performance, identifying gaps, risks, and corrective actions while overseeing safety audits, compliance with legal regulations, and the implementation of occupational health objectives.

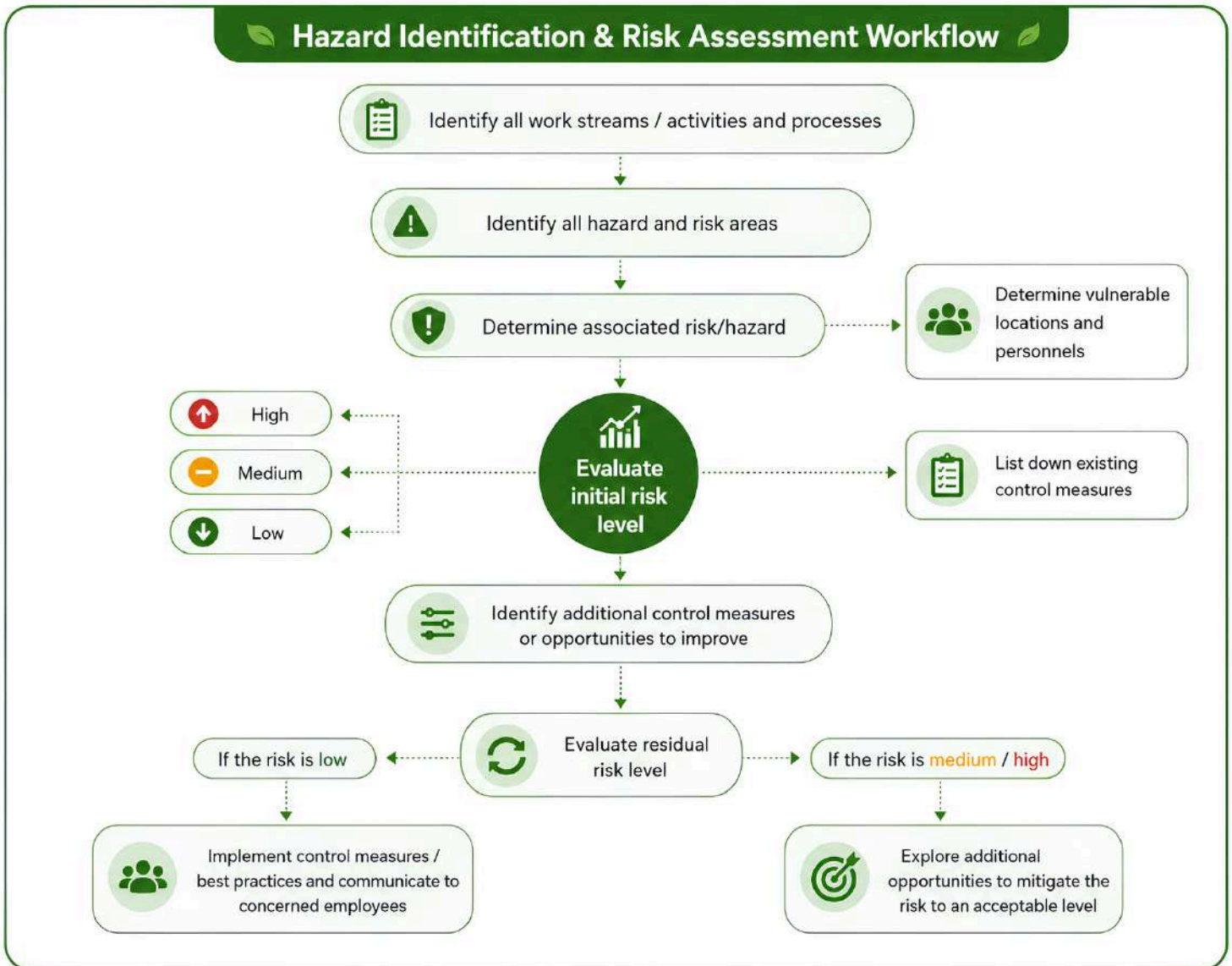
Hazard Identification and Risk Assessment

The company follows a structured risk management process that defines the roles and responsibilities of management while ensuring that both routine and non-routine activities undergo thorough evaluation. DCCDL’s risk assessment approach includes several specialized evaluations, such as Hazard Identification & Risk Assessment (HIRA), Control of Substances Hazardous to Health (CoSHH) Risk Assessment, Manual Handling Risk Assessment, Fire Risk Assessment, and Display Screen Equipment Risk Assessment, ensuring a robust and systematic method for addressing workplace safety concerns. Through its HSSE-Risk Management & SOP-07, DCCDL establishes stringent safety standards, guiding its approach to hazard assessment and risk control. Once controls are implemented, follow-up risk assessments are conducted to confirm their effectiveness and ensure risks remain within



acceptable limits. To maintain continuous oversight, DCCDL deploys both active and reactive safety systems, ensuring comprehensive workplace protection. Planned preventative maintenance (PPM) schedules cover essential

equipment servicing, while employee-driven suggestion schemes, routine safety checks, and structured daily hazard reporting enhance workplace vigilance.



Health and Safety Audits

Internal audits are conducted by the System and Process Audit Department (SPAD), with an annual Five Star OH&S audit by the British Safety Council, supplemented by third-party audits from reputed firms like MARSH India, Chola MS Risk, and BVIL. Fire safety evaluations and safety observation tours by trained safety teams further strengthen occupational risk management. In addition, incident investigations, near-miss reports, and non-conformance reports allow for continuous learning and improvement in hazard control measures.

Emergence Preparedness

Mock drills form a critical part of DCCDL's emergency preparedness strategy, ensuring personnel are trained in evacuation procedures and crisis response. Drills are conducted biannually across all sites, with more frequent reviews in high-risk zones such as Gurgaon, where drills occur every three months. Each drill is systematically evaluated, generating a post-drill report to identify areas for improvement, ensuring that DCCDL maintains a world-class safety standard. All workplace activities undergo a priority-based assessment, where high-risk tasks are given precedence in safety planning.



A standardized risk rating formula (Likelihood × Severity) is used to determine overall risk levels, ensuring that existing controls are reviewed for adequacy and improved where necessary. Additionally, DCCDL ensures that hazard and risk communication is effectively delivered in multiple languages, including English, Hindi, Punjabi, Bengali, Tamil, and Telugu, enhancing employee awareness and understanding.

