

Ather Energy Sustainability Report

FY 2023, 2024 and 2025



ATHER

Glossary

2FA	Two-Factor Authentication	IEA	International Energy Agency
ACC	Advanced Chemistry Cell	IFC	International Finance Corporation
APDS	Ather Product Development System	IP	Intellectual Property
ASM	Annual Supplier Meet	IPCC	Intergovernmental Panel on Climate Change
BEE	Bureau of Energy Efficiency	KLD	Kilo Litre per Day
BIS	Bureau of Indian Standards	KPIs	Key performance indicators
BMS	Battery Management System	KYC	Know Your Crew
BOM	Bill of Materials	LDR	Light Dependent Resistor
CASB	Cloud Access Security Broker	LECCS	Light Electric Combined Charging System
CEA	Central Electricity Authority	LFP	Lithium Iron Phosphate
COE	Committee of Executives	LTIFR	Loss Time Injury Frequency Rate
CPCB	Central Pollution Control Board	MES	Manufacturing Execution Systems
CSAT	Customer satisfaction	NDA	Non-Disclosure Agreement
CSC	Corporate Sustainability Committee	NIST	National Institute of Standards and Technology
CSF	Cyber Security Framework	NRC	Nomination and Remuneration Committee
CSR	Corporate Social Responsibility	NVH	Noise, Vibration, and Hoarseness
DLP	Data Loss Prevention	OTA	Over-the-Air
DR	Disaster Recovery	POSH	Prevention of Sexual Harassment
DSIR	Department of Scientific and Industrial Research	PPE	Personal Protective Equipment
E2W	Electric Two-wheeler	RBAC	Role-Based Access Control
EAP	Employee Assistance Program	RPs	Retail Partners
ECs	Experience Centers	SASB	Sustainability Accounting Standards Board
EGRM	External Grievance Redressal Mechanism	SCs	Service Centers
EHSS	Environment, Health, Safety, and Social	SIEM	Security Information and Event Management
EPR	Extended Producer Responsibility	SOC	Security Operations Centre
ESG	Environment, Social and Governance	SPR	Straight Pass Ratio
ESMS	Environmental and Social Management System	STP	Sewage Treatment Plant
ESS	Emergency Stop Signal	TAAS	Think As A Species
FAME	Faster Adoption and Manufacturing of (Hybrid &) Electric Vehicles	TBC	The Boring Conference
GHG	Greenhouse Gas	TCFD	Task Force on Climate-related Financial Disclosures
GRC	Grievance Redressal Committee	TPM	Total Productive Maintenance
GRI	Global Reporting Initiative	TNPS	Transactional Net Promoter Score
HRMS	Human Resource Management System	UNSDGs	United Nations Sustainable Development Goals
ICE	Internal Combustion Engine	VAPT	Vulnerability Assessment and Penetration Testing
		ZLD	Zero Liquid Discharge

Contents

About the Report	04	Advanced Safety & Riding Features	35	Investing in People	68
Foreword by the Co-Founders	05	Enhanced User Experience & Convenience	36	Diversity at Ather	69
Thoughts by the COO	06	An Ecosystem Built for Scale: Charging, Sales & Service	37	What We Do for Our People	71
Disclaimer	07	Smart Manufacturing & Sustainable Supply Chain	40	Listening to Our People	73
Building for the Long Term	08	Our Manufacturing Facilities	41	Wealth Creation	75
ESG Framework & Governance	10	Engineering Confidence: Our Commitment to Product Safety and Quality	45	Learning and Growth	76
ESG Framework & Governance	11	Sustainable Value Chain	47	Ergonomics and Innovation in Safety	78
ESG Committee Members	12	Supplier Onboarding and Evaluation	49	Our Customers: Building Trust Through Experience	79
Stakeholder Engagement & Our First Materiality Assessment	14	Environmental Stewardship	50	Community Engagements: Driving Impact Beyond Mobility	81
Our Four Step Approach to Materiality	18	Emission Reduction Capabilities	53	Governance - Upholding Integrity	84
Top 10 Material Topics	19	GHG Emissions and Accounting	54	Governance Structure	86
ESG Risk and Opportunity Mapping	20	Scope 3 GHG Emission (tCO ₂ e)	55	Board Oversight and Strategic Direction	88
R&D and Deep Engineering	24	Other Air Pollutants	56	Board Composition	89
Strength of our R&D	27	Circular Economy Practices	57	Statutory Committees	92
Product Quality, Reliability & Innovation	28	Waste Generation and Recycling Summary	59	Core Management Team Capability	96
Safety Features Across Our Product Portfolio	30	Circular Economy: Closing the Loop	60	Policies In Action: Embedding Governance, Enabling Compliance	98
Industry-First Innovations	34	Sustainable Packaging at Ather	61	Communication & Enforcement of Policies	101
		Water Management: A Shared Resource	62	Strengthening Governance: Ather's Compliance Framework	103
		Water Consumption and Recycling Metrics	63	Enterprise Risk Management at Ather	105
		Integrating Biodiversity	64	Cyber Security & Data Protection	106
		Our People: Creating Value Through Culture, Care, and Growth	65	Our Roadmap Ahead - The Next Charge	108
				GRI Index	110

About the report

Welcome to our inaugural Sustainability Report. At Ather, sustainability has never been a standalone effort. It is embedded into how we design products, build facilities, work with partners, and operate as an organisation. This report is an attempt to document that thinking with clarity, not just what we have achieved, but how we approach trade-offs, learnings, and long-term impact. We are pleased to share this voluntary disclosure based report that reflects our commitment to responsible business practices.

Our inaugural Sustainability Report brings together how we think about building Ather: the decisions we make, the systems we design, and the responsibility that comes with growing an organisation. Covering fiscal years 2023, 2024, and 2025, the report outlines our performance across key Environmental, Social, and Governance (ESG) priorities, with reference to the Global Reporting Initiative (GRI) Standards 2021. This report covers our performance on key environmental, social, and governance (ESG) priorities for fiscal years 2023, 2024, and 2025. It shares our performance with reference to the Global Reporting Initiative (GRI) Standards 2021.

Reporting Boundary and Scope

In this report, we have focused on the activities and operations that form our core workspaces: our registered corporate office, our manufacturing facilities, our research and development center, and our key suppliers across India.

The scope covers our business processes, two manufacturing plants in Hosur, Tamil Nadu, one product validation lab, and our corporate office in Bengaluru, Karnataka. Over the past three fiscal years, we have identified and reported on the ESG topics that have the most significant impact on our business and stakeholders.

Reporting Methodology and Frameworks

This report was prepared with reference to the **GRI Standards 2021**, adhering to principles of accuracy, balance, clarity, completeness, sustainability context, timeliness, and verifiability. The data comes from our industry-benchmarked internal reporting systems to ensure reliability and consistency. We have also aligned our reporting with the **United Nations Sustainable Development Goals (UNSDGs)**, demonstrating our contribution to global sustainability objectives. This report serves as a transparent record of our journey so far, and a foundation we will continue to strengthen as we grow.

Feedback

In our journey of continuous improvement, we and value your insights, suggestions, and perspectives.

Should you have any thoughts to share, please contact

Ananiya Prabhu,

Head of EHSS (Environment Health Safety and Social),
Email: ananiya.prabhu@atherenergy.com.





Foreword by the Co-founders

When we started Ather, the goal was simple: to build for the long term. Not just a great scooter or a promising company, but an organisation that compounds in capability over time. We have always focused on creating products and processes that improve with time, building a resilient ecosystem that supports both our customers and the industry.

Our emphasis on deliberate, long-term growth has guided everything we did this year. After nearly a decade of perfecting the 450 series, we launched Rizta, our first family scooter, built on the same principles of safety, reliability, and sustainable engineering. Alongside, we expanded our ecosystem with stronger charging infrastructure, our first smart helmet, and the latest AtherStack™ software, all designed to enhance the ownership experience. We also prepared for the next phase of growth by expanding our retail presence across India and setting up a new manufacturing facility in Maharashtra for upcoming products on the EL and Zenith platforms. For us, it has never

been just about scooters; it is also about building the ecosystem around them. Sustainability continues to shape how we operate. Embedding it into our systems means improving efficiency, using resources responsibly and designing with circularity in mind. We have been expanding renewable energy use across sites, optimising logistics, and developing solutions for responsible battery end-of-life management. We have also been mapping emissions across Scope 1, 2, and 3 to act on the right levers rather than rely on symbolic commitments. These efforts reflect our belief that sustainability is best achieved through durable products, resilient systems, continuous improvement and choices that stand the test of time.

This Sustainability Report reflects our progress in embedding sustainability across design, manufacturing, and operations, and our continued commitment to building a cleaner, more resilient future for mobility in India.

Tarun Mehta & Swapnil Jain



Thoughts by the Chief Operating Officer

As Ather continues to scale, growth for us has increasingly become about how thoughtfully we build, the choices we make today, and the long-term impact they create. This report marks our first formal attempt to bring structure and visibility to our sustainability journey. While sustainability has long shaped how we design products, build systems, and run our operations, this is the first time we are documenting the thought process that goes into our work in a consolidated and comprehensive manner.

Building responsibly at scale requires discipline- in governance, in measurement, and in accountability. Over the past few years, we have been steadily developing these frameworks. Today, we are proud to have an ESG Committee that will regularly review our progress towards long-term goals, including our aspiration of net zero emissions. At the same time, we remain conscious that structure should never come at the cost of agility.

In a dynamic industry like ours, sustainability must be embedded into decision-making, not layered on through bureaucracy.

For us, sustainability is not a checklist. It is a lens through which choices are made, from how we design factories and manage supply chains, to how we listen to employees and engage with the communities we operate in. Our upcoming greenfield project in Chhatrapati Sambhajnagar reflects this approach, where environmental responsibility, local context, and operational efficiency are considered together, not in isolation.

This report reflects where we are today. It captures the systems we have carefully built so far, the progress we are proud of, and the areas where we know more work to be done. As we grow, our intent is to keep improving, guided by data, grounded in our values, and responsive to the people and environments we are a part of.

Sanjeev Kumar Singh

Disclaimer

This Sustainability Report (the "Report") has been prepared by Ather Energy Ltd. ("Ather," "we," "us," or "our") for informational purposes only. The information contained herein is as of March, 2025, unless otherwise specified.

Forward-Looking Statements

This Report contains "forward-looking statements" these statements are often identified by words such as

aim

believe

expect

anticipate

intend

plan

seek

estimate

will

may

should

could

project

continue

similar expressions

Forward-looking statements include, but are not limited to, statements concerning our sustainability goals, targets, commitments, strategies, and future plans. These statements are not historical facts but rather are based on our current expectations, beliefs, assumptions, and projections about our business, operations, and future performance.

These forward-looking statements are subject to various risks, uncertainties, and assumptions, many of which are beyond our control. Actual results, performance, or achievements may differ materially from those expressed or implied by these statements. Factors that could cause such differences include, but are not limited to, changes in technology, scientific understanding, market conditions, customer preferences, regulatory frameworks, and other economic, social, and political factors. We caution you not to place undue reliance on any forward-looking statements. Ather undertakes no obligation to publicly update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise, except as required by law.

Data, Scope, and Methodology

The data and information presented in this Report cover our operations for the fiscal years 2023 to 2025, unless otherwise noted. The reporting boundary is specified within the Report. ESG data collection is complex and evolving. The data included herein is based on internal management systems, estimations, assumptions, and, in some cases, third-party data, which we believe to be reliable. However, such data may be subject to error, omission, or changes in

methodology. The methodologies used to measure, calculate, and report on our ESG performance may be refined over time as standards and practices evolve.

No Warranty

This Report is provided "as is" and "as available." Ather makes no representations or warranties of any kind, express or implied, as to the accuracy, completeness, timeliness, or reliability of the information contained herein. This Report does not constitute an offer to sell or a solicitation of an offer to buy any securities. The information in this Report is not intended to be, and should not be construed as, investment, legal, financial, or tax advice.

Third-Party Information

This Report may contain links to or information from third-party websites or sources. Ather is not responsible for, and does not endorse, the accuracy or content of any such third-party information.



Building for the
Long Term

The convergence of rapid urbanisation, industrialisation, and a surge in vehicle sales has led to a significant increase in vehicle emissions in India's major cities. Recognising this challenge and aiming to promote sustainable development, the Indian government introduced the **FAME (Faster Adoption and Manufacturing of (Hybrid &) Electric Vehicles in India) Scheme in 2015**. This initiative was designed to accelerate the adoption of electric and hybrid vehicles through various incentives, fostering sustainable mobility.

The International Energy Agency (IEA) reports that



Road transport accounts for **12%** of India's energy-related CO₂ emissions



A staggering **20% to 30%** of urban air pollution.

Two-wheelers, which are the most dominant form of transportation in India, are a major contributor to this pollution problem. A necessary shift toward electric two-wheelers required products that not only matched, but significantly upgraded the traditional vehicle experience in terms of technology and customer satisfaction. This policy drive for faster EV adoption, coupled with evolving consumer

expectations for premium, tech-enabled products, created a unique opportunity for Ather to pioneer and define the modern E2W segment.

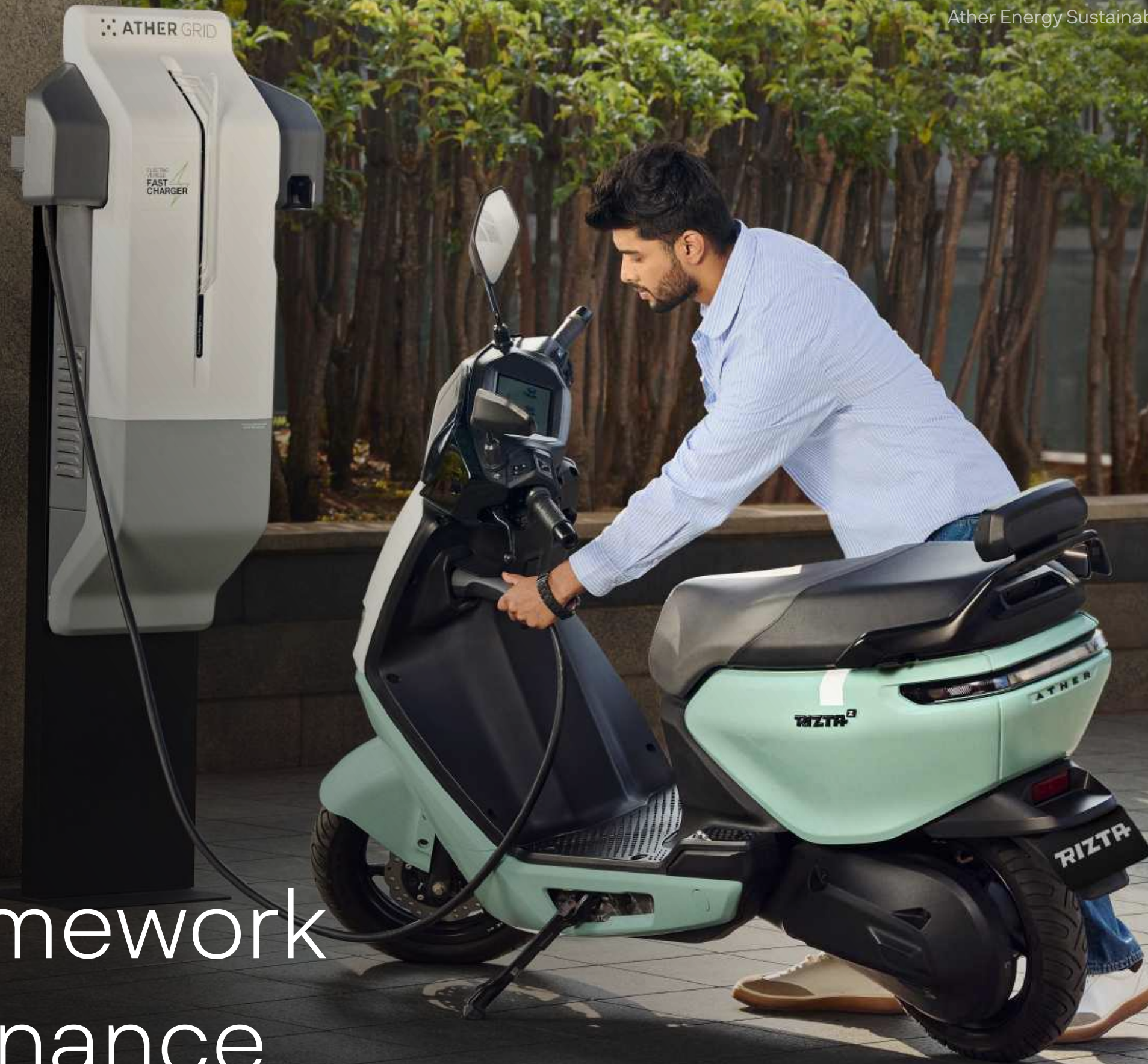
Our journey at Ather began with a focus on a core component: **the battery**. We set out to design and build advanced battery packs specifically for Indian conditions, prioritising durability, safety, and performance. However, we quickly realised that to fully unlock the potential of our battery technology, we had to build a vehicle around it. This insight led to the creation of the **Ather 450** in 2018, India's first smart electric scooter. From this starting point, we naturally evolved to building not only electric scooters, but also an integrated ecosystem, combining batteries, powertrains, and software to enhance the overall E2W ownership experience.

The Ather story has been consistently communicated to our stakeholders through the Aspire 4P framework, first adopted in our impact reports for 2021, 2022, and 2024. This framework structured our progress around four key areas: Product, People, Processes, and Policy. This approach shaped our ESG focus, which is centered on sustainable manufacturing practices, responsible supply chain management, community well-being, and customer-centricity.

Our long-term strategy is anchored in sustained investment in people, processes, and products. As we expand our impact across the value chain, from battery innovation to retail experience, we remain committed to the belief that sustainability is a core part of our mission. Today, Ather is a systems thinker, creating smart, reliable, and safe products that are turning electric two-wheelers into a market reality.



ESG Framework & Governance



ESG Framework & Governance

EHSS Policy, ESMS & IFC Standards

Our commitment to sustainability is clearly articulated in the **EHSS (Environment, Health, Safety & Social) Policy**. This policy statement outlines our principles for being a responsible corporate citizen, with the clear objective of creating shared value in all our operational locations. This ensures a positive impact on all our key stakeholders.

To put this policy into action, we have developed an **Environmental and Social Management System (ESMS)**. This system is our blueprint for identifying, assessing, and mitigating environmental and social risks while maximising our positive impact.

Our ESMS is rooted in our EHSS Policy and is guided by the high standards and expectations of our global investors. We have also adopted the **IFC Performance Standards on Environmental and Social Sustainability (2012)** as a guiding framework to strengthen our practices. The ESMS is a dynamic system which is, regularly reviewed through internal audits and, stakeholder feedback, and continuous strategic reviews. This approach enables us to remain proactive, transparent, and aligned with evolving regulatory requirements and international best practices.

From our corporate offices and R&D labs, to our manufacturing facilities and future expansion sites, the ESMS ensures that every aspect of our operations upholds the highest standards of EHSS performance.

ESG Governance

At Ather, our ESG governance framework is designed with the same precision and long-term thinking that define our products. At the highest level, our the Board of Directors provides overall oversight of our sustainability ESG performance and ensures its integration into overall corporate governance.



ESG Committee Members

Sanjeev Kumar Singh ESG Committee Chairperson & COO	Ananiya Prabhu ESG Committee Coordinator & Head - EHSS
Shivam Soni Supply Chain - Analytics and Intelligence	Nidhi Prasad Head - Talent Partner, IR
Hemanth Ananth Ram General Counsel - Legal	Shailesh Joshi Head - ME Assembly & Vehicle Integration
Rakesh Singha Plant Head - Manufacturing (Hosur)	Srikant S Head - Service, Spares & International Business
Rakhi Bansal Internal Audit - Finance & Accounts	

The **ESG Committee**, chaired by the COO and coordinated by the Head of EHSS, is crucial for reviewing performance, guiding strategy execution, and ensuring compliance with evolving regulatory expectations. Cross-functional teams from manufacturing, business, and central intelligence contribute to ESG data management, audits, and program rollouts. Frequent internal reviews, materiality assessments, and third-party evaluations further strengthen our governance and accountability. The result is a dynamic, responsive framework where ESG is driven from within through collaboration, digital integration, and a shared commitment to the long term.



ESG Governance

Governance Mechanisms

The ESG Committee will meet twice annually, with additional meetings convened as needed to address emerging priorities. All proceedings and key decisions will be documented and presented to the Board of Directors, ensuring transparent and accountable governance. The committee will also collaborate with the Risk Committee to align ESG risk identification and mitigation with the broader enterprise risk management framework.

Driving Accountability and Impact

The ESG Committee establishes strategic ESG objectives and tracks key performance indicators (KPIs) to monitor our progress against ambitious sustainability goals. It also plays a vital role in reviewing and endorsing Ather’s annual ESG disclosures, ensuring that our reporting accurately reflects our commitments, progress, and areas for improvement. Through proactive leadership of the ESG Committee, we aim to strengthen our foundation for responsible growth, resilient operations, and long-term stakeholder trust. Our integrated sustainability roadmap reflects our ambition to achieve net-zero emissions while contributing to India’s broader climate goals

Our Roadmap Milestones

Our roadmap includes detailed milestones designed to build a future-ready, responsible tech company. These include:



Digital Integration: We are in the process of digitising our ESG data collection to enable real-time tracking of key metrics such as GHG emissions, energy usage, and waste management.



Supply Chain Alignment: We are establishing a well-defined supply chain that is environmentally and socially aligned with our ESG goals.