Incident Reporting and Investigation

The Hazard Reporting of the Day (HROD) initiative allows employees to submit daily observations, with designated personnel conducting facility rounds and submitting reports to building managers. The Safety Suggestion Scheme provides opportunities for employees to propose improvements to workplace safety, while the Spot the Hazard Scheme encourages proactive hazard identification across different operational zones. To motivate participation, reward and recognition programs are implemented, acknowledging employees who actively contribute to workplace safety.

The Employee Consultation Forum (ECF) plays a vital role in ensuring employees have a voice in workplace safety discussions. The committee members include facility managers, fire safety officers, security personnel, housekeeping teams, and technicians, all of whom contribute insights on occupational safety concerns and preventive strategies. The forum meets monthly, discussing workplace hazards, evaluating safety equipment, reviewing incidents, and refining workplace safety procedures. The minutes from these meetings are circulated, posted on noticeboards, and communicated to all employees, reinforcing transparency and accessibility.

Occupational Health and Safety Services

The company has a well-defined OH&S framework, supported by a dedicated Occupational Health Practitioner (OHP) responsible for overseeing employee well-being initiatives, conducting medical check-ups, and providing health surveillance services. The OHP visits sites during working hours, ensuring workers receive timely access to occupational health resources, with information communicated in multiple languages for better understanding. DCCDL's OH&S Wellbeing Plan focuses on preventive health measures, including pre-employment medical examinations, annual

health assessments, and specialized check-ups for employees exposed to high-risk environments such as noise-intensive zones, heights, sewage treatment plants (STPs), and pantry operations. Comprehensive health awareness programs are regularly conducted on topics such as HIV/AIDS, STDs, alcohol and drug abuse, tobacco consumption, stress management, cancer awareness, and hygiene practices, ensuring employees are well-informed about potential health risks. To further support employee well-being, health insurance cards are provided, along with confidential counseling services, including an after-hours telephone support system.

Indoor Air Quality & Ventilation Standards

Maintaining high indoor air quality within office spaces is essential for ensuring a healthy and productive work environment. Air pollution inside buildings can stem from both natural agents, such as mold spores, and synthetic chemicals, including cleaning fluids. Poor air circulation and contamination can lead to respiratory discomfort, and other potential health risks. To mitigate these concerns, DCCDL emphasizes the importance of adequate ventilation systems that deliver fresh, high-quality indoor air while maintaining comfortable humidity and temperature levels. To uphold stringent air quality standards, office machines and ventilation system components undergo regular inspections and maintenance, following protocols outlined in our internal IMS-COVID19-SOP. All office machines and equipment are installed according to manufacturer's guidelines and best practices to ensure optimal performance and safety. Additionally, food and beverages are restricted to designated areas, such as the pantry, cafeteria, and breakout zones, to minimize air contamination risks. In alignment with environmentally responsible practices, DCCDL ensures that only human- and eco-friendly pest control chemicals are used across its properties. Air Handling Units (AHUs) are configured to maintain a minimum of 10% fresh air intake, allowing consistent circulation of outdoor air into office spaces. Temperature control plays a vital role in indoor comfort, with an optimal range of 24°-25°C ensuring a pleasant work atmosphere. Likewise, maintaining air humidity levels between 50-60%, with no excessive drafts, further enhances workplace well-being and sustainability.



Fire and Electrical Safety Standards



Ensuring fire and electrical safety within office spaces and commercial properties is a top priority for DCCDL. The presence of large amounts of combustible materials, such as paper, furniture, and carpeting, increases the risk of fire hazards, making it imperative to implement stringent preventive measures. Proper fire extinguisher placement, alarm systems, and fire hazard control mechanisms ensure that emergencies can be managed effectively. Automatic sprinklers and sensors are maintained without obstruction, and space heaters, except for oil-based models, are strictly prohibited to prevent accidental ignition. To further mitigate risks, office interiors utilize flame-retardant materials, ensuring compliance with safety guidelines. All access-controlled doors are seamlessly integrated with the fire alarm system and Emergency Door Release (EDR) mechanisms for swift evacuation during emergencies. Every individual within DCCDL’s properties is educated on emergency response protocols, including how to report a fire or other emergencies, the location of fire alarm pull stations, proper fire extinguisher usage, emergency exit locations, and designated assembly areas. Any voltage above 50V is considered hazardous, necessitating proper grounding of all equipment through 30mA RCCB-powered systems to avoid electric shocks. Employees are encouraged to use portable power battery-operated devices, reducing dependency on direct electrical connections and minimizing risks. Power strips are securely mounted, and daisy chaining of electrical outlets is strictly prohibited to prevent overheating and electrical failures. To further enhance workplace safety, ISI-certified metallic extension boards are mandated, ensuring reliability and durability.



Health and Safety Trainings

	FY 2025-26		FY 2024-25	
	Employees Trained	% of Employees Covered	Employees Trained	% of Employees Covered
Male	454	96%	430	95%
Female	43	24%	31	36%
Total	497	86%	461	84%

To further strengthen employee safety, DCCDL provides structured occupational health & safety training. Refresher courses are also conducted to update knowledge on critical workplace activities, legislative changes, and risk prevention techniques. Training is delivered free of cost, during working hours, and facilitated by DuPont/ERM-certified trainers in regional languages, ensuring accessibility. Employee State Insurance (ESI) provides additional healthcare access through a network of hospitals and dispensaries across India, with medical insurance cards issued to all employees for seamless access to health services.



Health and Safety Performance

Our occupational health and safety management has strengthened our safety performance and fostered a proactive safety culture within our organization. Over the past three years, DCCDL has consistently monitored workplace safety indicators, ensuring a secure and risk-free environment for employees. By systematically tracking key metrics such as absentee rate, injury frequency, and lost day rate, the organization has maintained an exemplary safety record, with zero incidents reported across all monitored categories.



Summary of Safety related incidents for employees

Indicator	FY 2025-26	FY 2024-25	FY 2023-24
Work related Injuries	Nil	Nil	Nil
Total Recordable Injury Frequency Rate (TRIFR)	Nil	Nil	Nil
Fatalities	Nil	Nil	Nil
High-consequence work-related injuries	Nil	Nil	Nil



Summary of Safety related incidents for workers who work on properties controlled by DCCDL

Indicator	FY 2025-26	FY 2024-25	FY 2023-24
Work related Injuries	14	7	6
Total manhours worked	21,590,043	21,208,299	22,113,083
Total Recordable Injury Frequency Rate (TRIFR)	0.09	0.19	0.05
Fatalities	0	0	0
High-consequence work-related injuries	0	0	0

*Please note that DCCDL classifies work-related injuries into two categories: those requiring medical treatment and those requiring first aid. In FY26, two injuries fell under the medical treatment category, while twelve were reported to be in first aid category.

Ensuring Safety of Security Personnel

At DCCDL, we prioritize the safety and security of our employees and sites. Our comprehensive approach focuses on health and safety being extended to all members including security staff and personnel. The Employee Consultation Forum (ECF) plays a vital role in ensuring employees have a voice in workplace safety discussions. The committee members include facility managers, fire safety officers, security personnel, housekeeping teams, and technicians, all of whom contribute insights on occupational safety concerns and preventive strategies. The forum meets monthly, discussing workplace hazards, evaluating safety equipment, reviewing incidents, and refining workplace safety procedures. The minutes from these meetings are circulated, posted on noticeboards, and communicated to all employees, reinforcing transparency and accessibility.

We upskill our security team through regular training, covering processes, policies, and site-specific plans. In FY 2025-26, we ensured that 100% of our security personnel received human rights-related training. We also conduct regular mock drills for emergencies.



Sustainable Value Chains



We recognize that our responsibility extends beyond our own operations and into the wider value chain that supports our development and asset portfolio. Our suppliers, vendors, contractors, service partners, and property operations teams play a critical role in shaping the social, environmental, and economic footprint of our business, while also contributing to operational quality, execution discipline, procurement efficiency, and long-term value creation. Guided by our broader governance and sustainability framework, DCCDL is committed to embedding ethical conduct, responsible sourcing, environmental stewardship, safety, service quality, and regulatory compliance across its value chain.

Oversight of value chain sustainability is embedded within DCCDL’s governance framework, with cross-functional collaboration between procurement, project teams, operations, and health and safety functions. This integrated approach enables consistent application of standards, timely identification of risks, and effective engagement with suppliers to drive compliance, improvement, and shared value creation across projects.

Engagement with our supply chain

This commitment to sustainability across our value chain, especially with our suppliers, is reinforced through our Supplier Code of Conduct, which sets clear expectations for transparent practices, responsible business behaviours, and adherence to applicable laws and recognized sustainability principles, and is further supported through formal policies, continuous stakeholder engagement, ongoing compliance processes, and feedback-led improvement across projects and operations.

Supplier Code of Conduct: Key Tenets



Building a Responsible & Ethical Supply Chain

The Supplier Code of Conduct mandates that all vendors adhere to ethical business practices and comply with relevant international, national, and local regulations. We expect suppliers to maintain transparent operations, uphold integrity in all transactions, and implement mechanisms that prevent corruption, bribery, fraud, and anti-competitive behaviours. These expectations form a non-negotiable foundation for our partnerships, ensuring that we collaborate only with suppliers who share our values of accountability, fairness, and responsible business conduct. The Code of Conduct also upholds the business responsibility of suppliers to avoid all forms of bribery and corruption, maintain transparent practices, ensure alignment with competition laws and regulations and also ensure compliance with audits, inspections and due diligences, especially on ESG front.

Respect for Human Rights & Fair Labour Practices

The Code of Conduct upholds prohibition of child labour, protection of young workers, elimination of forced or bonded labor, ensures equal opportunity principles and non-discrimination while also ensuring freedom of association and collective bargaining. This is in line with ILO principles and global UNGC principles.





Prioritizing Health, Safety & Worker Well-Being

The Code of Conduct also enables suppliers to ensure conducting health and safety training, implementing hazard control measures, maintaining emergency response systems, ensure usage of PPEs and reporting and addressing incidents transparently to avoid and easily mitigate injuries and risks.

Integration of Environmental Stewardship

The Supplier Code of Conduct also reinforces the commitment DCCDL requires from its suppliers to ensure environmental stewardship via reduction in GHG emissions, increasing usage of renewable energy sources, ensuring minimization of waste and resources while promoting recycling, adopting water conservation strategies and implementing sustainable material sourcing.

Supplier ESG Assessments

DCCDL's Supplier Code of Conduct serves as the foundational framework for engaging suppliers, contractors, service providers, and vendors on environmental, social, and ethical expectations. Under this framework, suppliers are expected to comply with applicable environmental regulations and are encouraged to adopt structured environmental management practices, reduce emissions, increase renewable energy use, minimize waste generation, and implement water conservation measures. The Code also sets clear expectations on responsible sourcing, fair labour practices, prohibition of child labour and forced labour, non-discrimination, fair wages, occupational health and safety, and the prevention of bribery and corruption. Suppliers

are required to cooperate with DCCDL by providing relevant documentation and evidence to demonstrate adherence to these requirements. Where gaps are identified, corrective action plans are required within defined timelines, supported by monitoring procedures to track closure.

Supplier Engagement

DCCDL engages suppliers and vendors through detailed email communication and personalized in-person meetings, with regular discussions on safety, execution, technical issues, work progress, and on-site concerns. Our engagement practices such as scope kickoff meetings, refresher training on safety practices, toolbox meetings at the start of activities, and detailed work progress reviews—help reinforce operational discipline and clearly communicate expectations around safety, responsible site conduct, and key sustainability principles, including responsible sourcing, waste segregation and management, efficient energy use, and water stewardship. In parallel, the Supplier Code of Conduct requires suppliers to uphold environmental, labour, health and safety, and ethical standards, while also providing evidence of compliance where needed. Taking together, these processes support ongoing oversight of external service suppliers and encourage alignment with DCCDL's operational and responsible business expectations. These engagement mechanisms play a vital role in reinforcing safe working practices across DCCDL-controlled sites, supporting workforce well-being, accident prevention, and consistent adherence to safety, labour, and ethical standards among contractors and service partners.



Customer and Tenant Value



DCCDL views customer and tenant relationships as fundamental to the long-term performance, resilience, and competitiveness of its commercial real estate portfolio. As key stakeholders within our value chain, tenants influence asset utilization, operational excellence, and the overall social and environmental footprint of our properties. Our tenant value proposition is therefore centered on responsive service delivery, high-quality and safe assets, sustainability leadership, and experience-led engagement across office and retail environments. Through structured feedback mechanisms, health and well-being initiatives, and transparent sustainability communication, DCCDL seeks to create occupier environments that support business continuity, productivity, comfort, and enduring tenant association.