Operational Efficiency: Our future manufacturing goals include implementing green building features and creating zero-waste, water-neutral factories.



Safety First: We prioritise safety in our operations and extend this commitment to our suppliers and retailers through various audits.



Social Blueprint: We have a clear social blueprint that emphasises diversity, a sense of belonging, strong community engagement, and unwavering customer-centricity.



Industry Benchmarks: We will seek to certify our operations under ISO Standards (14064, 26000, 50001)

This structured and measurable roadmap ensures we are moving toward our bold vision with discipline and accountability.

Stakeholder Engagement & Our First Materiality Assessment



We believe that every stakeholder group contributes to the Ather growth story. We have actively engaged with each group through multiple forums to understand their experiences and challenge our status quo for enhanced value creation.

This continuous dialogue and feedback has enabled us to conduct our first materiality assessment, through which we can now design to systematically identify and prioritise sustainability matters that both impact both our stakeholders and our business.

The materiality assessment involved identifying key stakeholder groups, categorising them based on their influence on and impact from, our operations. Stakeholder perspectives and priorities were gathered through a tailored survey and focused discussions & interviews. Inputs on the relevance and perceived importance of various ESG topics were consolidated and quantified to develop a materiality ranking.

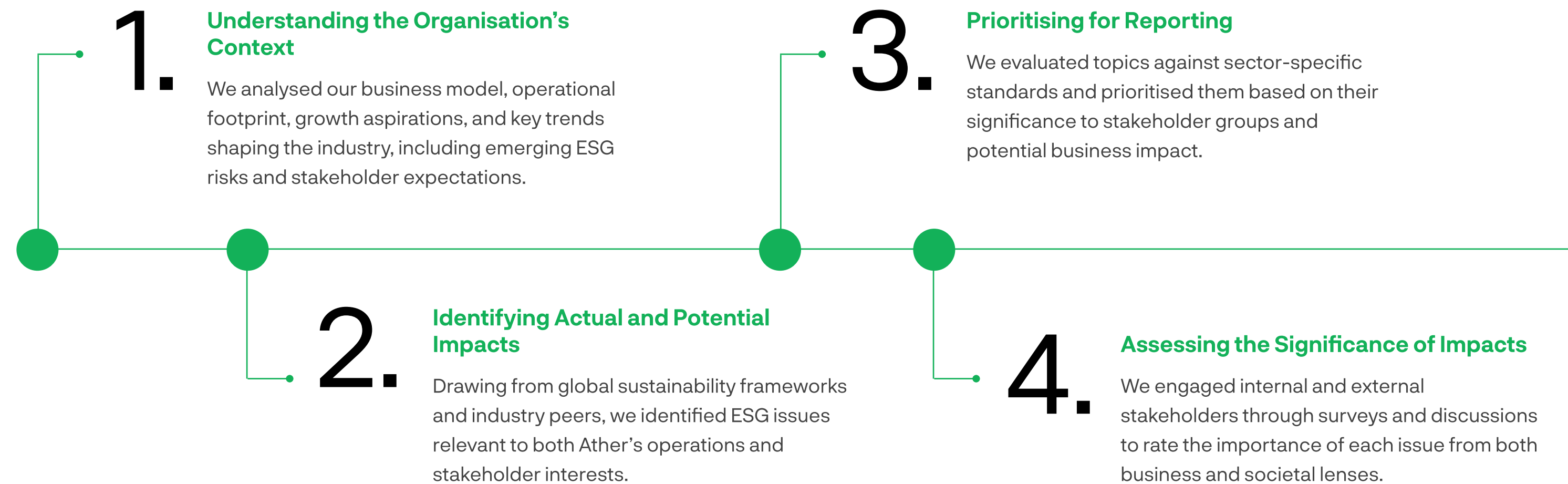
To ensure technical rigour, the assessment was aligned with recognized global frameworks, including the GRI Standards and the Sustainability Accounting Standards Board (SASB) guidelines relevant to the automotive sector. We also benchmarked our approach against peers in select global and domestic peers in the EV industry. This enabled us to contextualise the assessment to Ather's unique position while ensuring alignment with leading industry best practices.

Stakeholders	Objectives of Engagement	Methods of Engagement	Frequency of Engagement
Senior Management	• Corporate Governance, Regulatory Compliance, Ethics and Anti-corruption, Brand Reputation • Climate Change Resilience, Data and Cyber Security, R&D • Organisational Culture • Customer Safety and Satisfaction • Energy Management, GHG Emissions • Waste and Water Management	• Interviews • Board meetings	Quarterly
Employees	• Occupational Health & Safety • Diversity, Equity & Inclusion • Talent Development • Community Relation and Development • Employee Engagement, Labour practices and Human Rights	• Facilitated discussions • Surveys • Town hall meetings • Leadership meetings, Emailers • Employee Engagement Activities, Webinars	Need based
Suppliers	• Product Safety & Quality • Labour Practices & Human Rights • Sustainable Value Chain • Supplier Social Assessment • Diversity • Equity and Inclusion	• Individual and broad-based • Communications Supplier trainings • Assessments • Remediation processes	Need based
Retail Partners	• Product Safety and Quality • Customer Safety and Satisfaction • Product Safety & Quality	• Surveys • Corporate websites • Marketing activities & communication • Social media	Need based

Stakeholders	Objectives of Engagement	Methods of Engagement	Frequency of Engagement
Investors	• Brand Reputation • Energy Management • GHG Emissions • Occupational Health and Safety • Diversity • Equity and Inclusion	• Surveys • Presentations • Meetings	Quarterly

Our Four Step Approach to Materiality

We adopted a structured four-step methodology to identify, assess, and prioritise our material topics:



Top 10 Material Topics

We identified 23 material topics across Environmental, Social, and Governance (ESG) dimensions. These were also mapped to the relevant UN Sustainable Development Goals (SDGs). Emerging topics of priority The topics include waste management, GHG emissions, energy efficiency, employee health and safety, diversity and inclusion, responsible supply chain, product innovation, and governance.

Rank	Material Topics
1	Waste Management
2	GHG Emissions
3	Sustainable Value Chain
4	Energy Management (Fuel, Power)
5	Product Safety and Quality
6	Brand Reputation
7	Regulatory Compliance
8	Ethics & Anti-Corruption
9	Corporate Governance
10	Occupational Health & Safety

7

AFFORDABLE AND
CLEAN ENERGY

8

DECENT WORK AND
ECONOMIC GROWTH

9

INDUSTRY, INNOVATION
AND INFRASTRUCTURE

11

SUSTAINABLE CITIES
AND COMMUNITIES

12

RESPONSIBLE
CONSUMPTION
AND PRODUCTION

13

CLIMATE
ACTION



From Insight to Action: ESG Risk & Opportunity Mapping

Material topics	Risk / Opportunity	Rationale for identifying the risk / opportunity	Potential Impacts	Action Plan
Waste Management	Risk & Opportunity	Growing EV production increases waste generation, necessitating sustainable disposal & recycling.	Environmental pollution, regulatory non-compliance, increased operational costs.	• Implement circular economy principles • Sustainable packaging • Enhance waste recycling • Partner with vendors for responsible disposal. • Transition to renewable energy • Optimize logistics • Improve GHG emissions reduction strategies. • Strengthen supplier sustainability criteria • Conduct ESG audits • Engage in supplier training programs. • Invest in renewable energy • Optimise energy efficiency in operations • Develop smart grid solutions. • Strengthen R&D for battery safety • Conduct rigorous testing • Comply with global safety standards. • Strengthen sustainability reporting • Engage in transparent communication • Leverage ESG achievements for brand positioning.
GHG Emissions	Risk & Opportunity	EV manufacturing & supply chain emissions must be minimized to meet sustainability goals	Regulatory fines, reputational damage, increased GHG emissions	
Sustainable Value Chain	Opportunity	Ensuring ethical & sustainable sourcing supports brand reputation & operational resilience	Supply chain disruptions, reputational risks, compliance penalties.	
Energy Management (Fuel, Power)	Risk & Opportunity	Efficient energy use in manufacturing & charging networks is crucial for cost saving & sustainability	High operational costs, increased GHG emissions, energy supply instability.	
Product Safety and Quality	Risk	EV battery & software issues can impact consumer trust & regulatory approvals.	Product recalls, legal liabilities, brand damage.	
Brand Reputation	Opportunity	Sustainability leadership enhances customer loyalty but requires continuous ESG efforts	Loss of consumer trust, competitive disadvantage	

Material topics	Risk / Opportunity	Rationale for identifying the risk / opportunity	Potential Impacts	Action Plan
Regulatory Compliance	Risk	Rapidly evolving EV regulations require robust compliance strategies.	Legal penalties, operational disruption, delays in product approvals.	• Monitor policy changes • Enhance compliance frameworks • Collaborate with industry bodies. • Strengthen anti-corruption policies • Enhance training programs Whistleblower mechanisms. • Strengthen board oversight • Implement ESG governance frameworks • Improve disclosures. • Enhance safety protocols • Invest in employee safety training • Implement digital monitoring tools. • Strengthen quality controls • Integrate customer feedback into R&D • Ensure compliance with global safety norms. • Strengthen Partner code of conduct • Conduct periodic audits • Engage in fair wage policies. • Implement robust cybersecurity measures • Conduct regular risk assessments • Ensure GDPR & IT Act compliance.
Ethics and Anti-corruption	Risk	Ethical business conduct is critical to maintaining investor & stakeholder trust.	Legal risks, reputational damage, financial losses.	
Corporate Governance	Risk & Opportunity	Strong governance ensures accountability & long-term business sustainability.	Investor scepticism, regulatory scrutiny, operational inefficiencies.	
Occupational Health and Safety	Risk	Ensuring employee safety in manufacturing & R&D facilities is paramount.	Workplace accidents, regulatory fines, reduced productivity.	
Customer Safety and Satisfaction	Risk & Opportunity	Safe & high-performing EVs are key to customer retention & business growth.	Product recalls, reputational loss, reduced market competitiveness.	
Labour Practices and Human Rights	Risk	Ethical labour practices align with global ESG standards & investor expectations.	Legal & reputational risks, talent acquisition challenges.	
Responsible Data and Cyber Security	Risk	As EVs integrate digital tech, cybersecurity threats pose risks to customers & operations.	Data breaches, regulatory penalties, loss of customer trust.	

Material topics	Risk / Opportunity	Rationale for identifying the risk / opportunity	Potential Impacts	Action Plan
Water Management	Risk	EV manufacturing processes have water dependencies, requiring sustainable water use.	Resource scarcity, regulatory fines, increased operational costs.	• Implement water recycling • Optimize water efficiency in production • Enhance monitoring systems. • Invest in employee upskilling • Foster innovation-driven culture • Enhance leadership programs. • Invest in sustainable R&D • Collaborate with tech partners • Leverage government incentives. • Conduct regular engagement sessions • Integrate stakeholder feedback into strategy • Enhance ESG reporting. • Implement inclusive hiring policies, • Establish DEI initiatives • Ensure equitable workplace practices. • Conduct ESG audits • Integrate sustainability criteria in procurement • Engage suppliers in training. • Strengthen internal communications • Reinforce company values • Invest in leadership training.
Talent and Development	Opportunity	A skilled workforce drives innovation & operational excellence.	Talent retention issues, reduced competitive edge	
R&D-Sustainability Innovation & Technology	Opportunity	Advancements in EV tech & battery efficiency drive competitive advantage.	Market stagnation, loss of technological edge.	
Stakeholder Engagement	Opportunity	Transparent engagement builds trust & strengthens sustainability strategy.	Misalignment with stakeholder expectations, reputational risks	
Diversity, Equity and Inclusion	Opportunity	A diverse workforce fosters innovation & aligns with global ESG expectations.	Talent acquisition challenges, reduced innovation potential.	
Supplier Social Assessment	Risk	Ensuring supplier adherence to ESG standards mitigates operational & reputational risks.	Supply chain disruptions, compliance issues.	
Organization Culture	Opportunity	A strong corporate culture enhances employee engagement & brand reputation.	Low employee morale, high attrition rates.	

Material topics	Risk / Opportunity	Rationale for identifying the risk / opportunity	Potential Impacts	Action Plan
Climate Resilience	Risk & Opportunity	Climate risks can impact operations, but resilience efforts drive long-term value.	Supply chain disruptions, regulatory scrutiny.	• Conduct climate risk assessments • Integrate TCFD recommendations • Enhance disaster preparedness. • Invest in CSR initiatives • Engage in local partnerships • Support sustainable community programs. • Implement responsible sourcing • Enhance biodiversity conservation programs • Comply with environmental laws
Community Relation and Development	Opportunity	Positive community impact strengthens Ather’s social license to operate.	Community opposition, regulatory scrutiny.	
Biodiversity	Risk	Land use & resource extraction for EV manufacturing can impact biodiversity.	Environmental degradation, regulatory fines.	

A photograph of three men in a workshop setting. They are gathered around a table, looking at laptops. The man on the left is wearing a grey and blue striped polo shirt. The man in the middle is wearing a green polo shirt. The man on the right is wearing a blue polo shirt with the word 'CELSIUS' on it and glasses. In the background, there are several motorcycles parked. The text 'R&D and Deep Engineering: Our Foundations for a Customer Aligned Product Experience' is overlaid on the image in white.

R&D and Deep Engineering: Our Foundations for a Customer Aligned Product Experience

Products that customers love and use every day aren't built by chance. They are engineered with longevity and reliability at their core.

At Ather, we start by understanding how our customers ride, charge, and live with their scooters. These behaviours are translated into engineering requirements that define our design process. Every component, system, and sub-system is built to deliver consistent performance even under the toughest conditions.

We turn these customer behaviors into product needs, creating engineering specifications that serve as the foundation of Ather's R&D efforts. These specifications meticulously detail not just how the product should be used, but also potential misuse and abuse cases. This rigorous process is what our product engineers use to build our systems from the ground up.

Product validation and reliability tests testing

Designing on first principles is just the beginning. The real proof lies in validation. Our testing teams put every prototype through multiple reliability tests replicating that replicate years of use in a matter of within weeks. This process ensures our products are consistently reliable.

Our R&D ecosystem covers a broad range of activities, including **product design, vehicle software, charging infrastructure, and accessories**. These are developed and tested across our three dedicated R&D centers in Bengaluru, one of which is officially recognised by the Department of Scientific and Industrial Research (DSIR). Our product validation center '**the Juggernaut**,' is a cutting-edge 39,000 sq ft facility where we stress-test our prototypes through thousands of cycles, simulating India's harsh roads, extreme heat, and waterlogging. This allows us to achieve in a matter of weeks what would traditionally take years of field testing, significantly compressing our development timelines without compromising quality.

Vehicle Development with a focus on APDS

Our internal development framework, **the APDS (Ather Product Development System)**, enforces eight mandatory quality checks before any product launch. These checks span multiple disciplines, including mechanical, electronics, firmware, and manufacturing, and are designed to eliminate potential failures before a product ever reaches a customer. For instance, a single battery pack undergoes over 270 different tests, from thermal shock and vibration to saltwater ingress, before it's approved for mass production.

Our continuous investment in R&D has enabled us to reduce our Bill of Materials (BOM) costs without sacrificing quality. In fiscal year 2025, we implemented **67 engineering modifications**, which resulted in a **30% reduction in our BOM cost** while simultaneously improving the quality and key specifications of our vehicles.

67

Engineering Modifications

30% ↓

Reduction in our BOM cost

Ather Battery packs undergo around **272 specific tests** and are certified **IPX7 waterproof** and **AIS156 compliant**

As of March 2025, Ather had conducted **4,535 unique tests**, demonstrating rigorous engineering validation

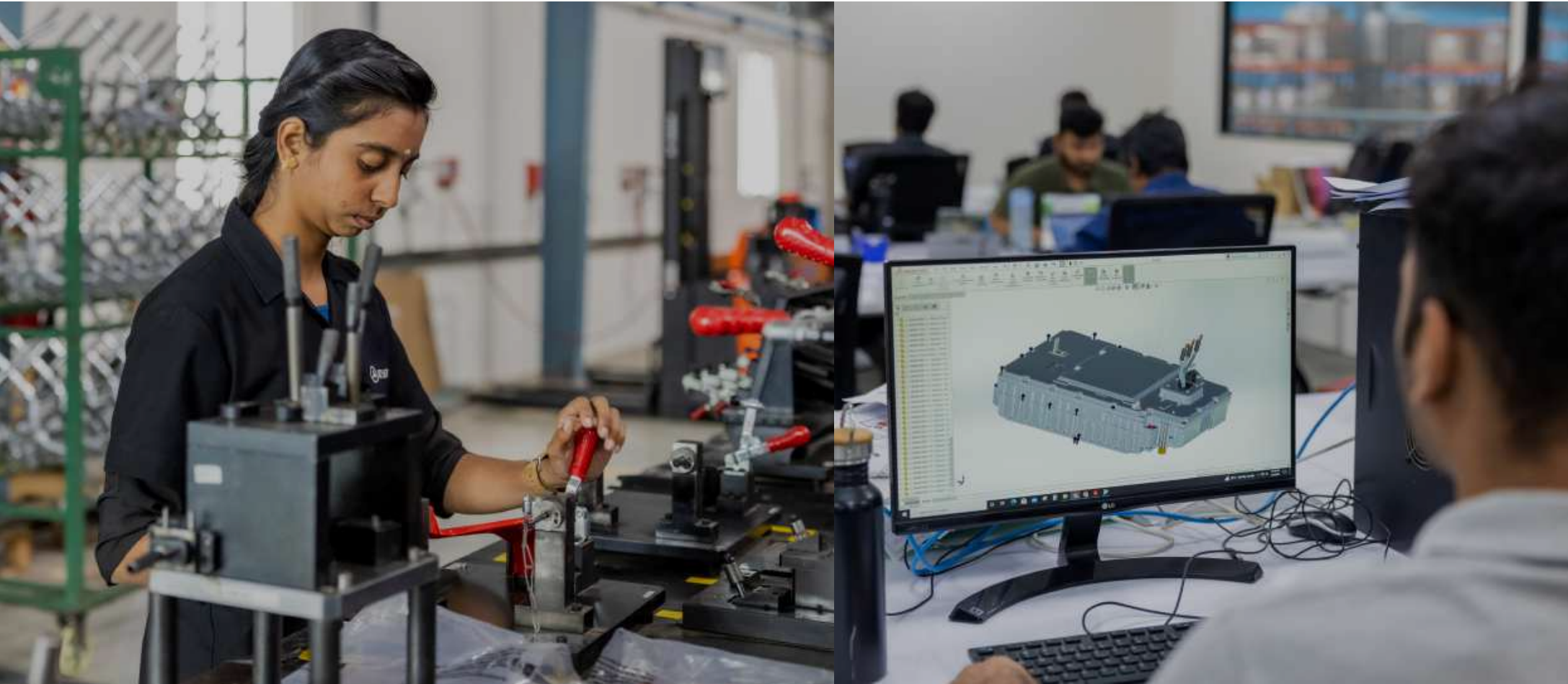
Vertical Integration: A Holistic Approach

What truly sets our EV two wheelers apart from traditional internal combustion engine (ICE) vehicles is the seamless integration of smart technology with the powertrain, the motor controller, battery, and smart algorithms. To deliver on our promise of consistent range, multiple subsystems must work together in harmony. Our vertical integration strategy allows us to design and develop core vehicle components in-house, including the battery, Battery Management System (BMS), chassis, software, and charging network. This approach gives us long-term leverage, allowing for faster iteration, tighter quality control, and the ability to innovate in areas that are typically outsourced.

Hardware and Software Integration

At Ather, our proprietary software platform, known as the **AtherStack™**, is considered a first-class engineering asset. It powers all vehicle functions and enables periodic **over-the-air (OTA) updates**, which add new features or improve performance long after a customer has purchased their scooter. Using engineering data from thousands of ride logs and simulation hours, we have meticulously fine-tuned everything from the vehicle’s center of gravity and weight distribution to its turn radius. This powerful fusion of hardware and software allows us to quickly adapt to regulatory changes, enhance safety features, and refine the rider's experience through code.

This is only possible through the strength of our cross-functional teams, who ensure a seamless connection between hardware and software.



293
Total number of Indian and International patent applications

45
Number of patents granted.

303
Total number of trademarks

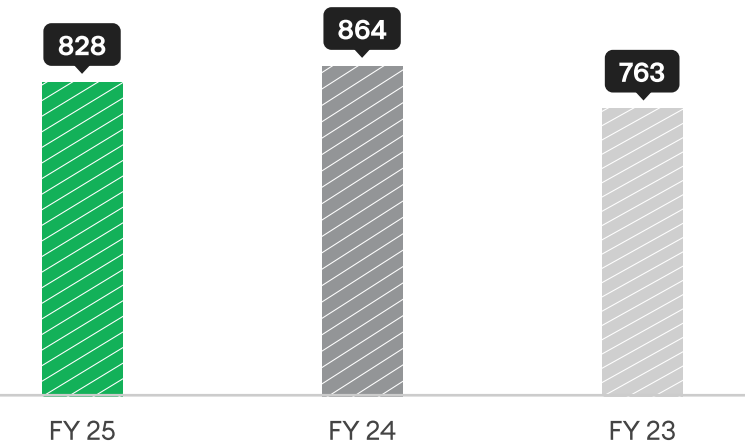
201
Total number of Indian and International design registration

Strength of our R&D

This collaboration has led to innovative features like **MagicTwist™** (regenerative braking via the throttle) and **AutoHold™** (hill-start assist), as well as a fault-prediction system that alerts users before a component fails. Our engineering focus extends into service too, with in-house diagnostics, predictive analytics, and design-for-serviceability built directly into our products.