Responsible Partner for our Tenants

DCCDL’s approach to sustainable workplaces is designed to support tenants in meeting their own business, operational, and ESG objectives. Through LEED Platinum and LEED Zero certified assets, access to renewable energy, circular waste management practices, and robust health and safety systems, our properties offer tenants reliable, future-ready infrastructure aligned with low-carbon and responsible operations. By integrating sustainability into asset design, operations, and services, DCCDL positions itself as a long-term partner in creating resilient and sustainable work environments.

ESG Engagement with Tenants

DCCDL undertakes regular tenant engagement across locations through the coordinated efforts of building operations, asset experience, and customer services teams. These teams interact with tenants through meetings to understand needs, gather feedback, and communicate planned improvements. The engagement model is supported by awareness emailers, quarterly newsletters, and atrium display screens that share updates on projects, certifications, emergency services, amenities, air quality information, and broader well-being initiatives.

DCCDL also organizes sustainability- and community-oriented activities such as tree plantation drives, alongside safety and emergency preparedness exercises, helping build stronger tenant awareness and participation in responsible building practices.



Health and wellbeing of tenants

Tenant health, safety, and well-being remain an important feature of DCCDL’s occupier engagement approach. The Company organizes medical check-ups, blood donation drives, tree plantation activities, mock drills, security threat drills, and Fire Safety Week across its locations. Its buildings also communicate live Air Quality Index information and well-being initiatives through atrium screens. DCCDL uses MERV-14 filters to maintain healthy indoor air quality and ventilation standards. Periodic maintenance and thorough inspection is carried out to maintain fresh air intake and the use of environment-friendly pest control chemicals. All commercial and retail buildings have achieved the WELL Health-Safety Rating, while round-the-clock fire station and ambulance services, along with a central command centre, support rapid emergency response and occupant safety across premises.



Case Study

Monitoring and Prevention of Crime Across DLF Buildings

DLF has established a robust, technology-driven framework to monitor and manage crime across its buildings, resulting in a consistently low and well-controlled crime rate. Most incidents recorded are minor, reflecting the effectiveness of its proactive and integrated security approach.

At the core of this framework is 24×7 CCTV surveillance across critical areas, supported by centralized control rooms and a Joint Operations Centre for real-time monitoring and response. Access is tightly regulated through Visitor Management Systems and card- or RFID-based entry mechanisms, ensuring traceability for both individuals and vehicles. Regular audits, patrolling, and continuous training through incident-based learning further strengthen on-ground vigilance.

Complementing monitoring efforts, DLF has implemented strong preventive measures, including strict access protocols, deployment of trained security personnel, and 24×7 Emergency Response Teams. Regular drills, awareness programs, and technology-led solutions such as digital passes and centralized reporting enhance preparedness and operational efficiency. Close coordination with law enforcement agencies and a multi-level monitoring structure further reinforces security oversight.

Through this layered and proactive approach, DLF effectively minimizes risks and ensures a safe, secure, and resilient environment across its portfolio.

Tenant Refurbishment Programs

DCCDL supports tenants during fit-out and refurbishment activities by embedding ESG considerations at the early stages of occupancy and renovation. The Company provides guidance and oversight to help tenants align their interior works with established building standards, operational efficiency goals, and sustainability priorities, thereby promoting consistent environmental and social performance across its portfolio.

Minimum fit-out and refurbishment standards are prescribed for tenant spaces, covering aspects such as energy-efficient lighting and

equipment, water-efficient fixtures, responsible material selection, indoor air quality requirements, and waste management during construction and fit-out activities. Tenant fit-out guidelines are shared to communicate these requirements and clarify expectations related to sustainability, safety, and responsible site practices.

DCCDL also extends support through coordination with approved vendors and service partners, enabling responsible procurement and smoother execution of tenant refurbishment works. Where applicable, tenants are encouraged to adopt measures that address upfront carbon emissions, efficient resource use, segregation and disposal of construction waste, and indoor environmental quality, in line with the sustainability performance of the base building.

In addition to tenant-led initiatives, DCCDL undertakes targeted infrastructure upgrades across its portfolio to enhance the efficiency, safety, and sustainability of built environments:

To rejuvenate and enhance the quality of our existing buildings, we have initiated a structured program focused on upgrading structural elements, basements, lighting systems, and overall operational efficiency. Few key initiatives undertaken under this program are outlined below:

HVAC Efficiency Enhancements:

Energy efficiency improvements have been implemented across key assets. At Rentco buildings, 75 conventional air handling unit motors in common areas have been replaced with energy-efficient Electronically Commutated (EC) fan motors, resulting in improved performance and annual energy savings of approximately 441 kWh. At Block 1A, Chennai, an 18-year-old air-cooled chiller (320 TR) was replaced with a high-efficiency system, reducing power consumption from 1.92 kW/TR to 1.21 kW/TR and delivering annual energy savings of approximately 523 kWh.

Energy-Efficient Vertical Mobility Systems:

Elevator modernization initiatives have been undertaken at Cyber Greens (12 units) replacing conventional systems with energy-efficient



regenerative drives and permanent magnet motors. These upgrades significantly reduce energy consumption by regenerating and reusing power, while also improving ride comfort, operational reliability, and reducing maintenance requirements.

Fire Life Safety (FLS) Enhancements:

Comprehensive upgrades have been implemented to strengthen fire safety infrastructure. These include basement compartmentation, installation of fire separation systems (water curtain/drencher systems), improved ventilation systems in service areas, and integration of tenant fire alarm systems with the central building system. Additional measures include installation of CO sensors, replacement of sprinklers with quick-response types, fire-resistant coatings on ducts, upgrading conduits, and modernization of fire alarm and public address systems.

Civil and Building Envelope Improvements:

Targeted interventions have enhanced building performance and occupant comfort. For instance, at a food court skylight, degraded polycarbonate sheets were replaced with high-performance UV and IR-treated materials with improved Solar Heat Gain Coefficient (SHGC). This upgrade eliminated leakages, improved thermal performance, reduced heat ingress, and enhanced daylight quality while minimizing glare. The result is improved HVAC efficiency, better indoor comfort, enhanced aesthetics, and long-term durability.

Driving Renewable Energy Transition Through Partnerships:

We are currently collaborating with one of the country's leading green energy providers to procure renewable power in Gurgaon, while also partnering with another reputed organization to further expand green energy integration in Chennai. We anticipate finalizing both arrangements over the coming year.