R&D Workforce

(Numbers)



Auto Hold™



Magic Twist™

Product Quality, Reliability & Innovation

Built on Innovation, Designed to Last

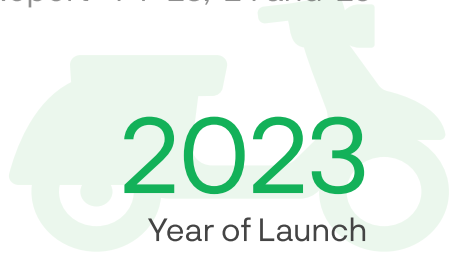
At Ather, innovation is our very foundation. Every product we build is a fusion of purposeful design, cutting-edge performance, and advanced technology. Our ultimate goal is to provide high-performance, premium alternatives that make the shift to electric two-wheelers a seamless and aspirational choice for Indian consumers.

Since our inception, we have developed a portfolio that has evolved alongside India's mobility needs, starting with the Ather 450 and its variants. Through relentless in-house R&D, we have consistently improved our battery technology, leading to our latest models: the Rizta, the 2025 Ather 450 series, and the Ather 450 Apex. These scooters are powered by long-range lithium-ion batteries and feature smart navigation and over-the-air (OTA) updates, ensuring product relevance into the future.

Recognising that the future of electric mobility must be inclusive, we launched the **Ather Rizta** in 2024, our first family scooter. The Rizta was conceived and built during the reporting period to make clean, intelligent mobility more accessible while maintaining Ather's technology-first ethos.



Safety Features Across Our Product Portfolio



450S

Battery Capacity & Launch Date

2.9 Kwh- August 2023



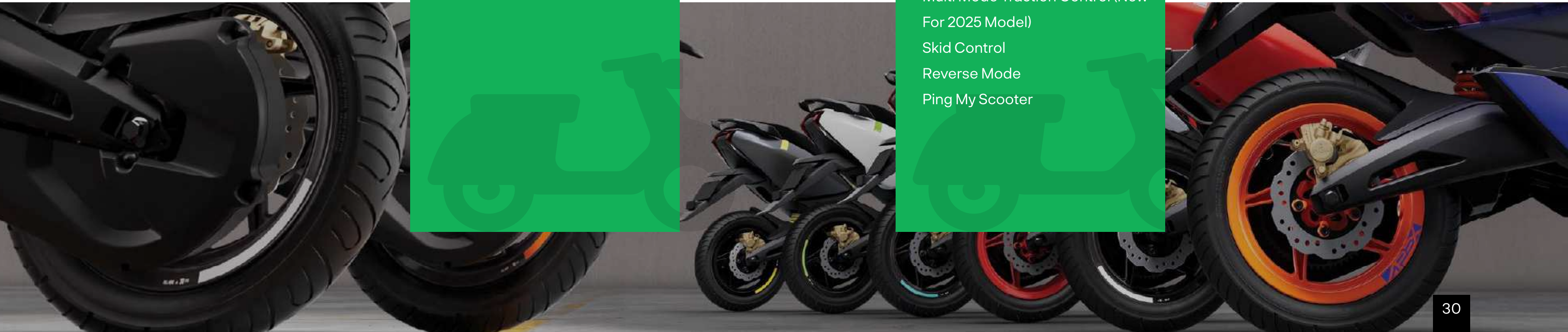
450X

Battery Capacity & Launch Date

2.9 KWh - August 2023
3.7 KWh - September 2023

- Dual Disc Brakes
- Fall Safe
- Emergency Stop Signal
- Tow & Theft Alert
- Side Stand Sensor

- Dual Disc Brakes
- Fall Safe
- Emergency Stop Signal
- Tow & Theft Alert
- Side Stand Sensor
- Auto Indicator Cutoff
- Autohold
- Combined Breaking System
- Multi Mode Traction Control (New For 2025 Model)
- Skid Control
- Reverse Mode
- Ping My Scooter



Safety Features Across Our Product Portfolio



**APEX
450**

Battery Capacity & Launch Date
3.7 Kwh - February 2024



RIZTA²

Battery Capacity & Launch Date
2.9 KWh- May 2024
3.7 KWh -July 2024



RIZTA²

Battery Capacity & Launch Date
2.9 Kwh - August 2024

- Dual Disc Brakes
- Fall Safe
- Emergency Stop Signal
- Tow & Theft Alert
- Side Stand Sensor
- Auto Indicator Cutoff
- Reverse Assist
- Combined Breaking System
- Guide- Me- Home Lights
- Anti-Theft Alarm
- Anti- Theft Motor Locking
- Hazard Warning Indicator
- Magic Twist
- Multi Mode Traction Control
- Autohold

- Skid Control
- Share Live Location
- Tow & Theft Alert
- Ping My Scooter
- Combined Breaking System
- Fall Safe
- Side Stand Sensor
- Autohold
- Hazard Warning Indicator
- Multi Mode Traction Control
- Guide- Me- Home Lights
- Reverse Assist
- Anti-Theft Alarm

- Skid Control
- Share Live Location
- Tow & Theft Alert
- Ping My Scooter
- Combined Breaking System
- Front Disc Brake
- Fall Safe
- Side Stand Sensor
- Autohold
- Hazard Warning Indicator
- Magic Twist
- Multi Mode Traction Control
- Guide- Me- Home Lights
- Reverse Assist
- Anti-Theft Alarm
- Anti- Theft Motor Locking

Charging Infrastructure

We have tackled range anxiety head-on by building an accessible and convenient charging ecosystem. Our infrastructure supports multiple charging options to ensure you are never stranded. This includes the public **Ather Grid** fast-charging network, the **Ather Dot** home charger, a **portable charger**, and the **Rizta Wall Charger** designed for vertical home installation.

Accessories & Smart Helmets

We offer a range of accessories that enhance comfort, safety, and style. Our most notable innovation in this space is the **Halo smart helmet**. Halo is not just a safety device; it is an accessory that elevates the riding experience with quality sound and features like auto WearDetect technology, wireless charging, music and call controls, and **Ather ChitChat™**, which enables seamless communication between the rider and pillion.



AtherStack™

Our proprietary software platform powers the intelligence in every one of our products. It includes features like ride analytics, remote diagnostics, and advanced safety systems such as **SkidControl**, **FallSafe™**, and **Tow & Theft Alerts**. For convenience, it offers features like **AutoHold™** and **Magic Twist™**. Navigation is powered by Google Maps and smart connectivity is enabled via Bluetooth and the Ather App. We have also introduced personalisation tools like WhatsApp previews and Ride Stories to make the experience uniquely yours.

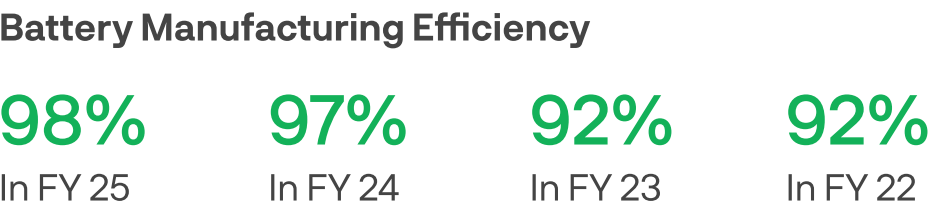


The **AtherStack** continuously gathers data from our scooters, charging infrastructure, accessories, and the app. This data is processed by the processed the **Ather Data Platform**, enabling deep insights into rider behavior, vehicle performance, and charging trends. These insights drive continuous improvement, from refining range predictions with virtual drive cycles to developing intelligent route planning through our Trip Planner feature. In total, we offer over **77 digital product features** to our customers.

A Commitment to Quality

Every innovation at Ather is intentional, and our commitment to quality is backed by hard numbers. With over 379 patent applications, including 47 granted patents (India + International) as on March 31st 2025, we stand as one of India's leading technology-driven EV companies. Our scooters built on the Ather 450 platform have **collectively clocked approximately 4.9 billion kilometers as of March 31, 2025**, reflecting the valuable trust our customers place in us.

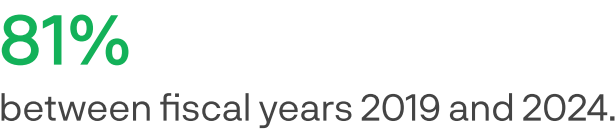
Our manufacturing efficiency is also a source of pride. The percentage of our battery packs that met quality standards on the first attempt was



Ather 450 vehicle manufacturing efficiency was



The average assembly time for our E2Ws was reduced by over



Ather Energy Sustainability Report - FY '23, '24 and '25

Google-Maps

Music-and-Call-Control

AutoHold™

Magic Twist™

Our dedication to an exceptional rider experience extends well beyond the scooter itself. We have built a **full-stack ecosystem**, from charging infrastructure and software to retail and service, known as the **AtherStack™**.

Industry-First Innovations

We're proud to have pioneered many industry-firsts that have set new standards for the Indian EV market.

First High-Speed Electric Scooter in India

The Ather 450, launched in 2018, was the first electric scooter in India to reach a top speed of 80 km/h, on par with traditional petrol scooters.

Touchscreen Dashboard with Navigation

We were pioneers in integrating a touchscreen dashboard with Google Maps, offering a seamless and connected riding experience.

4G Internet Connectivity

This connectivity enabled features like cloud integration, OTA updates, and remote diagnostics.

Aluminum Chassis

Using a lightweight and durable aluminum chassis was an industry first, contributing to better performance and handling.

Ather Grid Fast Charging Network

We established India's first public fast-charging network for two-wheelers, significantly reducing range anxiety.

Guide-me-home Lights

A safety feature that automatically illuminates the path after parking.



Ather 450X



Touchscreen Dashboard with Navigation

Advanced Safety & Riding Features

Traction Control

The Ather Rizta was the first electric scooter in India to feature **SkidControl**, a traction control system to prevent skidding on slippery surfaces.

FallSafe™

This feature automatically cuts off motor power and activates hazard lights if a fall is detected, preventing further movement and alerting others.

Emergency Stop Signal (ESS)

Similar to high-end vehicles, this feature alerts other motorists during sudden braking.

SmartEco™ Mode

This mode dynamically optimises performance for maximum efficiency and range by intelligently adjusting power delivery.

AutoHold™

This prevents the scooter from rolling backward on inclines without needing to engage the brakes.

Magic Twist™

This feature allows for regenerative braking simply by twisting the throttle.



Traction Control



FallSafe™



AutoHold™



MagicTwist™

Enhanced User Experience & Convenience

Over-the-Air (OTA) Updates

Ather was the first to offer regular software updates, continuously improving features and performance.

Smart Helmet Integration (Halo)

Features like helmet-to-helmet communication and seamless connectivity were industry firsts introduced by Ather.

Large Storage Space

The Rizta boasts a massive **56 liters of combined storage**, including under-seat space and an optional front storage compartment ("Frunk").

WhatsApp Integration

AtherStack 6.0 brought integration with WhatsApp, allowing for notifications and other functionalities to be displayed on the scooter's dashboard.



Smart Helmet Integration (Halo)



56 liters of Combined Storage



WhatsApp Integration

An Ecosystem Built for Scale: Charging, Sales & Service

We are committed towards building a scalable charging network across the country. Our goal is to address “**charging anxiety**” for our customers, a key hurdle in the widespread adoption of electric two-wheelers (E2W) in India.

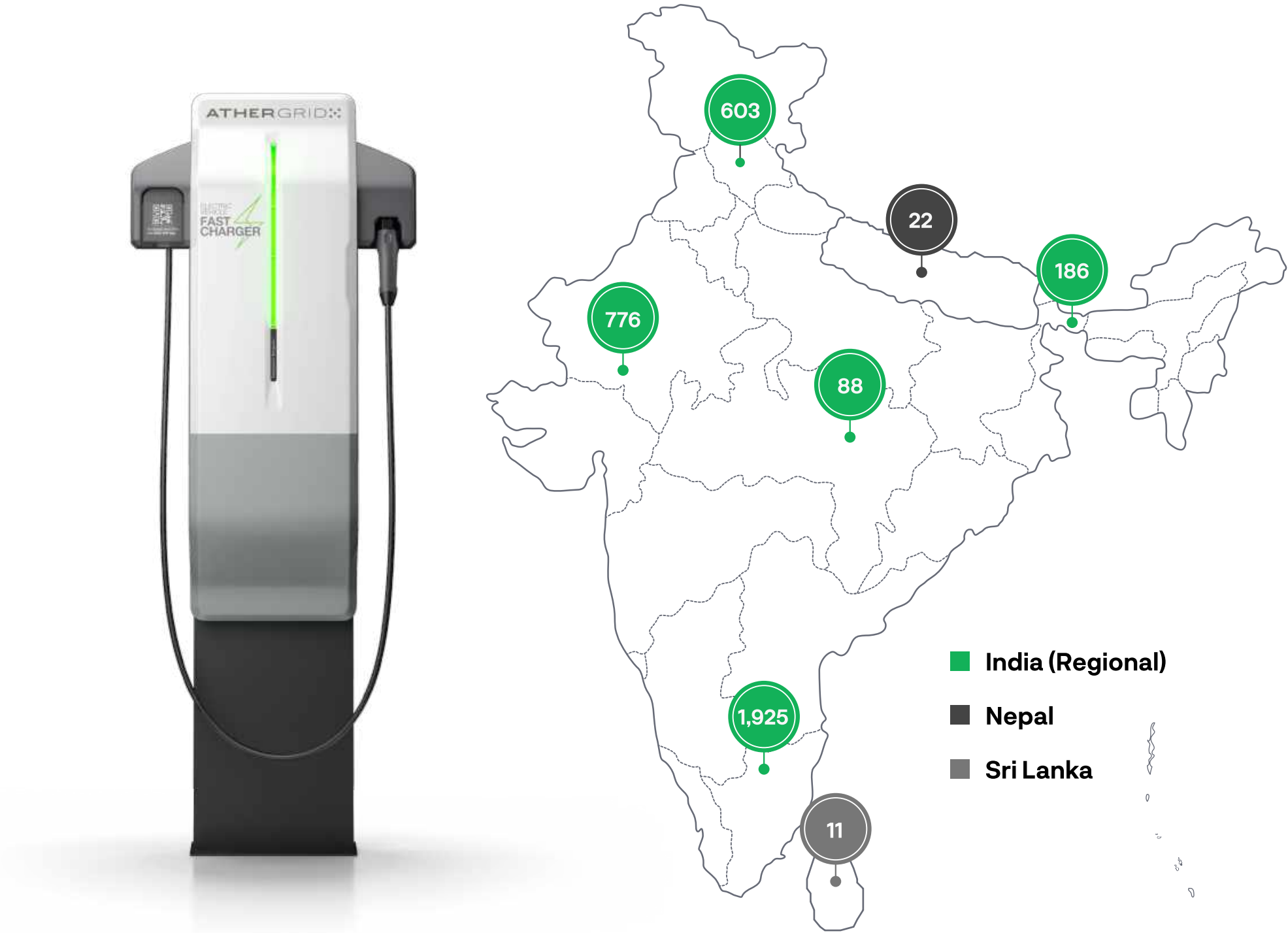
We have invested in a range of charging solutions to meet every rider's needs:

Ather Grid: Our public fast-charging network boasts of 1,973 chargers and 510 neighborhood chargers, giving riders confidence across cities. We have expanded this network in key states, for instance, with over 400 fast charging points in Maharashtra and over 430 fast charging points in Tamil Nadu.

Ather Dot and Portable Charger: We offer a portable charger that comes bundled with our scooters, making home charging simple and convenient.

Rizta Wall Charger: For the Rizta, we introduced a wall charger specifically designed for vertical home installation.

Ather’s Charging Infrastructure Across India, Nepal and Sri Lanka



Pioneering a Universal Charging Standard

We designed our original E2W connector to exceed global standards and ensure the long-term viability of the segment in India. In 2021, we took a bold step and **open-sourced the IP** for this connector, making the hardware accessible to the entire industry. This led to a collaborative effort with other OEMs, NITI, BIS, and BEE to develop the **Light Electric Combined Charging System (LECCS)**. This standard, published as IS17017, is a world first: a combined AC/DC charging standard tailored specifically for electric two- and three-wheelers. This interoperability simplifies the charging experience for all EV users and prevents a fragmented, confusing network of chargers.

Sustainable Sales

Our sales presence includes **Experience Centres** located in India, Sri Lanka, and Nepal. These centers are more than just showrooms; they are spaces designed to deepen our customers’ understanding of our products and the technology behind them.

We have developed a tiered retail model to better engage our partners and expand our market reach efficiently:

EC 1.0s - Large spaces - greater than 1000 sq ft, suited for Tier 1 cities

EC 2.0s - Showrooms of between 500-800 sq ft, suited for Tier 1 and Tier 2 cities.

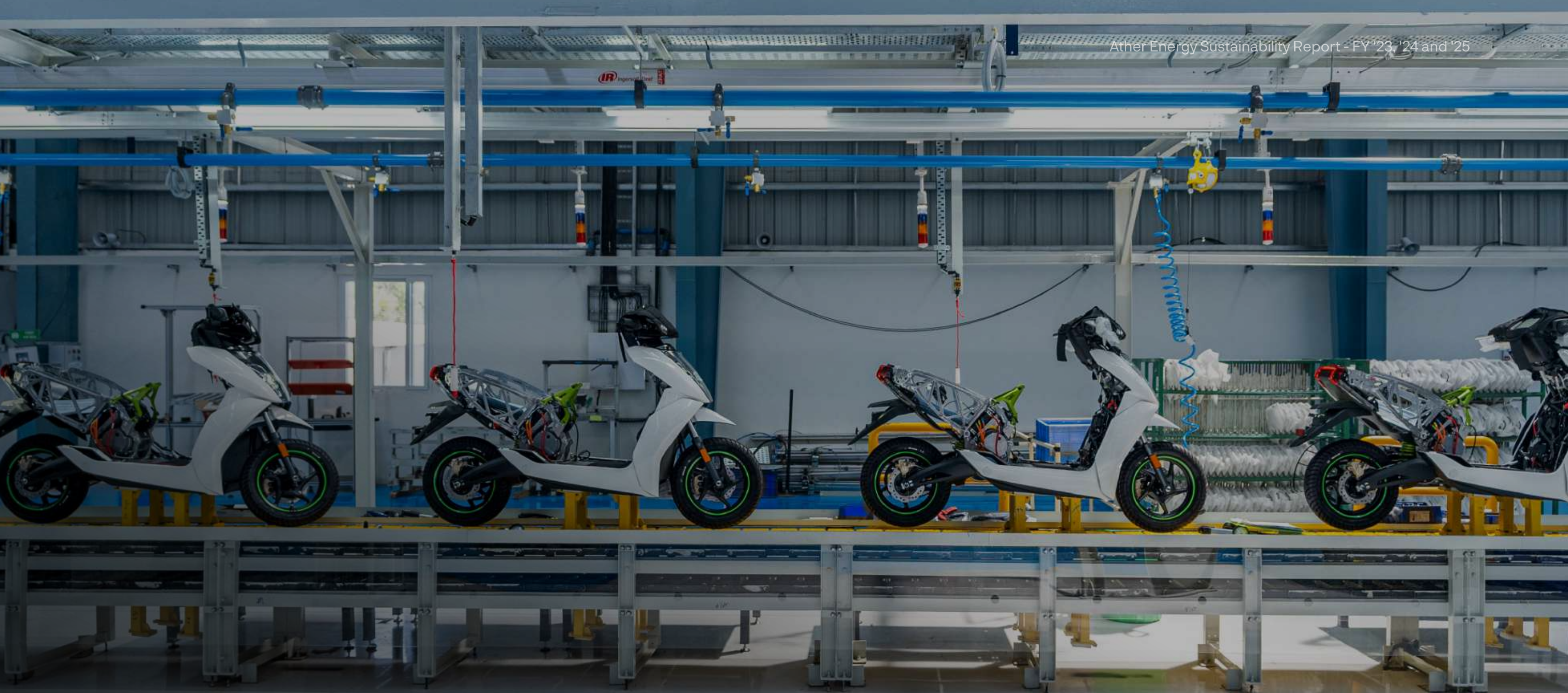
EC 3.0s - Small form factor experience centres, spread across 250 sq ft, requiring minimal capital investment and suitable for Tier 3 and Tier 4 cities and towns

Our retail partners and staff are regularly trained to ensure they are experts on our products and processes. We engage in continuous dialogue to drive ongoing product and service improvements.

Quick and Accessible Servicing

Our expanding network of **282 Service Centres** across **273 cities** in India, Nepal, and Sri Lanka brings vehicle maintenance right to our customers' doorsteps. We maintain a high ratio of Service Centres to Experience Centres to ensure every customer's needs are met. Our staff receives comprehensive training to provide service that embodies the Ather brand. In FY24, we introduced **ExpressCare service**, which guarantees expedited periodic maintenance with a maximum turnaround time of just one hour.





Smart Manufacturing & Sustainable Supply Chain

Our Manufacturing Facilities

At Ather, our assembly lines are a physical reflection of our ethos: precision, performance, and purpose. Every process is meticulously engineered to uphold the highest standards of quality and craftsmanship, reinforcing our unwavering commitment to excellence. Our operations are purpose-built to validate and strengthen our vision of building for the long term.