Through this structured fit-out and refurbishment approach, DCCDL aligns landlord and tenant actions from the outset of the lease period. By integrating ESG-led design, operational efficiency improvements, and infrastructure upgrades, the Company supports tenants in

creating efficient, safe, and sustainable workspaces while reinforcing long-term asset value and environmental performance.

Tenant Satisfaction Survey

DCCDL's approach to tenant satisfaction is centered on structured feedback mechanisms, regular interactions, and data-led insights that help the Company understand tenant expectations and tailor solutions accordingly. Through regular satisfaction surveys and feedback mechanisms, the Company is able to highlight the efficiencies in the Company's initiatives and programmes for ease of tenants. Tenant feedback is gathered through ongoing engagement across locations, facilitated by building operations, asset experience, and customer service teams. This sustained engagement enables DCCDL to remain responsive to tenant needs and maintain a service model that is transparent, accessible, and improvement oriented.

Ensuring sustainability among contractors

Recognizing that contractor performance directly influences tenant safety, service quality, and regulatory compliance across assets, DCCDL has established structured compliance review mechanisms to monitor statutory and operational compliance across its assets, including those managed through integrated property consultants. The disclosed process includes monthly compliance meetings with the IPC compliance team and account director, monthly submission of compliance trackers to the central compliance team along with renewed licenses, registrations, and filings, and quarterly compliance submissions through an automation tool. In addition, audit and compliance reviews are carried out by an independent third-party auditor and the Group Compliance Team, followed by discussion, review, and closure of observations by the compliance and operations and maintenance teams. High-risk observations are also escalated for discussion at the Internal Audit Committee level. Through this layered review process, DCCDL maintains oversight over compliance performance at the asset level and reinforces accountability in the management of operational requirements.



Grievance Redressal for Tenants

Feedback gathered through tenant interactions is used to discuss and implement planned improvements across properties. DCCDL's customer-facing approach is rooted in prompt action on feedback and grievances, supported by trained service personnel and a dedicated team for complaint handling and resolution. The Company's customer satisfaction framework emphasizes responsiveness, fairness, confidentiality, corrective action, and continuous enhancement of product and service quality. Through regular engagement and follow-up, DCCDL seeks to strengthen occupier experience and improve service delivery across its operational portfolio.

DCCDL follows the Group policy on Human Rights which demonstrates the company's commitment to respecting the human rights of its workforce, stakeholders, and communities affected by its operations. Guided by national and international standards like the Protection of Human Rights Act, 1993, UN Guiding Principles,

and ILO Declarations, the policy outlines expectations for employees, contractors, suppliers, and business partners to uphold ethical practices and avoid adverse human rights impacts. The policy emphasizes equal opportunity, non-discrimination, fair working conditions, and safeguarding customer and employee privacy. It prohibits child and forced labor, supports health and safety initiatives, and commits to respecting the rights of indigenous and disadvantaged communities through social programs for education, health, and employment. Grievance mechanisms are in place to address human rights concerns, with resolutions guaranteed within 14 working days, ensuring transparency and accountability. This group-level policy at DLF Limited is adhered to by DCCDL, reinforcing the company's dedication to protecting human rights and promoting responsible business practices.



Building Resilient Communities



As we expand our interventions across thematic areas of Education, Environment and Healthcare, we remain focused on creating lasting impact across communities. We continue to strengthen urban ecosystems, improve pedestrian safety, ensure inclusion, expand healthcare access, and create opportunities in education, skills, and livelihoods. These efforts address evolving community needs and enhance the quality of life. Through our initiatives, we have impacted urban ecosystems and touched lives, while advancing empowerment, inclusion, and sustainability.

CSR Highlights of DCCDL



We recognize that success and sustainability of business is closely linked to the well-being of the communities in which we operate. Our community development and engagement strategy focuses on creating long-term partnership programmes through structured interventions across education, healthcare,

environmental sustainability, livelihood enhancement, sports, animal welfare and social welfare. Through well-defined community engagement programmes such as Adoption, Development & Maintenance of Public Green Belts, DLF CARES Education Support Programme, DLF Engage Volunteering Programme, the WISE Skill Development initiative, and Medical Assistance to People in Need, we address ESG-specific priorities like education, community health and well-being, skill development, environmental awareness, and social inclusion. These programmes are designed to respond to local needs, align with national priorities, and empower communities through awareness-building, access to essential services, and opportunities for learning and employment. By strengthening local ecosystems, creating safe public spaces with universal access, facilitating skill development for underserved groups, and encouraging citizen participation through volunteering, we aim to drive inclusive and sustainable progress.

Our CSR initiatives are guided by the feedback of CSR Committee, approved by the Board, and implemented by the DLF Foundation, DLF QEC Educational Charitable Trust, DLF QEC Medical Charitable Trust, CGS Public Charitable Trust, and other credible non-profits and sector experts. Community engagement is further supported through accessible communication and grievance redressal mechanisms enabled via digital platforms, allowing stakeholders to share feedback, raise concerns, and participate in social initiatives. DCCDL has instituted a robust community impact monitoring framework to assess and manage the effects of its development and operational activities on surrounding communities. This comprehensive approach encompasses the creation and execution of a structured communication plan, a detailed community monitoring plan, and a proactive risk assessment and mitigation strategy. Together, these measures ensure that community concerns are addressed transparently, and that DCCDL's projects are aligned with responsible and inclusive development practices. In FY 2025-26, DCCDL allocated ₹45.23 crore towards diverse CSR initiatives, reaffirming our commitment to responsible growth, measurable outcomes, and meaningful engagement with the communities we serve.

Our CSR Strategy

DCCDL operates under a structured CSR framework that fosters inclusive socio-economic



development. The Company identifies and implements targeted initiatives across both urban and rural geographies, focusing on enhancing quality of life, promoting social inclusion, and addressing evolving community needs. These initiatives are supported by a robust impact assessment and monitoring framework that enables systematic evaluation of social outcomes and programme effectiveness. Anchored in transparency and accountability, DCCDL’s CSR approach emphasizes proactive risk management and structured stakeholder engagement to ensure that initiatives remain adaptive, responsive, and closely aligned with national priorities and globally recognized sustainable development goals.



VISION

Our vision is to transform the communities we work with through high-impact interventions in spheres of education, environment, healthcare, social sustainability, and sports promotion for enabling a better quality of life and creating sustainable ecosystems for all stakeholders within the immediate and extended communities.