We operate two facilities in Hosur, Tamil Nadu, a hub for our operations. One plant is dedicated to manufacturing our advanced lithium-ion battery packs using cells sourced from trusted suppliers, while the other is used for the assembly of our electric two-wheelers (E2Ws). As of March 31, 2025, our Hosur Factory had an impressive **annual installed capacity** of

420,000
E2Ws

379,800
Battery Packs

Our production philosophy is rooted in lean manufacturing principles, focusing on Takt, Flow, and Rhythm. Our production lines are designed to be

flexible, allowing for the manufacturing of different models with no change-over time. This agility ensures we can respond quickly to customer demand. We have also systematically implemented autonomous maintenance modules, a core pillar of **Total Productive Maintenance (TPM)**, which has led to a significant **77% reduction in machine downtime** in both our vehicle and battery plants. This proactive approach helps us identify and correct abnormalities before they become major issues.

We have integrated our proprietary **Manufacturing Execution Systems (MES)** into our facilities to control processes in real time. We have introduced numerous error-proofing measures, including mix-up prevention, torque control, and sequence control, to improve our **Straight Pass Ratio (SPR)**. This data-driven approach, combined with a strong focus on process adherence and regular audits, has helped us achieve a **98.5% Straight Pass Ratio for our battery plant**. With a digital history maintained for every product, we can trace all important information and process

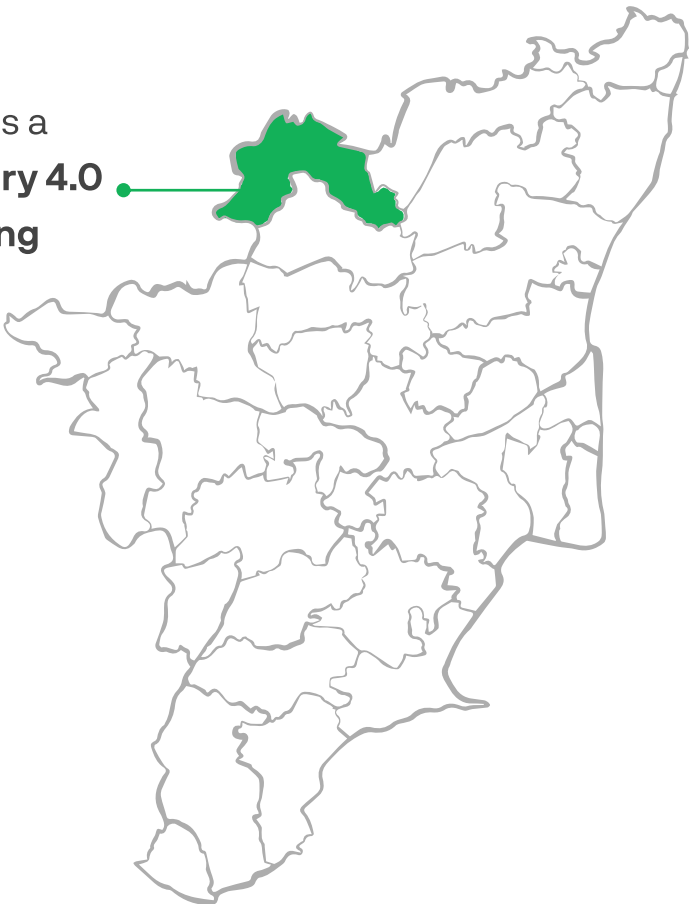
65
Connected Machines

10,953
Monitored Process Parameters

parameters, allowing us to continuously achieve new levels of operational efficiency.

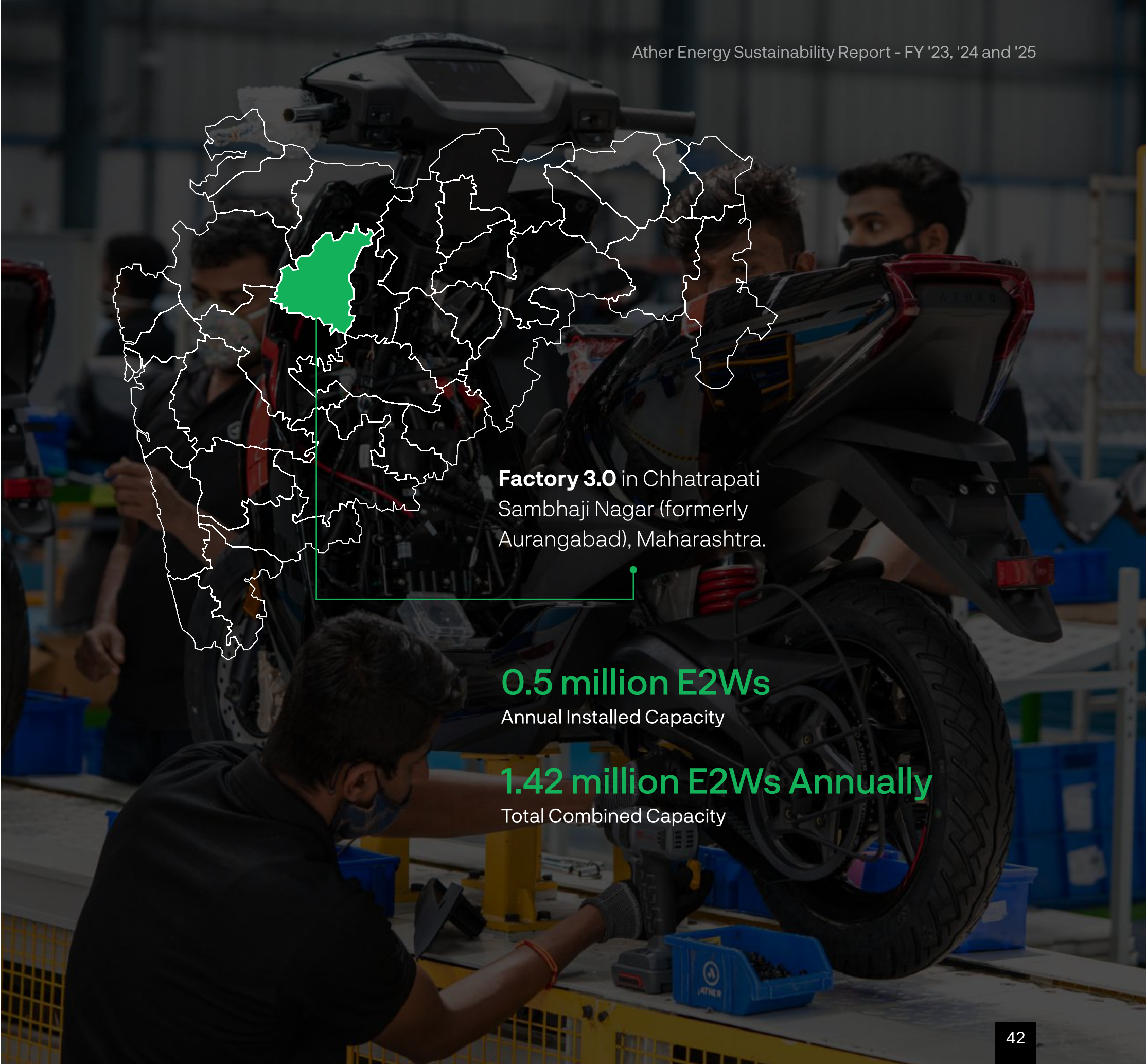
Our Hosur Factory is a showcase of Industry 4.0 smart manufacturing technologies. Our semi-automated assembly lines feature 65 connected machines, 124 smart devices, and 108 connected manual stations. This network enables real-time monitoring of 10,953 process parameters and allows us to perform 300 critical quality checks at the end of the manufacturing line, ensuring every unit meets our standards for precision and integrity.

Our **Hosur Factory** is a showcase of **Industry 4.0 smart manufacturing technologies**.



To support our next phase of growth, we are developing **Factory 3.0** in Chhatrapati Sambhaji Nagar (formerly Aurangabad), Maharashtra. This new facility will be built in two phases, leveraging Industry 4.0 principles to create smarter and more efficient production, and is expected to be operational by 2027.

Once fully operational, Factory 3.0 will add an annual installed capacity of **0.5 million E2Ws**, bringing our total combined capacity to **1.42 million E2Ws annually** and solidifying our ability to meet future demand. Our Hosur factory is **ISO 45001 certified**, demonstrating our adherence to international occupational health and safety standards.



Factory 3.0 in Chhatrapati Sambhaji Nagar (formerly Aurangabad), Maharashtra.

0.5 million E2Ws
Annual Installed Capacity

1.42 million E2Ws Annually
Total Combined Capacity

E2W Production

E2W Production Capacity	Fiscal Year		
	2024	2023	2022
(Units, unless otherwise indicated)			
Annual Installed Capacity	420,000	266,850	113,700
Effective Annual Capacity	379,800	232,475	113,700
Actual Production			
Ather 450S	22,814	23	
Ather 450X	84,814	93,925	22,644
Ather 450 Apex	688		
Ather Rizta	28		
Total	108,344	93,948	22,644
Capacity Utilization	29%	40%	20%

Battery Pack Production

Battery Pack Production Capacity	Fiscal Year		
	2024	2023	2022
(Units, unless otherwise indicated)			
Annual Installed Capacity	379,800	232,475	121,200
Effective Annual Capacity	379,800	232,475	121,200
Actual Production			
2.9 kW (Gen 2)	10,97	10,600	23,100
3.7 kW	73,635	85,593	
2.9 kW	34,627		
Total	109,359	96,253	23,100
Capacity Utilization	29%	41%	20%

Engineering Confidence

Our Commitment to Product Safety and Quality

At Ather, product safety and quality are non-negotiable. **Our Quality Assurance** program is integrated into every phase of our process, from design to service. We guarantee that every vehicle meets the most stringent reliability and performance indicators.

Our electric scooters are rigorously tested over a distance of **100,000 kilometers**, which includes four distinct layers of validation: safety, reliability, durability, and functionality. We test over **100 parameters at the vehicle level and over 1,000 at the component level** to ensure there is no room for error. Each validation phase exposes our vehicles to extreme environmental conditions to guarantee their safety in real-world scenarios.

After Sales Customer Experience

Our commitment extends well beyond the factory floor. With over **350** retail partnerships across India, two dedicated training centres, and nearly 500 Ather-certified retail partner associates, we have built a robust after-sales network that guarantees reliable service and care throughout the vehicle lifecycle.

As of March 2025

392,320

EV Scooters

377,154

Units Sold

This comprehensive quality ecosystem has resulted in a 4x reduction in customer-reported defects over the past three years—a testament to our culture of continuous improvement and relentless pursuit of excellence. Ather’s products and services address critical social and environmental needs while setting new benchmarks in safety, reliability, and customer experience.

Over **3,862** comprehensive tests conducted on E2W components.

Battery pack rigorously assessed with **272 tests**.

90% battery health sustained after five years.

Ather scooters pushed to extremes, tested at **18,000ft. on Khardung La**.



Incidents of non-compliance concerning product and service information and labelling

Instances of product recall

FY 2024-25	FY 2023-24	FY 2022-23
0	0	0

Total product safety certification obtained

FY 2024-25	FY 2023-24	FY 2022-23
1	1	1

Zero Instances of product recall



Sustainable Value Chain

Our responsibility for sustainability extends far beyond our factory doors and encompasses our entire value chain. Our partners, who supply us with materials ranging from lithium-ion cells and EV parts to other professional services, are integral to this commitment.

Sustainable growth through localisation

Ather's supply chain has undergone a significant transformation, evolving from a lean startup model to a more robust, localised, and sustainable ecosystem. This evolution has been crucial in enabling the company to scale operations, meet growing demand, and become a leader in India's E2W market.

We recognised that building a successful electric vehicle (EV) company in India required a strong indigenous supply chain. From the get go our focus was on in-house development of critical components like the battery pack, motor, and vehicle software. This gave us complete control over product quality and performance, but scaling would require a different approach.

Over the years, Ather has significantly increased its localisation percentage. Ather's current BOM (excluding cells) is 99% localised. We have focused on developing and nurturing a strong network of local vendors for components like the aluminum chassis, body panels, and other mechanical parts. This has not only reduced import dependency and costs but has also fostered a domestic EV component ecosystem. By working closely with our vendors, we ensure quality control and the ability to scale up rapidly to meet production demands.

Compliance & Collaboration

We partner with like-minded suppliers who also uphold the ethical, environmental, and social responsibility standards we hold ourselves to. Our **Procurement Policy**, backed by a rigorous **Vendor Onboarding Procedure**, ensures that every new partner is thoroughly vetted to confirm their adherence to our standards. We formalise these expectations through our **Partner Code of Conduct**,

Non-Disclosure Agreements (NDAs), and Purchase Agreements.

To effectively manage EHSS risks, we share our **EHSS Policy** with all suppliers, promoting a shared understanding of how their actions impact the world. We encourage our vendors to not only comply with the law but also to actively help us achieve our environmental goals. We digitally track and document supplier progress on an ESG tracker, allowing us to monitor their performance, risk, and compliance indicators throughout our engagement. We also conduct annual evaluations to ensure continued alignment with our technical, financial, and EHSS requirements.

Partnering for a Safer Ecosystem

Retailers: Safety is a shared responsibility that extends to our **Retail Partners (RPs)**, including our Experience Centers (ECs) and Service Centers (SCs). We operate a structured **Safety Directive system** to ensure all new centers adhere to our operational and safety standards from day one. We have also implemented extensive policies for the safe storage, management, transportation, and disposal of batteries. Our retail partners participate in comprehensive **EHSS training**, including hazard identification, risk assessment, and emergency response, to align their practices with Ather’s safety culture.

Suppliers: Our commitment to health and safety is extended to our entire supply chain. We are building an ecosystem that is future-ready, responsible, and safe. This is achieved through:

Pre-Onboarding Evaluations: Each new supplier undergoes a detailed health and safety assessment to ensure compliance with our standards from the very beginning.

Partner Code of Conduct: Our Code of Conduct explicitly outlines expectations for regulatory compliance, ethical labor practices, and health and safety.

Regular Tier 1 Audits: We conduct routine audits of our Tier 1 suppliers to evaluate their compliance and support them in implementing corrective actions.

Annual Supplier Meet (ASM):

Our ASM is a yearly event where we discuss business updates, share our sustainability roadmap, and set joint targets for the coming year. In December 2022, the theme was “Adequacy and Adherence,” reflecting the need for heavy focus on quality and delivery during a 4x ramp-up. The 2023 ASM, attended by over 400 participants from 250+ companies, focused on “Building Resilience” to create a robust and sustainable supply chain.



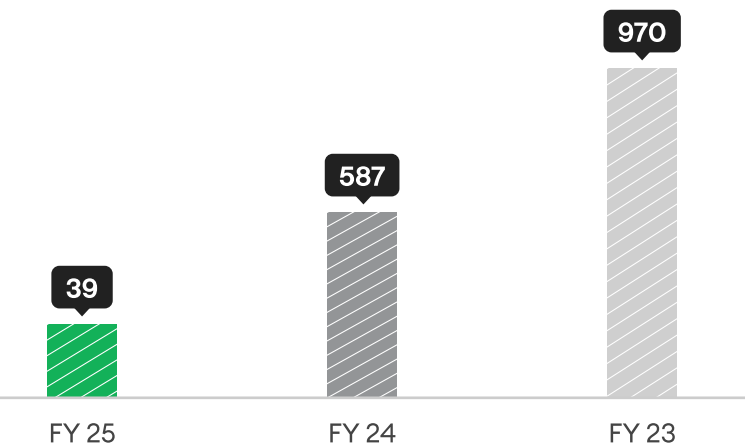
Emphasis on Quality for Sustainability

From a procurement standpoint, sustainability is reflected in our efforts to minimise our waste and carbon footprint throughout the value chain. Ather has a zero-defect vision and works closely with its suppliers to ensure a high standard of quality, which in turn reduces rework and material waste. The company has also made strides in supply chain visibility, using technology to track shipments and optimise logistics, thereby reducing the environmental impact of transportation.

Supplier onboarding and evaluation

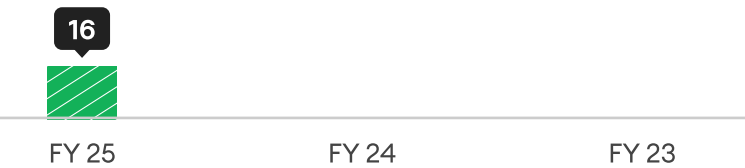
Total number of new suppliers

(Numbers)



New suppliers that were screened using environmental criteria

Numbers



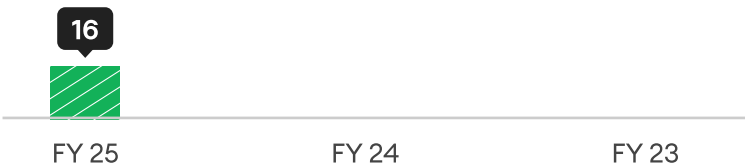
Proportion of spending on local suppliers

(In Percentage %)



New suppliers that were screened using social criteria

Numbers



78.1 %

In FY 25 - Proportion of spending on local suppliers





Environmental Stewardship

We believe in being **responsible stewards** of the natural resources around us. In the face of increasing climate risks, our environmental strategy is anchored by four core priorities:



Energy Efficiency:

Enhancing operational performance by using resources responsibly.



Renewable Energy Transition:

Increasing our reliance on clean, renewable energy sources



Circular Economy Practices:

Promoting sustainable packaging, battery recycling, and waste reduction.



Water Neutrality:

Driving responsible water use and maximising recycling efforts.

Energy Management and Decarbonisation

We continuously **monitor our energy use** and focus on efficiency measures, digital tracking, and increasing the amount of renewable energy in our mix. Our long-term aspiration is to become a **Net Zero Organisation**.

Location	FY 2024-25 (MWh)			FY 2023-24 (MWh)			FY 2022-23 (MWh)		
	Solar	Grid	Total	Solar	Grid	Total	Solar	Grid	Total
Vehicle Plant	-	1026.67	1026.67	-	801.15	801.15	-	392.06	392.06
Battery Plant	282.08	1394.80	1,676.88	163.81	1010.49	1,174.30	0	1213.02	1213.02
Corporate Office	-	1190.64	1190.64	-	993.82	993.82	-	498.54	498.54
R&D	-	898.69	898.69	-	922.61	922.61	-	914.67	914.67

Driving Energy Efficiency

We have initiated multiple projects at our Hosur Factory to save energy and reduce waste, moving us toward our long-term manufacturing sustainability goals.

Smart Automation:

We use Motion Sensors and Timers that link machine lighting systems to the conveyor's operation time, ensuring energy is only consumed only when needed.

Intelligent Lighting:

Lux-Level Operations use LDR sensors to adjust lighting based on natural light availability.

Optimised Compressed Air:

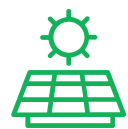
By increasing air pressure to 7 Bar, a single compressor now meets the plant's entire requirement, replacing two parallel compressors for an **18% energy saving** (March '25 Data).

Improving Compressor Efficiency:

We upgraded our IQC lab by installing a **2.2 kW, 10 CFM** screw compressor, replacing a **37 kW, 250 CFM** compressor, resulting in significant energy savings.

Accelerating the Renewable Transition

We continue to explore and adopt renewable energy solutions across our operations, in sync with our Net Zero aspiration.



Solar Integration:

On-site solar panels at the Hosur Factory supplied **13.94%** of our manufacturing energy requirements in FY 2024, increasing to **16.82%** in FY 2025.



Management System:

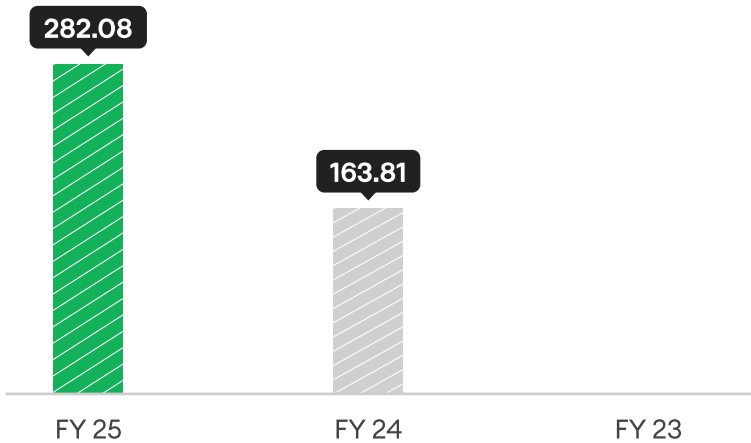
The **ISO 14001 Environmental Management System** enables us to drive systematic energy optimisation through targeted efficiency projects.



Future Facilities:

We aspire for our upcoming **Factory 3.0** to meet most of its energy requirements through solar power in a phased manner, starting with **14%** at the opening of the new facility.

Solar Power Generation - Battery Plant (MWh)



Emission Reduction Capabilities

As part of our commitment to a low-carbon future, we systematically track and measure our **Greenhouse Gas (GHG)** emissions across all operations.

Measuring and Baselines

Robust Baseline:

Our GHG strategy includes establishing a robust emissions baseline across **Scope 1** (direct emissions), **Scope 2** (purchased energy), and **Scope 3** (value chain emissions). This baseline will inform our future reduction targets and long-term Net Zero ambition.

Target Setting:

We are currently setting emission reduction targets aligned with global best practices to track our progress toward the long-term goal of **Net Zero emissions**.

Digital Accounting:

We use digital **GHG Accounting Tools** to estimate and report Scope 1, 2, and 3 emissions, strengthening our capabilities for data-driven reduction strategies.

Scope 3 Decarbonisation: We prioritise high-impact categories within Scope 3, encouraging our partners to adopt low-carbon solutions to reduce emissions across the full lifecycle of our products. We use calculation methods aligned with the **GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard**.

Emission Reduction Initiatives: Making Every Kilometer Count

Our commitment to a low-carbon future requires precise measurement and decisive action across our entire value chain.