MISSION

We accomplish this through the creation of customised programmes and innovative institutions that address India’s current development challenges and by providing a platform for the Foundation to collaborate with other institutions, professionals and subject matter experts to deliver sustained, magnified impact across communities of interest.

Structured CSR Project Governance Framework

DCCDL follows a structured and outcome-oriented Project Cycle Framework to ensure that CSR initiatives are need-based, well-governed, and deliver measurable social impact. The framework enables systematic planning, execution, monitoring, and evaluation of projects, aligned with national priorities and stakeholder expectations.



Identification of Community Needs:

Identification of priority community needs and CSR focus areas aligned with national development priorities and local socio-economic contexts.

Needs Assessment:

Engagement with implementation partners and key stakeholders to conduct needs assessment studies and define intervention scope.

Project Design & Approval:

Development of the project framework based on assessment outcomes, followed by review and approval by the CSR Committee.

Project Implementation:

Structured implementation of approved initiatives through partner agencies, ensuring adherence to defined objectives, timelines, and budgets.

Monitoring & Reporting:

Ongoing monitoring through periodic reviews, progress tracking, and structured reporting to assess performance and ensure accountability.



Impact Assessment and Continuous Improvement:

Evaluation of project outcomes through reviews and annual assessments, with learnings integrated into planning for subsequent years to enhance effectiveness and impact.

Strategic CSR Focus Areas

Aligned with our CSR vision and guided by a structured project lifecycle framework, DCCDL's community development initiatives are anchored around clearly defined focus areas that reflect pressing societal needs and national development priorities. Our CSR strategy is designed to deliver targeted, measurable, and scalable impact by concentrating resources and expertise across select thematic areas where we can create significant, measurable & sustained impact. Each focus area as given below addresses distinct socio-economic challenges while collectively supporting inclusive growth, resilience, and community well-being.

The following sections outline DCCDL's approach, key initiatives, and progress across each of these CSR focus areas:



Education Education & Skill Development

During the year under review, we continued to drive excellence in education, enabling and shaping the next generation through education-focused interventions implemented by the DLF QEC Educational Charitable Trust, DLF Foundation and Lal Chand Public Trust. With a strong emphasis on access, equity, and quality, the Trust worked to empower students and youth from underserved communities by strengthening educational infrastructure, enabling learning opportunities through scholarships, and supporting pathways to sustainable livelihoods.

a. DLF CARES



DLF CARES, the flagship education initiative, continues to support children from economically disadvantaged backgrounds in their academic journey, from school all the way to higher education. Implemented through the DLF QEC Educational Charitable Trust, the Programme provides access to scholarships, mentoring and academic support, career guidance, counselling, and socio-emotional support to help beneficiaries make informed career choices. The Programme also strengthens teaching practices through faculty development workshops focused on pedagogy, competency-based learning, and the integration of technology in classrooms.

In addition, DLF CARES fosters global exposure through collaborations with institutions such as the University of Melbourne, Australia, and educational partners in Bhutan, facilitating knowledge exchange, teacher interactions, and classroom observations.

To ease the transition from education to employment, the Programme offers skill-enhancement modules in interview preparation, digital literacy, and industry-relevant technical training. Vocational training centres, established in partnership with government institutions, provide certification-based courses in tailoring, retail, and computer skills to expand livelihood opportunities for underserved communities. Through this integrated approach, DLF CARES continues to expand access to quality education and create pathways for students to build brighter futures.

In FY 2025-26, the Programme supported over 4,247 scholars across the NCR, including 262 students pursuing higher education across 20 states of India. Beyond scholarships, the initiative strengthened the education ecosystem through teacher development programmes benefiting over 10,000 educators and career counselling sessions impacting nearly 50,000 beneficiaries.

b. WISE initiative (Women in Sustainable Employment)



Limited access to education, skills, and employment continues to hinder women’s participation in India’s workforce, particularly among those from socially and economically vulnerable backgrounds. The WISE Programme (Women in Sustainable Employment), implemented by DLF Foundation in partnership with the VISAN Foundation, equipped women from vulnerable backgrounds with training in industry-relevant healthcare and IT skills.

The 2.5-month General Duty Assistant (GDA) training programme equipped trainees with essential patient-care skills, including hospital protocols, core patient care, and paramedic functions such as monitoring vital signs, first aid, CPR, and digital record-keeping, among others. By enabling access to dignified employment opportunities, the WISE Initiative supported families in securing improved and stable livelihoods. In FY25-26, the programme supported the training of 41 women beneficiaries, including placement of 20 beneficiaries at institutions such as Fortis Hospital and Max Hospital, among others.

c. Promoting Education and Skills Development



DLF Foundation supported an Education and Skills Development initiative in rural areas around Tehri Garhwal in Uttarakhand, aimed at empowering economically disadvantaged women through livelihood training and community development. The project focused on promoting economic self-sufficiency, skill enhancement, and improved social status among women in rural communities.

As part of the Programme, a cowshed, milk processing units, training rooms, and livelihood-based production facilities were developed during the year. Additionally, equipment such as milking machines, bulk milk coolers, fogger systems, packing machines, chaff cutters, deep freezers, milk cans, storage units, and knitting and sewing machines were procured to support dairy

farming, tailoring, knitting, and other income-generating activities. Training modules focused on knitting, sewing, and dairy farming provided participants with practical skills that fostered entrepreneurship and financial independence. The initiative supported vulnerable women by enabling structured vocational skills and livelihood opportunities, contributing to the overall economic resilience of rural communities.

d. DLF Engage Volunteering Programme



DLF Engage, the volunteering programme of the DLF Foundation, promotes active citizenship and community participation by connecting committed individuals with opportunities to contribute their time, skills, and expertise toward meaningful social impact. The Programme continues to offer diverse volunteering opportunities, including plantation drives, mentorship for school students, and initiatives to improve learning spaces for underserved communities.

During the year, volunteers actively participated in awareness campaigns on key social and environmental issues, facilitated experiential learning sessions, and conducted hands-on STEM activities for students. The School Mentorship Project further strengthened the academic progress and personal development of underserved children through sustained volunteer engagement. Under this initiative, volunteers contributed to academic support, career guidance, storytelling sessions, and activities fostering imagination, expression, and critical thinking at various NGO-run schools in Gurugram.

In FY 2025-26, a total of 1,504 volunteers dedicated 3,433 hours across 39 volunteering opportunities, encompassing both activity-based and skill-based engagements delivered in partnership with 16 NGOs.