Facility-Wise Scope 1 and Scope 2 Emissions

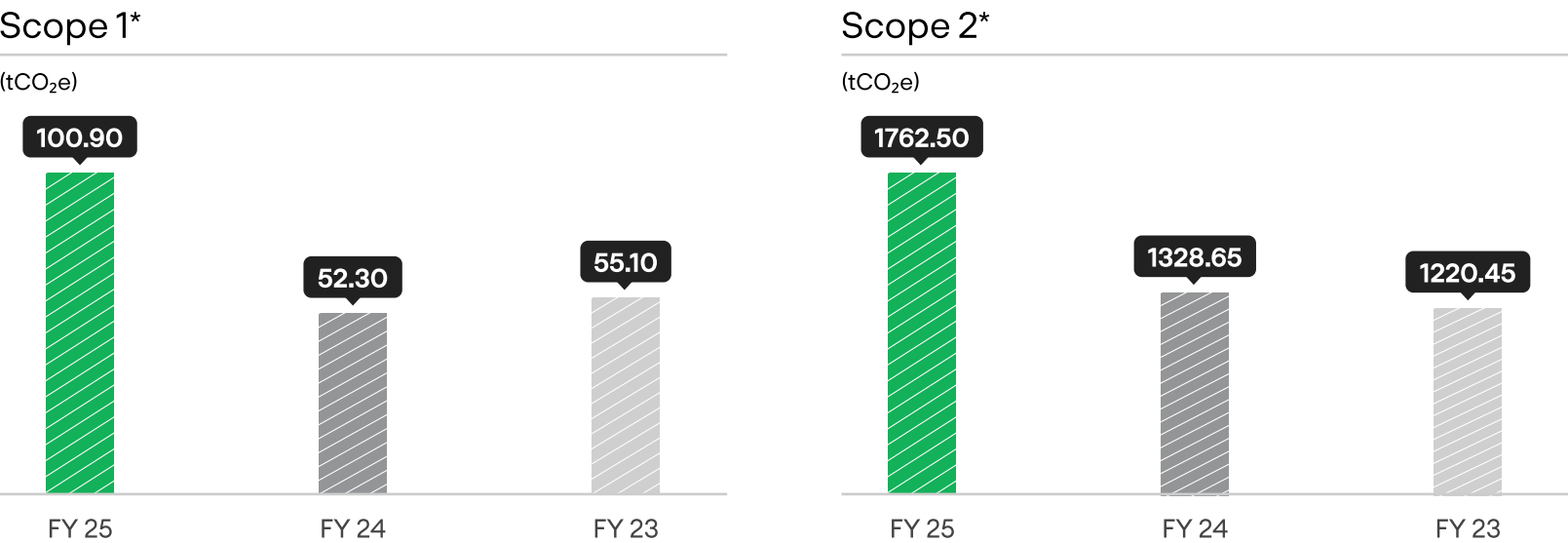
Location	UoM	FY 2024-25	FY 2023-24	FY 2022-23
Vehicle Plant	Scope 1 (tCO2e)	0	0	0
	Scope 2 (tCO2e)	746.39	582.43	283.34
Battery Plant	Scope 1 (tCO2e)	100.90	52.33	55.10
	Scope 2 (tCO2e)	1016.11	746.22	937.11
Corporate office	Scope 1 (tCO2e)	0	0	0
	Scope 2 (tCO2e)	865.60	722.51	359.17
Ather R&D	Scope 1 (tCO2e)	1.15	15.92	2.94
	Scope 2 (tCO2e)	653.35	670.74	657.59

GHG Emissions and Accounting

GHG Emissions and Accounting

We have started meticulously accounting for our Greenhouse Gas (GHG) emissions across all three scopes, ensuring transparency and accuracy. For precise tracking and estimation, we utilise digital tools employing activity-based emission measurement and referencing international databases like IPCC, CEA, Ecoinvent, and the India GHG Program. Purchased electricity from the grid (Scope 2) is calculated using the location-based approach.

GHG Emissions from Our Manufacturing Operations



*These numbers are the sum total of the battery and vehicle plants.

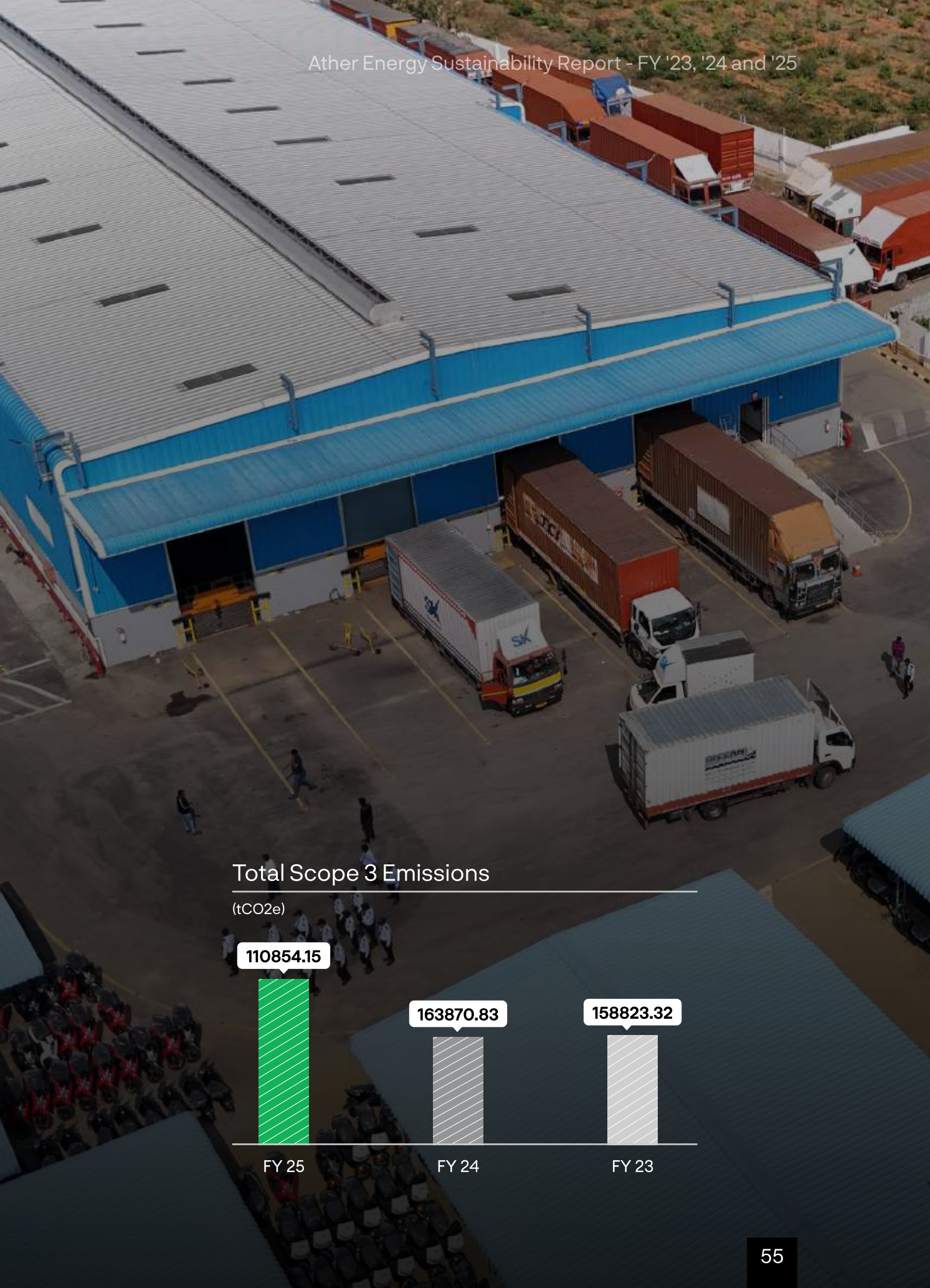


Scope 3 GHG Emissions

Our Scope 3 greenhouse gas (GHG) emissions are monitored across five key categories within the value chain. The Category 1 emissions: Purchased Goods and Services were calculated using average data method for 35 suppliers. This approach ensures a more accurate assessment of supply-chain-related emissions and strengthens our ability to identify reduction opportunities across the broader value chain.

Scope 3 Categories	UoM	FY 2024-25	FY 2023-24	FY 2022-23
Category 1: Purchased Goods and Services	tCO2e	104209.06	159390.27	154416.84
Category 4: Upstream transportation and Distribution*	tCO2e	1740.07	1312.04	1269.98
Category 6: Business travel*	tCO2e	1633.26	1097.28	1017.52
Category 7: Employee Commuting	tCO2e	344.81	448.53	603.12
Category 9: Downstream transportation and Distribution*	tCO2e	2926.95	1622.71	1515.86

*Distance calculated based on independent third-party tool



Other Air Pollutants

In addition to greenhouse gas emissions, we monitor and manages emissions of other key air pollutants, including nitrogen oxides (NOx), sulphur oxides (SOx), and particulate matter (PM), arising primarily from fuel combustion and operational activities.

Emissions are controlled through the use of appropriate air pollution control systems, regular maintenance of equipment, and adherence to prescribed operating practices to ensure compliance with applicable regulatory standards and to minimize impacts on local air quality.

UoM		Battery Plant			Vehicle Plant		
		FY 2024-25	FY 2023-24	FY 2022-23	FY 2024-25	FY 2023-24	FY 2022-23
SOx	µg/m3	11.30	14.20	11.30	10.90	13.50	13.20
NOx	µg/m3	26.40	25.20	14.60	25.30	24.80	21.50
PM 10	µg/m3	62.90	61.80	60.20	60.70	62.60	59.60
PM 2.5	µg/m3	34.60	30.70	24.90	33.20	31.70	32.20

Circular Economy Practices

Responsible Waste Management

We approach waste management through the lens of **circularity**, embedding sustainable practices across our operations even as we scale rapidly. We are committed to minimising the waste sent to landfills or incineration, with a strong focus on recycling and co-processing. Our commitment is to invest efforts that recover value from diverse waste streams, ensuring that all disposal methods are both safe and sustainable.

Our strategy begins with action on the factory floor:

Segregation and Routing:

We meticulously segregate waste by material type and form, which enables efficient routing to authorised recyclers and re-processors.

Regulated Waste:

Hazardous and other regulated wastes are managed through certified channels to ensure full compliance and environmental safety.

Plastics:

All rigid and flexible packaging is responsibly sold to licensed plastic waste processors for recycling.

Maximising Reclamation:

As we integrate more critical processes in-house, we are developing plans to maximise waste reclamation, enhancing both quality control and the circular use of resources across our value chain.

We have set a **bold target of achieving zero waste to landfill by FY 26 across our operations**, ensuring that all waste generated from our operations is either recycled, reused, or repurposed for energy recovery. This goal underlines our promise to make our business model scalable and sustainable while having a lesser impact on the environment. To reach this goal, we have partnered with approved and credible waste management service providers in the circular economy space.

These partnerships actively enable us to work towards keeping waste out of landfills by processing materials like plastics, metals, and e-waste in the required manner.



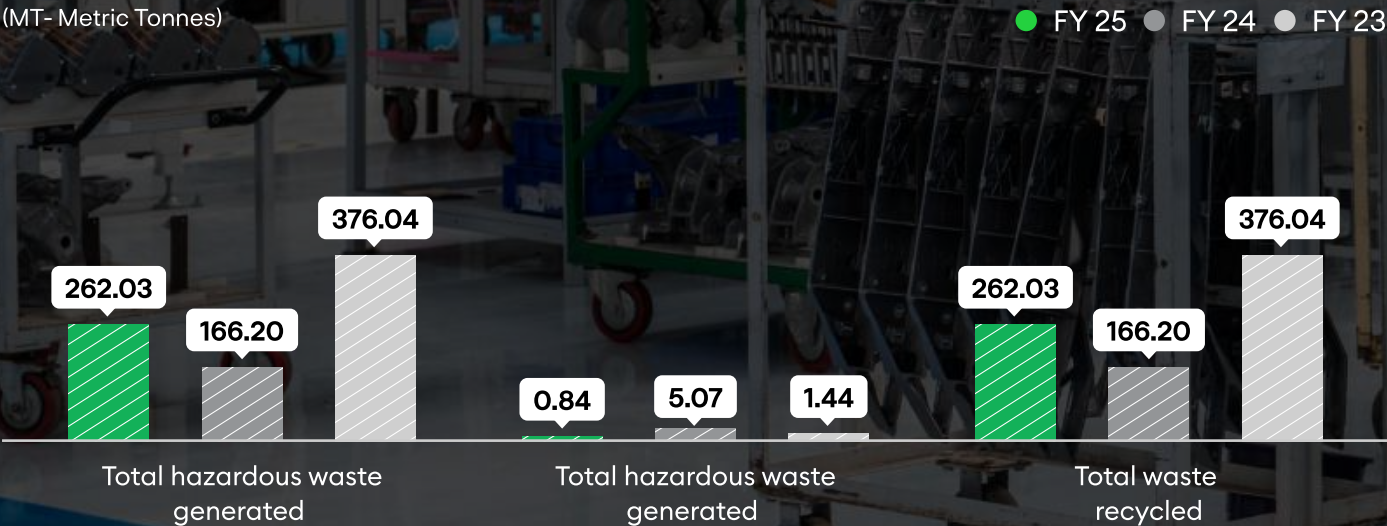
Waste Type	Waste Categories	Disposal Method	Waste Management and Disposal Practices
Non-hazardous waste	Aluminium waste	Authorised Vendor	Recycled and reused in smelting/Casting industries
	Carton waste	Authorised Vendor	Recycled and Reused in paper mills
	Corrugated Box	Authorised Vendor	Recycled and Reused in paper mills
	Plastic waste	Authorised Vendor	Recycled and Pellets and Reused
	Rubber waste	Authorised Vendor	Recycled
	Wooden Pallets	Authorised Vendor	Recycled and Reused Sawdust Firewood
	Metal waste	Authorised Vendor	Recycled and reused in smelting/Casting industries
	Battery Waste	Authorised Vendor	Recycled
	E-waste	Authorised Vendor	Recycled
	Lithium-ion cell waste	Authorised Vendor	Recycled
Hazardous waste	5.1 Used oil	Authorised Vendor	Refined and Reused
	5.2 Waste containing oil	Authorised Vendor	Incinerated
	33.1 Discarded containers	Authorised Vendor	Decontaminated And Reused

Waste Generation and Recycling Summary

UoM		Battery Plant			Vehicle Plant		
		FY 2024-25	FY 2023-24	FY 2022-23	FY 2024-25	FY 2023-24	FY 2022-23
Total Non Hazardous waste generated	MT (Metric Tonnes)	262.02	166.20	376.03	232.64	250.37	231.31
Total hazardous waste generated	MT (Metric Tonnes)	0.84	5.06	1.43	0.06	0.18	0
Total waste recycled	MT (Metric Tonnes)	262.02	166.20	376.03	232.64	250.37	231.31

Battery Plant

(MT- Metric Tonnes)



Vehicle Plant

(MT- Metric Tonnes)



Circular Economy: Closing the Loop

Our approach to sustainability is rooted in the principle of a **Circular Economy**, ensuring that our products and processes minimise waste and maximise resource utility.

Battery Lifecycle Management

We assemble our electric two-wheelers (E2Ws) and battery packs using lithium-ion cells at our state-of-the-art **Hosur Factory**. As of March 31, 2024, the factory had an annual installed capacity of **420,000 E2Ws and 379,800 battery packs**, demonstrating our scaled and controlled production capabilities.

Extended Producer Responsibility (EPR): We uphold our EPR obligations for batteries, aligning with the **Battery Waste Management Rules, 2022**. These rules mandate that producers ensure batteries are properly recycled or refurbished at the end of their life cycle.

Compliance: We partner with authorised third-party vendors for end-of-life battery collection and recycling. We are proud to operate in full adherence with the guidelines issued by the Central Pollution Control Board (CPCB) on September 10, 2024, reporting **zero penalties or cases** for battery waste non-compliances during the reporting period.

Exploring Future Battery Sustainability

The future of battery sustainability lies beyond initial disposal, resting firmly in **reuse and advanced recycling**.

Second-Life Use: Beyond their first-life application in our vehicles, EV batteries can be repurposed for **second-life energy storage solutions**, supporting grid resilience and extending their utility.

Material Recovery: At the end of their true lifespan, these batteries are recycled to recover critical raw materials such as **cobalt, nickel, aluminum, and copper**. A robust reuse-recycle ecosystem for Advanced Chemistry Cell (ACC) batteries is key to enhancing raw material availability and strengthening the resilience of the EV value chain.

Alternate Technologies: We are actively exploring **Lithium Iron Phosphate (LFP) battery technology** as a more sustainable alternative to Nickel Manganese Cobalt (NMC) chemistries due to its less mineral-intensive nature and lower environmental footprint. In parallel, we are evaluating motor technologies that **eliminate the use of rare-earth magnets**, embedding sustainability across the product lifecycle.

Eight**70**TM
Warranty



Sustainable Packaging at Ather

We have taken significant strides in reducing our environmental impact by embedding **reusable packaging practices** across our operations.

Reusable and Returnable Systems:

We reduce reliance on single-use materials by using reusable pallets, trays, foldable containers, and trolleys, minimising fresh packaging material and lowering waste management costs

- **Returnable Bins:** Account for **36%** of our total packaging.
- **Reusable Pallets:** We use 1,200 reusable pallets with a four-year lifecycle.
- **Zero Wooden Pallet Procurement:** We have entirely eliminated the use of wooden pallets, reinforcing our commitment to responsible sourcing.
- **Rizta Packaging:** We achieved **78% returnable packaging** for unique parts in the Ather Rizta.

Closed-Loop Plastics:

Discarded packaging materials are systematically segregated, and rigid/flexible plastic packaging is routed to licensed processors who recycle it into new materials, closing the loop on plastic waste.

Measurable Reduction:
These efforts resulted in a **reduction of 2.3 kg of supplier packaging waste per vehicle between FY 2022 and 2025.**

100% Paper-Based Aftermarket:
We have transitioned to **100% paper-based packaging for all aftermarket products**, using eco-friendly materials such as water-based paper tapes and paper bubble wrap.

Total single use & non-bio-degradable packaging material used

(MT)



Water Management: A Shared Resource

We recognise water as an **indispensable and shared resource** that must be managed responsibly, especially given growing environmental challenges. We are committed to using water efficiently across all our manufacturing operations and offices, actively minimising leakage and maximising effluent recycling and reuse.

Our strategy for water conservation is holistic:

Zero Liquid Discharge (ZLD) Policy:

This policy is made possible by our on-site Sewage Treatment Plants (STP), which have a combined installed capacity of **120 KLD** (35 KLD for the Battery factory and 85 KLD for the Vehicle factory). One-third of this treated water is utilised for gardening across our facilities, while the remaining is allocated for sanitation purposes.

Water Conservation and Recharge:

We have installed **rainwater harvesting systems** at both our battery and vehicle plants. Wherever feasible, we have developed on-site water collection bodies and groundwater recharge structures to enhance conservation and support local aquifer replenishment.

Holistic Stewardship:

As we scale, our approach will evolve into a comprehensive water stewardship strategy, addressing every stage of the water lifecycle from sourcing and utilisation to recycling and ecosystem impact.

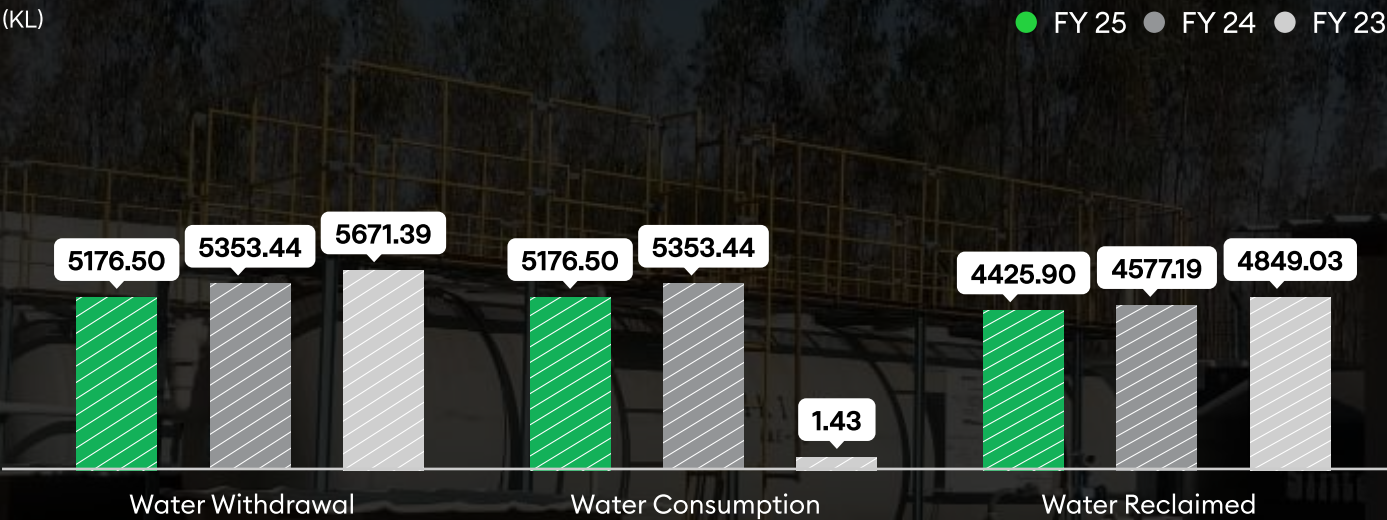


Water Consumption and Recycling Metrics

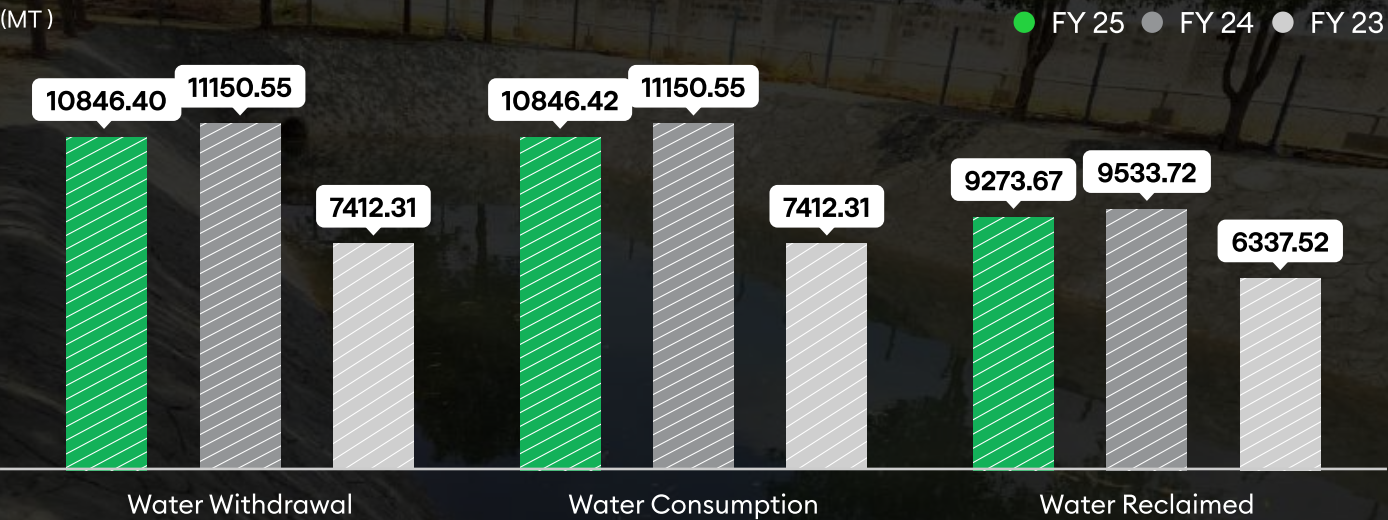
Our data demonstrates our commitment to efficient water use across our manufacturing plants:

Parameter	UoM	FY 2024-25		FY 2023-24		FY 2022-23	
		Battery Plant	Vehicle Plant	Battery Plant	Vehicle Plant	Battery Plant	Vehicle Plant
Water Withdrawal	KL	5176.50	10846.40	5353.44	11150.55	5671.39	7412.31
Water Consumption	KL	5176.50	10846.40	5353.44	11150.55	5671.39	7412.31
Water Reclaimed	KL	4425.91	9273.67	4577.19	9533.72	4849.04	6337.52
Specific Water Consumption	KL/person/day	0.03	0.02	0.03	0.03	0.02	0.02

Battery Plant



Vehicle Plant



Integrating Biodiversity

Nature and **biodiversity** are integral to our long-term sustainability vision. We are currently developing a dedicated **biodiversity policy** that will outline our commitments to addressing nature and ecosystem loss. We are simultaneously shaping a strategic approach to identify and manage our material impacts, dependencies, risks, and opportunities related to nature across our entire value chain. This framework will help us embed **nature-positive thinking** into our business as we grow.

Our dedication to environmental stewardship is a commitment to the entire lifecycle: from the conscious packaging of a single part to securing the future of our planet's resources. We are building a truly circular system where waste is wealth, and every innovation, from LFP batteries to ZLD factories, is a tangible investment in a more resilient and responsible tomorrow.





Our People: Creating Value Through Culture, Care, and Growth

What Culture Means at Ather

At Ather, we have always believed that building great products requires building a culture that can empower them. For us, culture is the everyday choices we make, the behaviours we reward, and the conversations we’re willing to have with one another.

In 2017, as we prepared to launch our first scooter, we began a series of open forums called Culture Conversations. These were spaces where people across Ather spoke honestly about what working here should feel like. What started as feedback gradually shaped a shared philosophy: Think As A Species (TAAS).



TAAS and the Five Values

TAAS, our culture collective, anchors how we think, act, and grow as one. It comes alive through five values and expected behaviors:

	Know your true north Be stubborn in vision, flexible in approach; always ask “why.”
	Move fast with foresight Take calculated risks, act responsibly, and aim for epic outcomes.
	Always be closing Decide, commit, and deliver even when ambiguity exists.
	None of us is as smart as all of us Collaborate without hierarchy and own outcomes together.
	Be nice Listen deeply, trust by default, and never compromise on excellence.

TAAS continues to guide how we work, collaborate, and grow; grounding our decisions in long-term thinking, collective ownership, and mutual respect. It is how culture moves from intent to action at Ather.

Evolving through Culture Conversations

Culture Conversations, held every 18 - 24 months, have become a mirror for us:

- CC 1.0 gave birth to TAAS itself.
- CC 2.0 highlighted the need for stronger collaboration, sparking agile, cross-functional ways of working.
- CC 3.0 surfaced gaps in diversity and inclusion, leading to initiatives like MOSAIC, women-led ally-ances, and a stronger recognition culture.
- CC 4.0 (2024) called for more big-picture thinking, stronger leadership alignment in times of stress, and greater ownership across teams, areas we are actively addressing.

Each interaction has translated into action, proving our culture is not aspirational, it evolves with us.

Living Culture Every Day

Culture at Ather shows up not just in conversations, but in the everyday ways we learn, share, and connect.

The Boring Conference (TBC) is our not-so-boring knowledge forum where people and invited speakers share experiences, skills, and lessons beyond their day-to-day roles; encouraging curiosity and cross-pollination of ideas

Noise, Vibration, and Hoarseness (NVH) Podcast is our internal podcast where team members talk openly about work, learnings, challenges, and moments that don't always make it into formal meetings.

Know Your Crew (KYC) helps us put faces to the work. It's an internal series that introduces people across teams and locations, helping us build context, connection, and appreciation for the work happening across Ather.

Together, these platforms help culture stay lived, visible, and shared.



Investing in People

People are at the heart of everything we build. Every product, process, and experience is shaped by the skill, curiosity, and commitment of our teams.

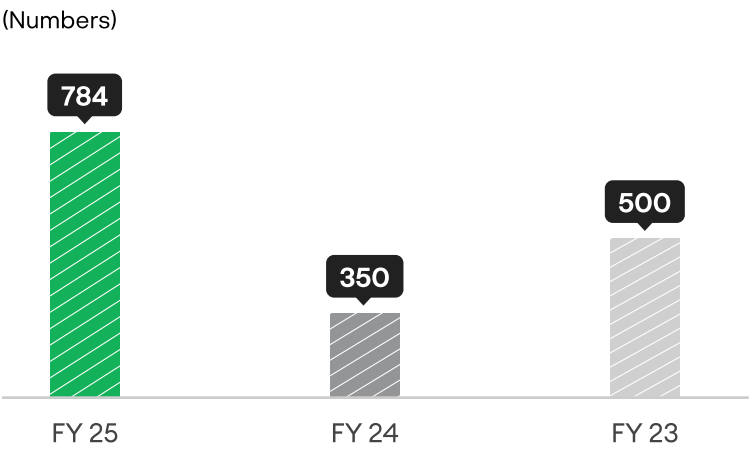
We invest in people not just to support growth, but to help individuals take on larger responsibilities, develop leadership capabilities, and shape the future of the organisation alongside us.

Step Up: Growing Leaders from Within

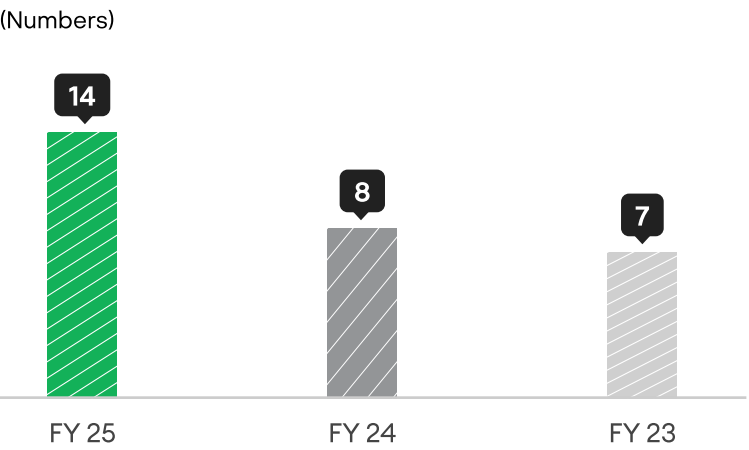
Step Up is Ather’s way of recognising potential early and creating space for team members to grow. The programme offers team members greater exposure, responsibility, and ownership in their day-to-day roles, along with closer guidance from teams and leaders. This enables team members to learn by contributing, solving problems, and taking accountability on the shopfloor. Over time, Step Up has enabled team members on the manufacturing line to transition into full-time roles across manufacturing, sales, and service



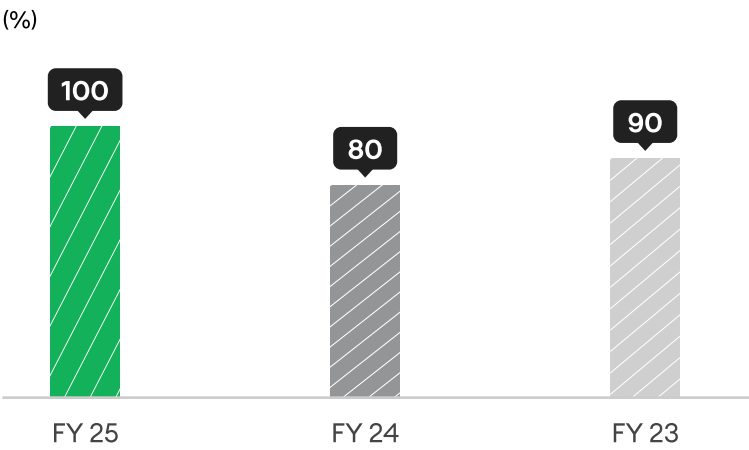
Training to upgrade employee skills and transition assistance programs (Total Training Hours)



Training to upgrade employee skills and transition assistance programs (Average Training Hours/employee)



Percentage of employees receiving regular performance and career development reviews



Diversity at Ather

What Diversity Means to Us

Diversity at Ather goes beyond representation. It is about building teams that reflect society and ensuring every voice shapes decisions.



MOSAIC is our EDI philosophy, based on the belief that each person adds a unique piece to the larger picture.

It drives initiatives that promote inclusion, celebrate differences, and create an environment where everyone can thrive.

Women in Manufacturing

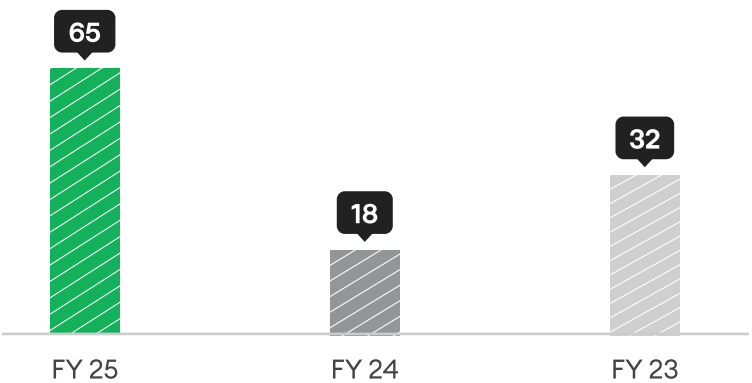
We are proud to be one of the few EV companies with women actively participating in manufacturing, engineering, and service. In our factories, women's participation has grown from **3% in FY21 to 15% in**

FY25, representing over **450 women** on the shop floor today. This is a **43.50% increase in representation** over four years, achieved through deliberate hiring, mentorship, and supportive policies.

We have also established an **Internal Committee** to address workplace harassment in accordance with the **PoSH Act**, ensuring a bias-free and respectful environment. Our efforts have been recognised with the **Top 25 Safest Workplaces in India award by KelpHR** in both 2023 and 2024.

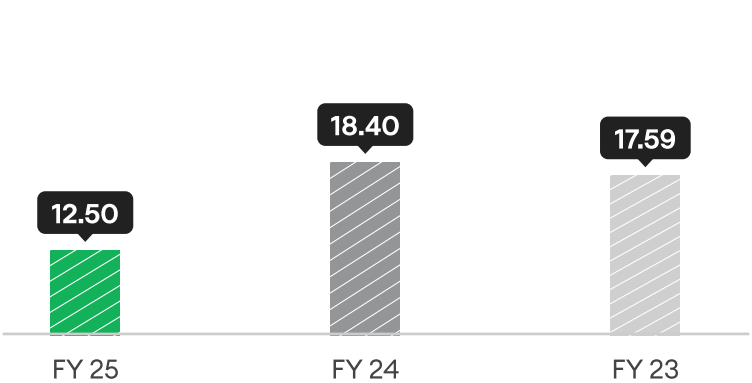
Number of contract employees transitioned to full time employees

(Numbers)



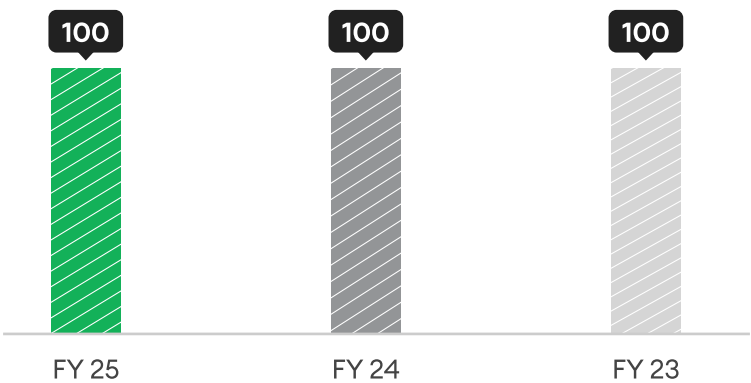
Attrition Rate (%) for permanent employees

(%)



Percentage of employees receiving regular performance and career development reviews

(% FTEs)



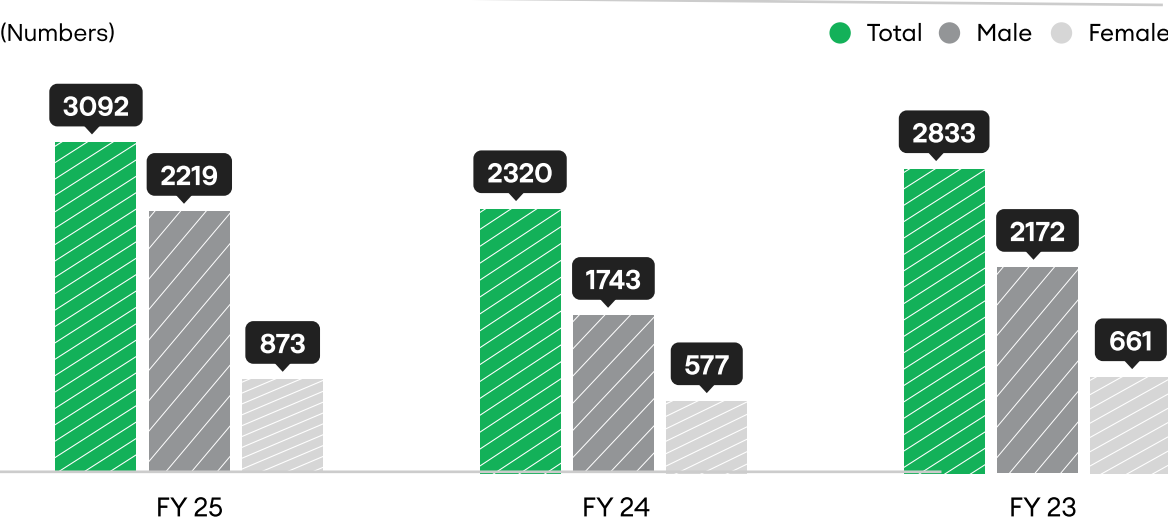
Ally-ance

Ally-ance groups at Ather are employee-led communities built on shared intent and lived experiences. Created by employees, for employees, these groups provide spaces for conversation, learning, and collective action.

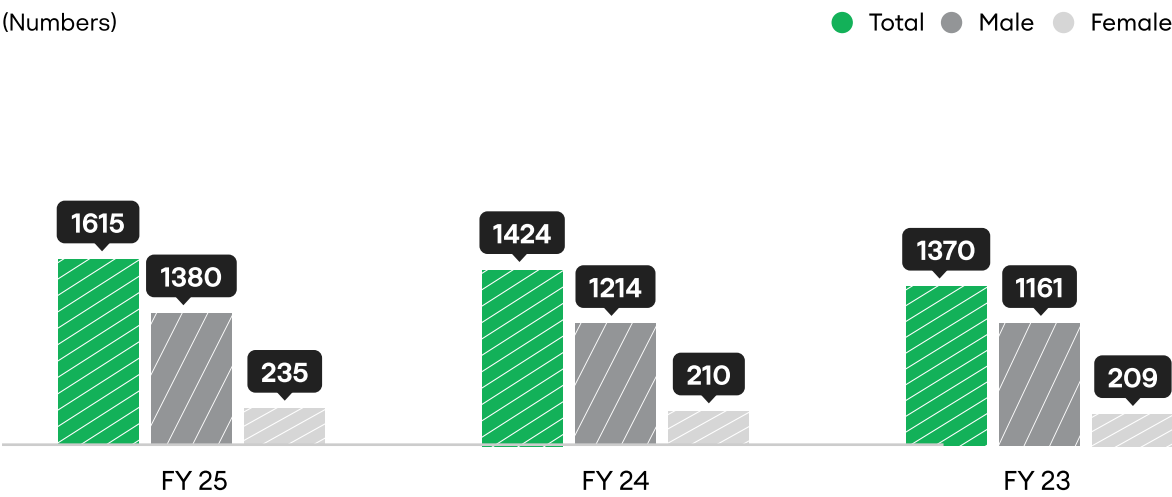
The Women at Ather ally-ance has played a key role in driving conversations around equity, representation, and workplace experience.

As we grow, ally-ance groups will expand to include areas such as parenting, LGBTQ+ inclusion, and mental well-being, strengthening networks of support across the organisation.

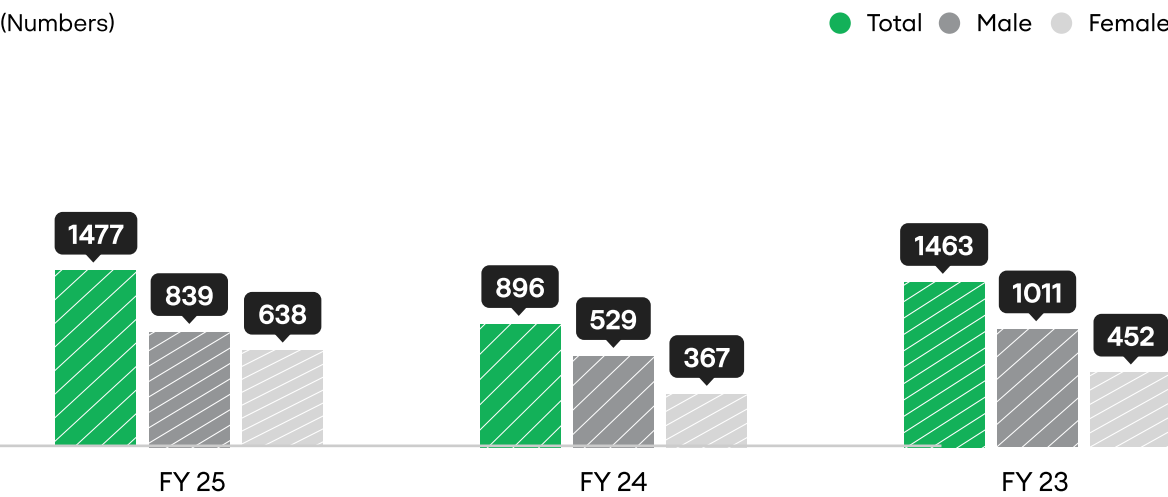
Total number of team members



Total number of permanent team members



Total number of contractual team members



What We Do for Our People

Health and Wellness

Our approach to well-being covers physical, emotional, and financial well-being. In FY25, our **Employee Assistance Program (EAP)** supported over 1,200 counseling sessions for employees and their families. We also organised more than 25+ wellness workshops and monthly fitness challenges.

Dignity at Work

We are committed to maintaining an environment where individuals feel safe, valued, and treated fairly, whether they are employees, associates, or partners working alongside us.

We practise zero tolerance towards harassment, discrimination, intimidation, or abuse of power in any form: sexual, physical, verbal, or psychological. Our POSH policy and grievance redressal mechanisms provide clear channels for raising concerns, with assurances of confidentiality, fairness, and protection against retaliation.

We remain committed to fair labour practices, sound industrial relations, and compliance with all applicable laws governing employment, safety, and worker welfare.

Leave Policies: Flexibility with Trust

In FY25, more than 900 team members availed enhanced leave benefits such as parental leave, caregiving support, and mental health days. Our approach is built on trust: people know when they need to step away, and we encourage them to do so without stigma.