Environmental Sustainability

Greening initiatives are a priority for DLF Foundation as they play a critical role in reducing carbon emissions, enhancing biodiversity, and improving air quality. Working closely with government authorities, the DLF Foundation undertook the following plantation and greening initiatives as part of its commitment to environmental sustainability during the year.

a. Adoption & Maintenance of Public Green Belts



In Delhi during FY 2025–26, in addition to other ongoing interventions, the Foundation undertook the restoration of green belts along Nelson Mandela Marg in Vasant Kunj, covering approximately 7,200 square metres, in collaboration with government authorities. The Foundation is also undertaking the development and enhancement of public green spaces along Shivaji Marg, New Delhi.

In Hyderabad during FY 2025–26, in partnership with the Greater Hyderabad Municipal Corporation (GHMC), the Foundation continued the maintenance of public green belts covering an area of approx 3200 sqmts along the stretch from IIT Junction to Radisson Hotel, extending up to Jayabheri Enclave.

In Chennai, approximately 17,215 square metres of green area in Manapakkam is being developed, contributing to the strengthening of the city's urban ecological infrastructure. The regular maintenance of these public green belts is being done using recycled water, development of rainwater harvesting pits, and the adoption of efficient waste management practices. In FY 2025–26, public green belts spanning nearly 27,615 square metres were maintained.

b. Adoption & Maintenance of Ponds/Water Bodies in Gautam Buddha Nagar



The DLF Foundation is restoring and maintaining two key urban ponds in Datawali and Duryai villages of Gautam Buddha Nagar in Noida to support sustainable water management and urban resilience. This initiative aims to recharge groundwater, enhance biodiversity, and deliver long-term environmental benefits to the local community. The project adopts scientific restoration methods, emphasizes regular maintenance, and is implemented in collaboration with government authorities to ensure regulatory compliance, sustainability, and lasting impact.



Preventive Healthcare & Animal Welfare

During the year under review, the DLF QEC Medical Charitable Trust continued to strengthen its healthcare project portfolio to support underserved communities across the National Capital Region of Delhi and Gurugram through the following interventions:

a. Medical Assistance to People in Need



Each year, several individuals from economically disadvantaged backgrounds are supported through the DLF QEC Medical Charitable Trust for their medical treatment. This initiative aims to

bridge critical affordability gaps by providing financial assistance to NGOs, healthcare providers, and patients requiring urgent medical interventions, thereby ensuring timely access to quality healthcare services.

During FY 2025–26, approximately 42 individuals received medical support for their treatment and hospitalisation for serious health ailments, including chronic liver infection, kidney transplantation, paralysis, brain tumour, and breast cancer, at reputed healthcare institutions.

b. Medical Diagnostic Equipment support to CGS Veterinary Facility



Medical equipment support was extended to the CGS Public Charitable Trust for the CGS Veterinary Facility to enable timely diagnosis and quality treatment for small animals. The Company strengthened veterinary healthcare infrastructure by equipping the facility with advanced diagnostic tools, including an underwater treadmill designed for the rehabilitation of injured animals requiring physiotherapy and hydrotherapy. This intervention has contributed to enhanced standards of veterinary care for dogs and cats.



Pedestrian Safety: Saving Lives Through Safer Roads

DLF Foundation is committed to enhancing pedestrian and road safety through the development of safe, accessible public infrastructure. In collaboration with the Gurugram Metropolitan Development Authority and the National Highways Authority of India (NHAI), the Foundation is developing foot-over bridges (FOBs), pedestrian walkways, and subways at high-traffic junctions. These interventions prioritize the safety, mobility, and inclusion of senior citizens, children, women, and persons with disabilities by incorporating principles of universal accessibility.

a. Public Foot-over Bridges



The Foot-over Bridge on Raghvendra Marg, Gurugram, serves as a critical pedestrian link between Chakarpur and Sikanderpur urban slums. Designed to provide a safe and accessible crossing over a busy, high-speed corridor, the FOB enables safe crossing for all pedestrians, including senior citizens and people with disabilities. The Project has reduced accident risk, strengthened connectivity between key community areas, and enhanced overall accessibility.

DLF Foundation also undertakes regular maintenance of the FOB to ensure cleanliness, safety, and smooth operations. During FY 2025–26, the bridge recorded 18,89,153 pedestrian crossings, demonstrating its significant contribution to improved pedestrian safety and traffic flow.

DLF Foundation is also developing a 430-metre Foot over Bridge connecting the Ramapuram and Manapakkam Metro Stations in Chennai, in partnership with government authorities. The project aims to improve last-mile connectivity and enable safe, seamless pedestrian movement between the two metro stations. The dedicated pedestrian pathway is expected to reduce road congestion while significantly minimising safety risks for pedestrians navigating high-traffic corridors.

b. Pedestrian subway



The pedestrian subway at Shankar Chowk on NH-48 has been developed to facilitate safe public movement between Udyog Vihar and the Mousari Avenue Metro Station, one of Gurugram’s busiest corridors. The subway provides a secure pedestrian path to cross the national highway, improving pedestrian mobility while significantly reducing accident risks. Equipped with universal accessibility features such as elevators, escalators, ramps, stairways, and adequate lighting, the facility ensures safe and inclusive access for senior citizens and persons with disabilities. Between December 2025 and March 2026, the subway recorded 5,29,109 pedestrian crossings.

 **Sports Promotion**

DLF Foundation believes in nurturing and promoting young sporting talent and has been actively working towards this objective through its Sports Excellence Programme:

a. Sports Excellence Programme



Under the Sports Excellence Programme, DLF Foundation provides financial support to emerging athletes to enable access to professional coaching, specialized training, sports equipment, and participation in national and international tournaments. In FY 2025–26, the Foundation supported seven promising athletes

from diverse sports including squash, lawn tennis, and taekwondo, enabling them to pursue advanced training and compete on national and international platforms.





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INDEPENDENT REASONABLE ASSURANCE STATEMENT

Independent Assurance Statement to DLF Cyber City Developers Limited on its GRESB Reporting for the FY 2025-26

The Board of Directors,

DLF Cyber City Developers Limited,

DLF Gateway Tower R Block,
DLF City, Phase - III
Gurugram - 122 002 - India

Nature of Assurance

SGS India Private Limited (hereinafter referred to as 'SGS India') was engaged by DLF Cyber City Developers Limited (the 'Company' or 'DLF') to conduct an independent assurance of the Company's GRESB reporting (the 'Report') pertaining to the reporting period of April 1, 2025, to March 31, 2026. SGS India has conducted a Reasonable level of Assurance for GRESB Disclosure. This assurance engagement was conducted in accordance with "International Standard on Assurance Engagements (ISAE) 3000 (Revised) and ISAE 3410.