Dignity, Ethics, and Conduct

Our approach to people is anchored in a clear ethical framework that guides behaviour, decision-making, and accountability across the organisation. This framework is defined through our **Code of Ethics**, which serves as a shared reference for conduct at work.

Our Code of Ethics applies to everyone who works with us. This includes our team members, vendors, suppliers, contractors, consultants, interns, apprentices, and other partners across our value chain. By extending these expectations uniformly, we aim to ensure dignity, fairness, and integrity are upheld consistently, regardless of the role or contractual agreement.

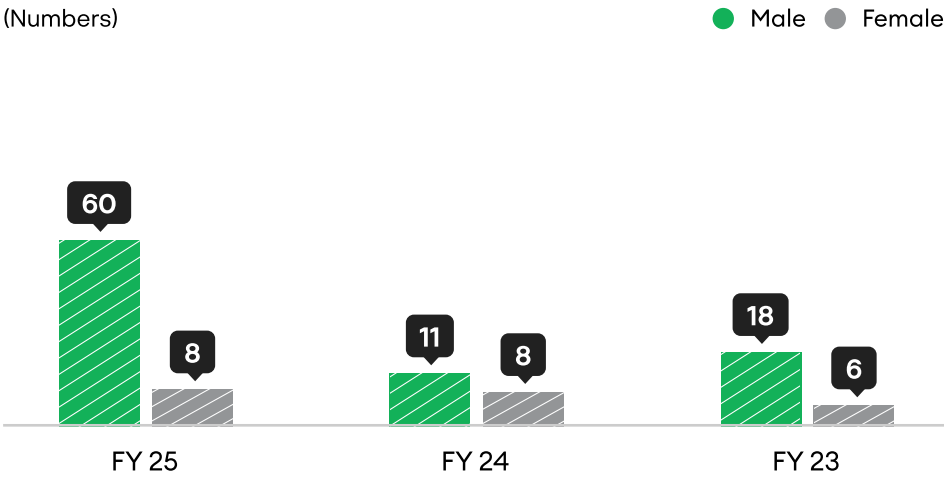
This framework is supported by key governance mechanisms, including our **Prevention of Sexual Harassment (POSH)** policy, **Anti-Bribery and Anti-Corruption (ABAC)** policy, and **Governance, Risk, and Compliance (GRC)** processes.



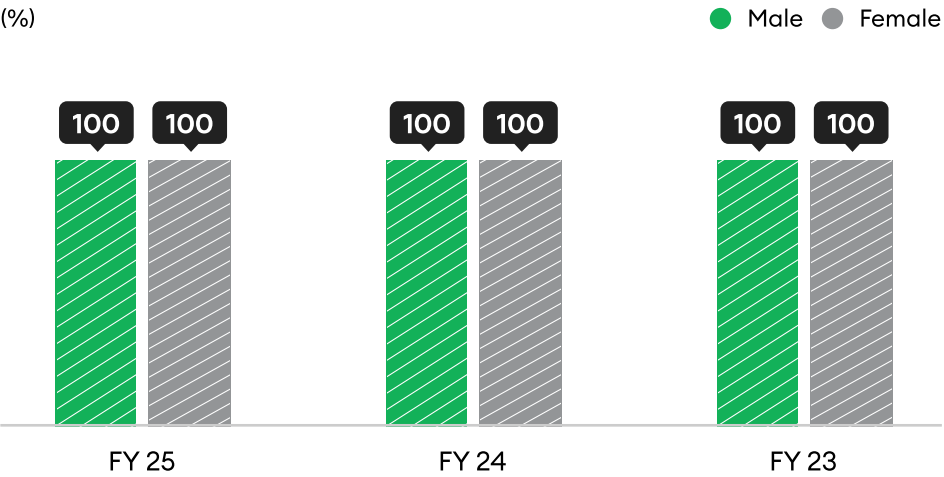
Employee Parental Leave and Post-Leave Retention Performance

	FY 2024-25		FY 2023-24		FY 2022-23	
	Male	Female	Male	Female	Male	Female
Team Members entitled for parental leave	1554	280	1459	275	1308	252
Team Members that took parental leave	76	13	13	8	18	6
Team Members that returned to work after leave	76	10	13	8	18	6
Return to work rate for employees	100%	77%	100%	100%	100%	100%
Team Members that took parental leave and returned in the year prior to the reporting period	Nil	Nil	Nil	Nil	Nil	Nil
Team Members that took parental leave in the year prior to the reporting period and were employed 12 months after their leave end date	76	9	13	8	18	6

Return to work rate (Permanent Employees)



Retention rate (Permanent Employees)



Listening to Our People

As we have grown, staying closely connected to our people has remained a priority. Across locations, roles, and levels, we believe strong organisations are built through regular communication and open dialogue.

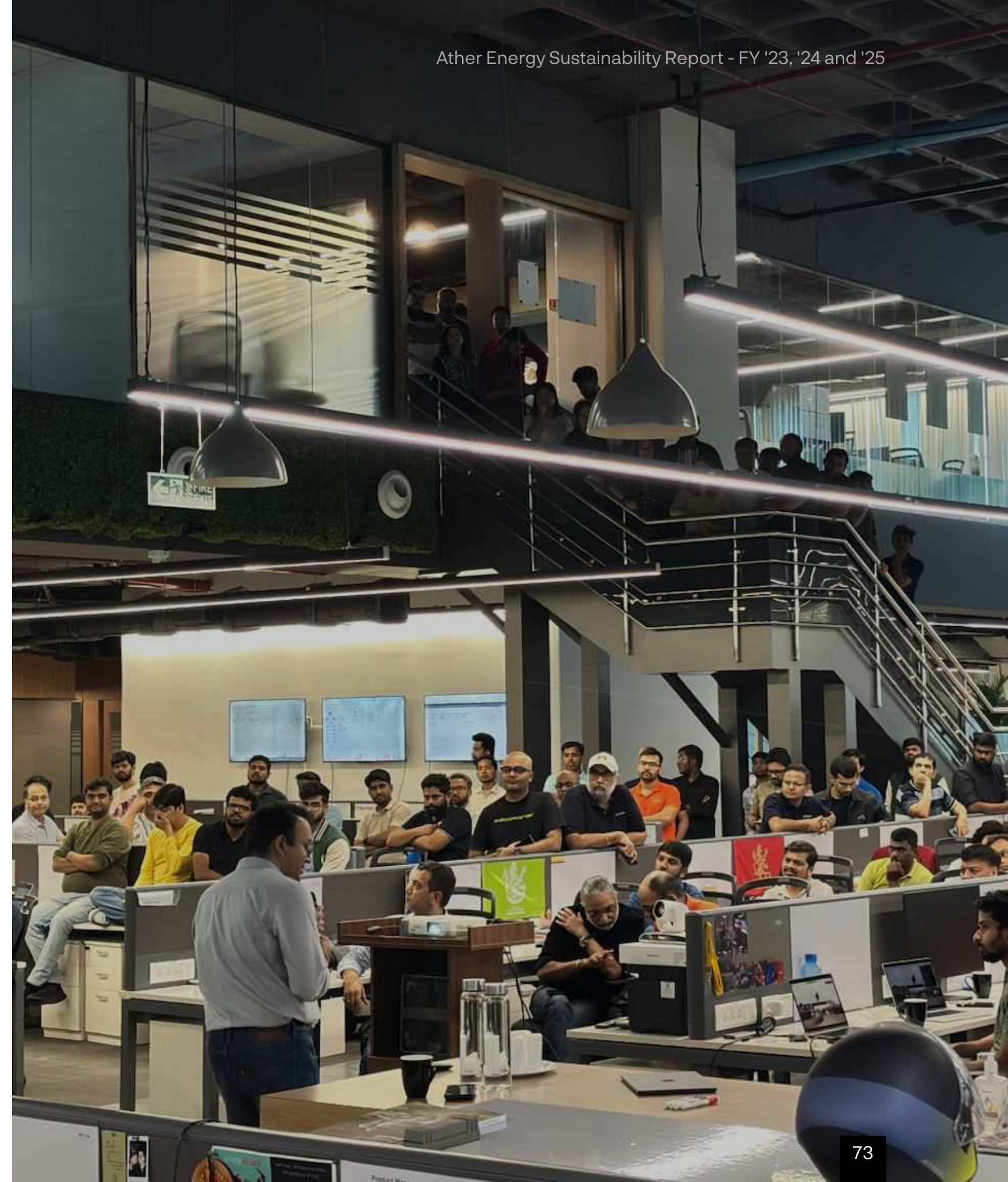
Listening for us is designed as a two-way process. We focus on sharing information clearly while creating space for questions, feedback, and discussion. This helps ensure alignment, surfaces concerns early, and supports informed decision-making across the organisation.

We conduct regular organisation-wide **All Hands** led by our CEO. These forums are used to share updates on business performance, priorities, and how the organisation is progressing against its goals.

All Hands give our teams visibility into what we are planning, how we are moving forward, and the challenges we are navigating. They also serve as open forums where team members from across all operational locations can ask questions, seek clarification, and engage directly with leadership.

This supports transparency, alignment, and a shared understanding of where we stand and where we are headed.

Alongside organisation-wide All Hands, communication also takes place closer to the work through factory-level, functional, departmental, and team forums. These conversations allow discussions to stay grounded in a local context, covering operational matters, safety, delivery pressures, and day-to-day ways of working.



Representation Through Committees

Listening is also built into how our systems and policies evolve. Functional representation through **policy committees** ensures that inputs from across the organisation inform decision-making and policy design.

At our Battery and Vehicle Plants, **Works Committees** meet regularly with equal representation from associates and management. These forums focus on workplace conditions, employee safety, and welfare, providing a structured space for dialogue and enabling issues affecting associates on the shopfloor to be discussed and addressed constructively.

In addition, forums such as the **Culture Committee** support discussions around workplace practices, employee welfare, and long-term improvements. These mechanisms help ensure that feedback translates into action.

We also have active **Safety Committees** at our plants and labs, where associates and management come together to discuss safety observations, review risk assessments and incidents, and identify actions to improve safety across the shopfloor.

Circles: Acting Early, Acting Together

Circles are interest-led groups at our factories that focus on execution and everyday improvement. They bring together associates and managers who care deeply about specific aspects of factory life and take ownership of making things better.

We have multiple Circles active across our operations, including **Quality, Transport, Cultural Activities, Sports, and Canteen & Hygiene**. While each Circle focuses on a different area, they share a common goal: to make the work environment safer, more engaging, and more enjoyable for everyone on the shopfloor.

Circles work close to the ground. Members spend time understanding issues in context, discussing practical solutions, and acting early, often before concerns escalate. By encouraging participation from both management and associates, Circles create shared ownership and strengthen day-to-day engagement at the workplace.

Together, these practices reflect how we approach people and culture. By combining clear ethical standards, a strong commitment to dignity at work, and multiple channels for two-way communication, we aim to create an environment where people feel informed, heard, and able to raise concerns constructively. Listening is not treated as a one-time exercise; it is part of how we operate as we continue to grow.



Wealth Creation

As Ather grows, we believe our people should grow with it.

Every Ather scooter represents the effort of hundreds of individuals across design, engineering, manufacturing, and service. Through team member discounts, we ensure our teams can experience the products they help build.

Equity ownership is another important part of shared growth. Over 1,500 people at Ather hold ESOPs. In 2023, we introduced the ESOP Cash Settlement Programme, enabling vested ESOPs to be converted into cash pre-IPO. This made wealth creation more accessible and ensured that long-term value was shared more equitably across the organisation.



Economic value generated		FY 2024-25	FY 2023-24	FY 2022-23
Revenue generated from domestic market	INR (Millions)	22,406	17,474	17,787
Revenue generated from international market	INR (Millions)	144	64	22
Other Income	INR (Millions)	502	353	209
Operating expenses	INR (Millions)	24,235	20,693	21,633
Employee wages and benefits	INR (Millions)	4124	3692	3349
Finance Cost	INR (Millions)	1106	890	596
Tax	INR (Millions)	0	0	0
Others (Depreciation and exceptional item)	INR (Millions)	1710	3213	1128

Learning and Growth

Learning at Ather is continuous and closely tied to the work we do every day. During the reporting period, teams across the organisation spent over 1.17 lakh hours in structured learning through internal training programmes, external courses, and hands-on problem-solving.

Learning to Lead

Prepares emerging leaders with technical, functional, and behavioural skills, blended with mentorship.

Dojo Centres

Hands-on learning hubs across factories and offices where people sharpen skills and solve real-time challenges

Learning Assistance Policy

Supports external courses, certifications, and higher education, ensuring financial barriers do not block growth.

Training hours	FY 2024-25 (in hours)	FY 2023-24 (in hours)	FY 2022-23 (in hours)
Board of Directors	0	0	25
Senior Management	2829	1995	3949
Managerial and Professional Staff	13357	7054	12449
Administrative and General Staff	69717	5389	973
Total	85903	14438	17396
% of Employees covered	72%	60%	65%
Overall training hours per employee	12.46	10.12	9.32

Occupational Health & Safety Training

Training Sessions (FY 2024-25)	Total number of hours of training
OH&S Training	7846.25
EHS awareness	6350.25
Fire safety training	734
Emergency Preparedness	762

Safety of Our People

The safety of people at Ather is non-negotiable. We operate under an ISO 45001-certified Occupational Health & Safety framework, with proactive risk management, GEMBA walks, safety drills, and safety audits embedded into daily practice.

Over **11,000 hours** of EHSS (Environment, Health, Safety, and Security) training were given across all of our sites.

Our Major focus areas were:

- Risk Assessment:** Employees were taught to spot hazards in the workplace, with a focus on battery safety, ISO standards, and general safety.
- One-point lessons and EHSS checks** - Employees were able to do safety checks and keep up ambitious standards during sessions.
- Toolbox Talks** are regular, casual, but important conversations that are held to reinforce safe practices, raise knowledge of hazards, and reduce risks in real time on the floor.
- Safety Suggestions and Kaizens:** To cultivate a sense of ownership over workplace safety, employees are

- encouraged to submit safety suggestions and participate in continuous improvement initiatives.
 - Safety Campaigns and Skits:** These initiatives are designed to increase awareness of safety best practices and motivate employees to prioritise safety in their daily activities.
 - Safety Observations Reporting:** This system promotes the proactive reporting of unsafe acts, unsafe conditions, and near failures by employees in order to reduce the risks. It enhances the employees' perception of risk and fosters a secure work environment.
- Our focus on safety for our team members has helped us so far ensure zero fatality at the workplace during the reporting period.

Work-Related Fatalities and Occupational Ill-Health Metrics (Enterprise level)

Health & Safety Performance	FY 2024-25		FY 2023-24		FY 2022-23	
	Full-time employees	Contract employees	Full-time employees	Contract employees	Full-time employees	Contract employees
Fatality due to work related injury	0	0	0	0	0	0
Lost Time Injury Frequency Rate (LTIFR) (per one million-person hours worked)	0	0	0	0.93	Data not available	Data not available
Fatalities due to work related ill-health	0	0	0	0	NA	NA
Total number of recordable work related ill-health	0	0	0	2	NA	NA
Number of hours worked	3217080	3017224	2836608	2157568	2729040	3522904

Ergonomics and Innovation in Safety

Safety improvements often begin with timely observations on the shop floor that lead to meaningful changes for the workplace. .

We continuously improve our production lines to be more ergonomic, ensuring operators can work comfortably and safely while maintaining efficiency. These incremental improvements have helped reduce strain, improve focus, and lower the risk of injury over time.

Hazard Identification and Risk Assessment

We have effectively identified and mitigated 134 high-risk scenarios by conducting comprehensive risk assessments for 701 activities. We guarantee a proactive approach to safety management by maintaining a 90% closure rate on the implementation of risk controls, which encompasses engineering and administrative controls, PPE usage, and more. The 5S methodology, PPE matrix, scrap management processes, Supplier Risk Assessment Matrix, investigations, and EHSS directives for retail partners comprise our safety framework. We assess potential hazards and implement effective control measures by utilising sophisticated tools and methodologies. We strive to guarantee a high level of safety at all of our facilities by conducting regular assessments and continuous monitoring.

GEMBA Walks: Cross-functional safety walks are conducted in real time to identify and address hazardous behaviours and conditions.

Work Permits: In order to guarantee the safe execution of high-risk activities and prevent unauthorised access to hazardous areas, Ather has implemented a work permit system.

Inspections: This system assists in the monitoring of operational controls and the resolution of identified breaches.

Change request: This system, which is typically referred to as "Management of Change" in the ISO Standard, guarantees that risks are reduced prior to the implementation of any change.

These initiatives have made a substantial contribution to the enhancement of workplace safety, and we are dedicated to maintaining this level of improvement by conducting regular safety walks, inspections, and audits.



Our Customers: Building Trust Through Experience

Putting Customers First

For us, sustainability is about how our customers experience our products and services. Every interaction, whether a test ride, a service visit, or a conversation with our team, shapes trust in Ather. Our goal is simple: deliver products and services that make electric mobility reliable, accessible, and delightful.

A Growing Community of Riders

As of March 31, 2025, Ather scooters have collectively clocked 2.72 billion kilometres on Indian roads. Every kilometre is proof of customer trust in our performance, reliability, and design.

Service That Builds Confidence

We continue to strengthen our service footprint to keep pace with our customer base. In FY25 alone, more than 5 lakh service interactions were recorded across Experience Centres and service partners.

Transparent Communication

From proactive software updates to regular rider education on charging and battery health, transparency remains core to how we engage. Features like live scooter diagnostics, service reminders, and app-based updates give customers visibility and control.

Building for the Long Term

We believe our customers to be our partners in shaping EV transition. From feedback loops on product design to city-specific pilots for charging infrastructure, their inputs directly influence how we scale.

Customer Satisfaction (CSAT):

Consistently above **85%** across service touchpoints.

Net Promoter Score (NPS):

Averaging **70+**, among the highest in the automotive sector.



Customer Satisfaction

	FY 2024-25	FY 2023-24	FY 2022-23
Total number of domestic and international customers	1,47,327	1,14,189	8,457
Number of customer complaints received	7,724	847 (June'23 - March' 24)	Data not available
Customer satisfaction (C-SAT) rating -Sales	54 (TNPS started in FY25)	4.4435	4.6721
Customer satisfaction (C-SAT) rating -Service	62 (TNPS started in FY25)	4.30	4.20
Number of major issues (accidents/fatalities) registered after the use of Ather's product	0	0	0
Incidents of non-compliance concerning the health and safety impacts of products and services	0	0	0

*Transactional Net Promoter Score

ZERO number of major issues (accidents/fatalities) registered after the use of Ather's product

ZERO incidents of non-compliance concerning the health and safety impacts of products and services

Community Engagements: Driving Impact Beyond Mobility

The impact of an electric revolution is not limited to the road. It reaches homes, schools, and our neighborhoods.

Our commitment to sustainability extends beyond our products and into the communities around us. As a part of our Stakeholder Engagement process, we acknowledge neighboring communities around our areas of operations as important stakeholders for our business. We recognise that our operations may have direct or indirect impacts on our neighboring communities and we are committed to giving back to the community around us in different ways. Our community engagement plan includes

- Community development through employee volunteering and employee giving; and
- Community Grievance Redressal Mechanism.

Our community development initiatives focus on **Education and Skill Development, Rural Empowerment, Environmental Stewardship, and Disaster Response** - all aligned with national priorities and the UN Sustainable Development Goals.

Our community development engagements are aimed at engaging our employees in meaningful ways in the community around us, while at the same time help strengthen the rapport with our host communities of our areas of operations. At our Hosur facility, we conducted a **Situation Analysis** in three local Panchayats to ensure that all our initiatives are rooted in genuine community needs.

As of FY25, our employees have contributed **712 hours** to community development initiatives, building on the strong engagement of **1,148 hours in FY24**. This reflects our growing commitment to social impact.

FY 25

712 volunteering hours

FY 24

1,148 volunteering hours



Social Engagements in FY23, FY24 and FY25

World Environment Day Awareness	Ather volunteers educated 200 children at the Government Hr. Sec. School in Mathagondapally about the harmful effects of single-use plastics and distributed reusable cloth bags.
Treebank Sapling Contribution Volunteering	In June 2023, Ather associates contributed to environmental efforts by preparing 600 saplings, supporting initiatives to enhance green cover in the region.
Hepatitis Awareness and Hygiene Training	On World Hepatitis Day, Ather conducted hygiene and handwashing training for 28 truck drivers, promoting health and sanitation awareness.
Employee Giving drive for Education	In November 2023, team members made contributions in kind to provide essential educational supplies, benefiting 325 students across three Government schools in Bangalore.
School Revitalisation through Murals	Ather volunteers revitalised the BBMP School in Lakksandra by painting colourful wall murals, transforming the school into an inspiring learning environment.
Cyclone Michaung Flood Relief	Ather employees supported 116 families by donating food essentials, including oil and pulses, ensuring timely support.
Polio Vaccination Drive Support	In March 2024, Ather provided hospitality and transportation support to health workers in a polio vaccination drive, helping 276 migrant children access vital healthcare.
Blood donation drive	120 employees from both our factory and corporate office participated in a blood donation drive.
Waste Management drives	1500 paper bags were made by our employees and distributed to petty shops around the factory as a waste management drive
Wayanad Landslide Disaster Response	Responding to natural disasters that affect the country, employees raised funds to provide kitchen supplies for 110 families directly impacted by the landslides at Wayanad. The amount raised by employees was also matched by the organisation as a corporate contribution towards the cause.