Reporting Framework

The Report has been prepared following the

- 1) Greenhouse Gas Protocol Standard
- 2) GRESB Real Estate Assessment 2026

Intended Users of this Assurance Statement

This Assurance Statement is provided with the intention of informing all DLF Cyber City Developers Limited's Stakeholders.

Responsibilities

The information in the report and its presentation are the responsibility of the management of the Company. SGS India has not been involved in the preparation of any of the material included in the report.

Our responsibility is to express an opinion on the text, data, and statements within the defined scope of assurance, aiming to inform the management of the Company, and in alignment with the agreed terms of reference. We do not accept or assume any responsibility beyond this specific scope. The Statement shall not be used for interpreting the overall performance of the Company, except for the aspects explicitly mentioned within the scope.

Assurance Standard

SGS has conducted a Reasonable level of Assurance for the disclosure made to GRESB. This engagement was performed in accordance with the International Standard on Assurance Engagement (ISAE) 3000(revised) and ISAE 3410 (Assurance Engagements other than Audits or Reviews of Historical Financial Information). Our evidence-gathering procedures were designed

to obtain a 'Reasonable' level of assurance, which is a high level of assurance in accordance with ISAE 3000(revised) standard but is not absolute certainty. It involves obtaining sufficient appropriate evidence to support the conclusion that the information presented in the report is fairly stated and is free from material misstatements.



Statement of Independence and Competence

The SGS Group of companies is the world leader in inspection, testing and assurance, operating in more than 140 countries and providing services including management systems and service certification; quality, environmental, social and ethical auditing and training; environmental, social and sustainability report assurance. SGS affirm our independence from DLF Cyber City Developers Limited, being free from bias and conflicts of interest with the organization, its subsidiaries and stakeholders.

The assurance team was assembled based on their knowledge, experience and qualifications for this assignment, and comprised auditors registered with ISO 26000, ISO 20121, ISO 50001, SA8000, RBA, QMS, EMS, SMS, GPMS, CFP, WFP, GHG Verification and GHG Validation Lead Auditors and experience on the SRA Assurance.

Scope of Assurance

The assurance process involved assessing the quality, accuracy, and reliability of Environmental Indicators within the report for the period April 1, 2025, to March 31, 2026. The reporting scope and boundaries are on a standalone basis and defined as per the Annexure A.

GRESB performance data in the GRESB Assessment Disclosure covering 21 reported assets (Annexure A) for the period 1st April 2025 to 31st March 2026.

On-site verification of data and internal controls at the following locations:

1. DLF Building 5 Gurugram
2. DLF Building 6 Gurugram
3. DLF One Horizon Centre Gurugram
4. DLF Downtown block 2 & 3 Gurugram
5. DLF Emporio Mall

Assurance Methodology

The assurance comprised a combination of desktop review, interaction with the key personnel engaged in the process of developing the report, on-site visits, and remote verification of data. Specifically, SGS India undertook the following activities:

- Assessment of the suitability of the applicable criteria in terms of its comprehensiveness, reliability, and accuracy.
- Interaction with key personnel responsible for collecting, consolidating, and calculating the Environmental Indicators and assessing the internal control mechanisms in place to ensure data quality.
- Application of analytical procedures and verification of documents on a sample basis for the compilation and reporting of the KPIs.
- Assessing the aggregation process of data at the Head Office level.
- Critical review of the report regarding the plausibility and consistency of qualitative and quantitative information related to the KPIS.

Limitations

The assurance scope excludes:

- Disclosures other than those mentioned in the assurance scope.
- Data review outside the operational sites as mentioned in the reporting boundary.
- Validation of any data and information other than those presented in “Findings and Conclusion.”
- The assurance engagement considers an uncertainty of $\pm 5\%$ based on the materiality threshold for Assumption/ estimation/measurement errors and omissions.
- The Company’s statements that describe the expression of opinion, belief, aspiration, expectation, aim to future intention provided by the Company, and assertions related to Intellectual Property Rights and other competitive issues.
- Strategy and other related linkages expressed in the Report.

- Mapping of the Report with reporting frameworks other than those mentioned in the Reporting Criteria above.

SGS India verified data on a sample basis; the responsibility for the authenticity of the data entirely lies with the Company. The assurance scope excluded forward-looking statements, product- or service-related information, external information sources and expert opinions. SGS India has not been involved in the evaluation or assessment of any financial data/performance of the company. Our opinion on financial indicators is based on the third-party financial reports audited of the Company. SGS India does not take any responsibility for the financial data reported in the audited financial reports of the Company.

Findings and Conclusions:

Based on the procedures we have performed and the evidence we have obtained, we are satisfied that the information presented by the Company in its report, on the environmental Indicators, is complete, accurate, reliable, has been fairly stated in all material respects, and is prepared in line with the GRESB requirements

The list of Environmental Indicators that were verified within this assurance engagement is given below:

- Energy Consumption data reported in the EN1 GRESB indicator;
- Water Use data reported in the WT1 GRESB indicator;
- Waste Management data reported in the WS1 GRESB indicator; and
- GHG Emissions data (Scope 1, 2 & 3) reported in the GH1 GRESB indicator.

For and on behalf of SGS India Private Limited

 <p>Kalpesh Thombare Technical Reviewer National Manager – ESG & Sustainability Services, SGS India. 08 June,2026</p>	 <p>Rishabh Shukla Lead Verifier– ESG & Sustainability Services, SGS India 08 June,2026. Team Member: Ms. Muskan Gupta</p>
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Annexure A

- DLF Cyber City Gurgaon
- Building 5
- Building 6
- Building 7A
- Building 7B
- Building 8
- Building 9A
- Building 9B
- Building 10
- Building 14
- Cyber Greens
- DLF Forum
- Infinity Towers
- Cyber Hub
- DLF Cyber Park
- DLF Downtown 2&3
- Downtown 4
- World Tech Park
- One Horizon Centre
- DLF IT park Chandigarh
- Chennai IT Park
- DLF Downtown 1&2
- Chennai DLF Downtown 3, Chennai DLF Cyber City Hyderabad DLF City Centre
- Avenue
- DLF Emporio
- DLF Promenade
- Mall of India Noida
- Mall of India, Gurgaon



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