Community Grievance Redressal Mechanism

Ather recognises that community is an important stakeholder in the business environment and that its business operations could affect neighboring communities in different ways. We have in place an active External Grievance Redressal Mechanism (EGRM) to receive, record and address some of the social and environmental risks or grievances from communities around our operational locations

A clear grievance redressal process managed by location specific community grievance redressal committees ensures that any complaints from neighboring communities are addressed in an amicable manner within a committed timeframe. Grievance collection forms in local languages are made available at our operational locations - Hosur Factory, Corporate office and Labs. A community grievance register is maintained to ensure effective and timely closure of such grievances.





Governance: Upholding Integrity



Strong governance is the invisible architecture that keeps us steady as we move with agility fast. As we adapt to the dynamic changes around us, We do not just react to change; we strive for operational excellence through proactive **risk management** and a **quality-first mindset** simultaneously ensuring to ensure long-term sustainability.

Our governance system is reinforced by a strong commitment to **responsible tax practices**, robust **data protection**, and actively promoting sustainability across our entire value chain. These principles guarantee regulatory compliance and foster an essential environment of trust, accountability, and honesty with all our stakeholders.

Business Ethics and Risk Management

Strong governance is the foundation of our corporate operations. Our procedures ensure **accountability and transparency**, which are vital for aligning with strategic goals, successfully managing risks, and generating **long-term value** for everyone, including our investors.

A key component of this approach is integrating **risk management with business strategy**. We mitigate risks through strict

compliance procedures, thorough risk assessments, and robust internal controls. To fortify our resilience in a rapidly changing environment, we prioritise audit and supervision procedures, clear **cyber security guidelines**, and comprehensive **business continuity planning**.

We prioritise protecting stakeholder interests, which means focusing on increasing shareholder profits, improving customer satisfaction, fostering employee engagement, and advancing community development. Environmental sustainability remains a central component of our Ather's growth, ensuring our success is not at the cost of the planet. both financial and beneficial to the entire ecosystem.

Governance Structure

Our governance structure relies on the collaboration between the Board of Directors, specific board committees, and an executive management team. This integrated structure supports our strategic direction and operational excellence, ensuring we remain flexible and adaptable to the evolving market and regulatory environment.

Board of Directors		Experienced Management Team	
Ms. Neelam Dhawan Chairperson & Non-Executive Independent Director	Mr. Pankaj Sood Nominee Director (Nominee Of Caladium Investment Pte Ltd)	Mr. Sohil Dilipkumar Parekh, Chief Financial Officer	Mr. Sanjeev Kumar Singh, Chief Operating Officer
Mr. Tarun Sanjay Mehta Executive Director & Chief Executive Officer	Mr. Ram Kuppuswamy Non-Executive Director (Nominee Of Hero MotoCorp Limited)	Mr. Ravneet Singh Phokela, Chief Business Officer	Mr. Pawan Singhal, Chief Legal, Officer (Till March 2024)
Mr. Swapnil Babanlal Jain Executive Director & Chief Technology Officer	Mr. Kaushik Dutta Non-Executive Independent Director	Mr. Harendra Saksena, Chief Procurement Officer	Mr. Rajeev Goswami Chief Legal, Officer (From March 2024 To December 2024)
Mr. Niranjan Kumar Gupta (Up To May 6, 2025) Non-Executive Director (Nominee Of Hero MotoCorp Limited)	Mr. Sanjay Nayak Non-Executive Independent Director Chief Financial Officer	Ms. Sunitha Vadlamudi Lal*, Chief Human Resources Officer	
Mr. Nilesh Shrivastava (Up To May 27, 2025) Nominee Director (Nominee Of National Investment And Infrastructure Fund II)		Note: * Ms Sunitha Vadlamudi Lal was in the position of chief human resources officer until august 4, 2025	
		Company Secretary and Compliance Officer	
		Ms. Puja Aggarwal R	

Pay Equity and Leadership Remuneration Metrics

Metrics	FY 2024-25	FY 2023-24	FY 2022-23
CEO to median salary ratio	M: 8.08% F : 6.68%	M: 8.30% F : 6.70%	M: 9.50% F : 7.50%
Median remuneration of female employees other than BOD and KMP	12.78%	12.26%	12.60%
Median remuneration of male employees other than BOD and KMP	87.22%	87.70%	87.30%

Remuneration ratio of Female to Male	Non executive level	Executive level	Management Level
Ratio of average base salary (2022-23)	94:100	95:100	94:100
Ratio of average base salary (2023-24)	93:100	94:100	90:100
Ratio of average base salary (2024-25)	98:100	95:100	91:100

Board Oversight and Strategic Direction

The Ather **Board of Directors** consists of nine well-experienced and diverse professionals, with a wide range of knowledge and expertise to guide us in our organisational goals. The Board is responsible for the overall governance of the company, providing crucial strategic direction, and ensuring we uphold high governance standards while advancing Ather's sustainable growth objectives.

The commitment of our Board is clear through its active oversight. In accordance with the Companies Act, 2013, the Board is required to convene a minimum of four times annually. However, the Board far exceeded this requirement: they convened **14 times in FY 2022-23, 11 times in FY 2023-24, and 16 times in FY 2024-25.**

During these meetings, the Board addressed critical issues vital to our operational integrity and future, including **business performance**, periodic financials and audit reports, internal controls, compliance matters, and robust **risk mitigation strategies**. This active, hands-on governance ensures our ambitious goals are built on a solid foundation of leadership and accountability.

Board Composition and Structure	FY 2024-25	FY 2023-24	FY 2022-23
Total Number of Board Members	9	6	6
Number of Female Directors on the Board	1	0	1
Number of Independent Directors	3	0	0
Number of Executive Directors	2	2	2



Board Composition

As part of our transition process to a public limited company, on August 27, 2024, the company established key Board Committees to ensure effective oversight of Financial, governance, risk, and stakeholder matters.

This development aligns with the regulatory requirements under the Companies Act, 2013 and Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, and marks a significant step in enhancing Ather’s corporate governance framework.

Name	Designation	Experience	Core Skills and Expertise
Neelam Dhawan	Chairperson & Non-executive Independent Director	Information Technology	• Strategy Planning & Management • Corporate Governance & Compliance • Accounting & Financial experience • People & talent Development • Research & Development/ Technology • Leadership • Risk Management
Tarun Sanjay Mehta	Executive Director & CEO	Engineering, Electric Vehicles sector, Business Strategy	• Automotive Experience/ Product Development • Corporate Governance & Compliance • People & talent Development • Leadership • Strategy Planning & Management • Accounting & Financial experience • Risk Management • Research & Development/ Technology

Name	Designation	Experience	Core Skills and Expertise
Swapnil Babanlal Jain	Executive Director & CTO	Engineering, Electric Vehicles Sector	• Automotive Experience/ Product Development • Corporate Governance & Compliance • People & talent Development • Leadership • Strategy Planning & Management • Accounting & Financial experience • Risk Management • Research & Development/ Technology
Niranjan Kumar Gupta (Resigned with effect from May 06, 2025)	Non-executive Director (Nominee of Hero MotoCorp Limited)	Finance, Mergers & Acquisitions	• Automotive Experience/ Product Development • Corporate Governance & Compliance • People & talent Development • Leadership • Strategy Planning & Management • Accounting & Financial experience • Risk Management
Ram Kuppuswamy	Non-executive Director (Nominee of Hero MotoCorp Limited)	Supply Chain, Logistics	• Automotive Experience/ Product Development • Corporate Governance & Compliance • People & talent Development • Leadership • Strategy Planning & Management • Accounting & Financial experience • Risk Management • Research & Development/ Technology

Name	Designation	Experience	Core Skills and Expertise
Pankaj Sood	Nominee Director (Nominee of Caladium Investment Pte Ltd)	Finance, Advisory, Capital Markets	• Corporate Governance & Compliance • People & talent Development • Leadership • Strategy Planning & Management • Accounting & Financial experience • Risk Management • Research & Development/ Technology
Nilesh Shrivastava**	Nominee Director (Nominee of National Investment and Infrastructure Fund II)	Private Equity, Portfolio Management	• Corporate Governance & Compliance • People & talent Development • Leadership • Strategy Planning & Management • Accounting & Financial experience • Risk Management • Research & Development/ Technology
Kaushik Dutta	Non-executive Independent Director	Governance, Policy, Audit	• Corporate Governance & Compliance • People & talent Development • Leadership • Strategy Planning & Management • Accounting & Financial experience • Risk Management
Sanjay Nayak	Non-executive Independent Director	Electronics, Telecommunications	• Strategy Planning & Management • Corporate Governance & Compliance • People & talent Development • Leadership • Accounting & Financial experience • Risk Management • Research & Development/ Technology

Statutory Committees

To ensure strategic direction and dedicated focus on critical governance domains, the Board of Directors delegates specific oversight responsibilities to specialised committees.

These Board committees are composed of Executive and Non-Executive Directors who bring a diverse array of expertise, including:

- Automotive / Product Development
- Corporate Governance & Compliance
- People & Talent Development
- Leadership
- Strategy Planning & Management
- Accounting & Financial Experience
- Research & Development
- Technology
- Risk Management

The committees support the Board by supervising critical aspects of the company's governance and operations. This structure allows for concentrated deliberation on specific business matters, promoting accountability, transparency, and long-term value creation for stakeholders.

Responsibilities and Oversight

The core responsibilities of these Board committees include overseeing financial audits, risk management, internal controls, and other matters as defined in their specific Terms of Reference approved by the Board. Each committee is required to meet regularly and provide updates to the Board on all delegated matters.

The newly constituted Board Committees include:

- Audit Committee
- Nomination and Remuneration Committee (NRC)
- Stakeholder Committee
- Risk Management Committee

Each committee has clearly defined Terms of Reference to ensure focused attention on critical areas that support the company's strategic objectives and operational integrity.



Board Committee	Key Responsibilities
Audit Committee Composition (as of March 31, 2025) Chairperson: Mr. Kaushik Dutta Non-executive Independent Director Members: Ms. Neelam Dhawan, Non-executive Independent Director Mr. Niranjan Kumar Gupta* Non-executive Director Member	• Oversight of the financial reporting process and the disclosure of financial information • Reviewing, with the management, the annual financial statements and auditor’s report before submission to the Board for approval • Approval of payment for any other services rendered by the statutory auditors • Reviewing and monitoring the statutory auditor’s independence and performance, and effectiveness of audit process • Evaluation of internal financial controls and risk management systems • Review reasons for substantial defaults in the payment to depositors, debenture holders, shareholders (in case of non-payment of declared dividends) and creditors • Review the financial statements, in particular, the investments made by any unlisted subsidiary • Reviewing the utilisation of loans and/ or advances from/investment by the Company in its subsidiary(/ies) exceeding `1,000,000,000 or 10% of the asset size of the subsidiary(/ies), whichever is lower including existing loans/ advances/ investments • Considering and commenting on rationale, cost-benefits and impact of schemes involving merger, demerger, amalgamation etc., on the Company and its shareholders • Recommend to the Board Code of Insider Trading of the Company and to supervise implementation of the Insider Trading Code
Nomination and Remuneration Committee Composition (as of March 31, 2025) Chairperson: Mr. Sanjay Nayak: (Non-executive Independent Director) Members: Ms. Neelam Dhawan, (Non-executive Independent Director) Mr. Pankaj Sood, (Nominee Director)	• Formulation of criteria for determining qualifications, positive attributes and independence of a director and recommend to the Board a policy relating to the remuneration of the directors, key managerial personnel and other employees (“Remuneration Policy”) • For every appointment of an independent director, evaluate the balance of skills, knowledge and experience on the Board and on the basis of such evaluation, prepare a description of the role and capabilities required of an independent director • Devising a policy on Board diversity • Formulation of criteria for evaluation of performance of independent directors and the Board • Analysing, monitoring and reviewing various human resource and compensation matters • Perform such functions as are required to be performed under the Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021 such as administering any existing and proposed employee stock option schemes formulated by the Company from time to time

Board Committee	Key Responsibilities
Stakeholder Relationship Committee Composition (as of March 31, 2025) Chairperson: Ms. Neelam Dhawan, (Non-executive Independent Director) Members: Mr. Sanjay Nayak, (Non-executive Independent Director) Mr. Tarun Sanjay Mehta, (Executive Director & CEO)	• Addressing stakeholder concerns and ensuring effective communication between the Board and stakeholders, including shareholders, employees, and customers • Resolving grievances of the security holders of the Company including complaints related to transfer/transmission of shares, non-receipt of annual report, non-receipt of declared dividends, issue of new/duplicate certificates, general meetings etc • Giving effect to allotment of equity shares, approval of transfer or transmission of equity shares, debentures or any other securities • Review of measures taken for effective exercise of voting rights by shareholders • Review of adherence to the service standards adopted by the Company in respect of various services being rendered by the registrar and share transfer agent • Review of the various measures and initiatives taken by the Company for reducing the quantum of unclaimed dividends and ensuring timely receipt of dividend warrants/annual reports/statutory notices by the shareholders of the company
Risk Management Committee Composition (as of March 31, 2025) Chairperson Mr. Kaushik Dutta, (Non-executive Independent Director) Members Mr. Swapnil Babanlal Jain, (Executive Director & CTO) Mr. Nilesh Shrivastava, (Nominee Director) Mr. Ram Kuppuswamy, (Non-executive Director)	• Review, assess and formulate the risk management system and policy of the Company from time to time • Develop a framework for identification of internal and external risks specifically faced by the Company, in particular including financial, operational, sectoral, sustainability (particularly, environment, social and governance related risks), information, cyber security risks or any other risk as may be determined by the Risk Management Committee • Develop measures for risk mitigation including systems and processes for internal control of identified risks • Frame a business continuity plan • Ensure that appropriate methodology, processes and systems are in place to monitor and evaluate risks associated with the business of the Company • Monitor and oversee implementation of the risk management policy, including evaluating the adequacy of risk management systems • Periodically review the risk management policy, at least once in two years, including by considering the changing industry dynamics and evolving complexity, and recommend for any amendment or modification thereof, as necessary • Review the appointment, removal and terms of remuneration of the Chief Risk Officer (if any) • Implement and monitor policies and/or processes for ensuring cyber security

***Mr. Niranjan Kumar Gupta** ceased to be a member of the Committee with effect from May 06, 2025 and **Mr. Ram Kuppuswamy** has been appointed as member of the Committee with effect from May 06, 2025.

Evaluating the efficacy of good governance

The organisation employs a multi-tiered strategy to track and evaluate the efficacy of governance. The Board receives quarterly compliance reports, whistleblower reports, and Prevention of Sexual Harassment (POSH) reports, which ensures accountability and transparency in the organisation's activities. The Board also receives an annual secretarial audit report, which offers additional confirmation of adherence to governance guidelines and legal obligations.

Appointing new members to the board and Senior Management

The Nomination and Remuneration Committee (NRC) is responsible for identifying persons who are qualified to become directors and who may be appointed in senior management taking into consideration different criterias and recommend to the Board their appointment and removal. The NRC also carries out evaluation of every director's performance on an annual basis. We ensure that new appointees provide a complementary set of abilities, which strengthens the Board's capacity to offer strategic guidance and supervision in a sector that is rapidly changing.



Core Management Team Capability

Ather's sustained innovation and rapid growth are powered by a unified and deeply experienced management team. Our co-founders, Tarun Sanjay Mehta (CEO) and Swapnil Babanlal Jain (CTO), continue to drive our strategic direction, setting the long-term technology roadmap and fostering our engineering culture.

Our entire Senior Management team is composed of seasoned professionals who bring diverse, high-level expertise across all critical business functions, translating our vision into operational excellence:

Executive	Role	Strategic Expertise and Impact
Tarun Sanjay Mehta	Chief Executive Officer (CEO) & Co-Founder	A visionary leader instrumental in setting Ather’s product development, business strategy, and growth initiatives since inception. He leverages over a decade of experience in the EV sector , holding dual degrees in Engineering Design from IIT Madras. His innovative leadership has earned recognition on Forbes India's '30 under 30' list in 2018 and Fortune's '40 under 40' list in 2019, 2021, and 2023. He is also a recipient of the 'Young Entrepreneur' award from the All India Management Association.
Swapnil Babanlal Jain	Chief Technical Officer (CTO) & Co-Founder	Over 10 years of experience shaping Ather’s long-term technology roadmap and cultivating a robust engineering culture . His deep technical leadership in the EV sector, backed by dual degrees from IIT Madras, is central to Ather's vertical integration and innovation. His exceptional work has been recognised with the 'Young Entrepreneur' award from the All India Management Association and he has been featured in Forbes India's '30 under 30' list in 2018 and Fortune's '40 under 40' list in 2019, 2021, and 2023.

Executive	Role	Strategic Expertise and Impact
Sohil Dilipkumar Parekh	Chief Financial Officer (CFO)	Oversees financial strategy, fundraising, and tax matters, driving strategic initiatives for capital expansion, entity structuring, and tax optimisation. His expertise spans multiple sectors, including Waste-to-Energy, Pharmaceuticals, and ITES, notably with Claris Limited.
Sanjeev Kumar Singh	Chief Operating Officer (COO)	Responsible for manufacturing operations, program management, and central planning. He ensures efficient translation of design to scaled production, leveraging past experience at Tata Motors Limited, Bosch Limited, and GENPACT India.
Ravneet Singh Phokela	Chief Business Officer (CBO)	Leads sales, marketing, ownership experience, and charging infrastructure. Instrumental in building the brand and developing customer-centric growth strategies, with diverse experience from key roles at Nokia UK Limited, Flipkart India Private Limited, and Whirlpool of India Limited.
Harendra Saksena	Chief Procurement Officer (CPO)	Manages supplier relationships and overall procurement requirements. He ensures supply chain resilience and cost optimisation, drawing on his background at firms including Johnson Electric International Limited and Siemens VDO Automotive Limited.
Sunitha Vadlamudi Lal*	Chief Human Resources Officer (CHRO) (until Aug 4, 2025)	Oversaw HR functions including talent acquisition, development, and compensation. Focused on workplace culture and employee retention, with prior experience serving as CHRO at Matrimony.com Limited and in senior HR positions at Mphasis.

This team’s combined experience spans **manufacturing, supply chain, software, technology, and finance**, ensuring all facets of our complex vertical business model are managed by dedicated experts. This robust structure empowers Ather to maintain its premium market position while executing its aggressive growth and profitability objectives.

Note:
* **Ms Sunitha Vadlamudi Lal** was in the position of Chief Human Resources Officer until August 4, 2025.

Policies In Action: Embedding Governance, Enabling Compliance

Our corporate policies are the foundations of a culture rooted in principles of accountability, fairness, transparency, and integrity. These policies ensure that we consistently maintain the highest standards of corporate responsibility, reinforce regulatory compliance, and guide ethical conduct.

Our policies are meticulously crafted as per existing legal and regulatory frameworks; and simultaneously encourage ethical decision-making at all levels of the organisation keeping in line with our TAAS Values. The consistent provision of training and communication guarantees that each team member at Ather adheres to these standards in their daily operations.

The corporate policies at our company are listed below:



Nomination and Remuneration Policy

Our nomination and remuneration policy are designed to attract, retain, and motivate talented individuals who can drive Ather's success. It aligns with our strategic objectives and shareholder interests, ensuring that

remuneration is fair, competitive, and performance based. The policy includes components such as base salary, variable pay, and long-term incentives, all structured to reward both short-term achievements and long-term value creation.



Whistleblower Policy

At Ather, we encourage all stakeholders—employees, directors, suppliers, vendors, and customers—to report any unethical conduct, fraud, or policy violations. Reports can be made confidentially through various channels, including directly to our CEO, CHRO, GC, or via drop boxes and our whistleblower helpline. (whistleblower@atherenergy.com) We ensure fair investigation, protect whistleblowers from retaliation, and take disciplinary action against misuse of the policy. The Board plays an overseeing role in the functioning of the Whistleblower policy. Quarterly reports are presented to the Board and the audit committee for review.



Environmental, Health, Safety, and Social (EHSS) Policy

At Ather, we integrate sustainability and safety into everything we do—from product design to daily operations. Guided by our EHSS Policy and Environmental & Social Management System (ESMS), we comply with regulations, focus on reducing emissions and environmental pollutants, and promote safe, fair, and inclusive workplaces.



POSH (Prevention of Sexual Harassment) Policy

At Ather, we are committed to a safe, respectful, and inclusive workplace, free from sexual harassment and gender bias. Our POSH Policy applies to all employees (permanent and temporary) including but not limited to contract labour, consultants, service providers, vendors, suppliers, visitors and partners, covering both physical and digital workspaces. We follow the law in spirit and practice, with an Internal Committee in place to handle complaints fairly and confidentially. We ensure zero tolerance for harassment, protect against retaliation, and support those who speak up.



Anti-Fraud and Fraud Reporting Policy

At Ather, we have zero tolerance for fraud. Our policy applies to everyone we work with, employees, vendors, and partners, and sets clear guidelines to prevent, detect, and report fraud. We encourage immediate reporting to our Nodal Officer, ensure confidentiality during investigations, and take strict action against violations to uphold integrity across the organisation.



Anti-Bribery and Anti-Corruption Policy

At Ather, we follow a zero-tolerance approach to bribery and corruption. The policy has been created in alignment with international laws, ensures all employees are informed, and mandates the reporting of any suspicious activity. We conduct regular training to ensure information dissemination across the organisation, and maintain adequate documentation of cases if any. Appropriate actions are taken as per the policy to reinforce our commitment to ethical business.



Policy on Diversity, Inclusion, and Equal Opportunity

At Ather, we’re committed to building a fair, inclusive, and respectful workplace for all, regardless of gender, disability, HIV status, or LGBTQIA+ identity. We ensure equal access to opportunities, support diverse needs with appropriate accommodations, and maintain confidentiality. We actively promote these values and provide channels for employees to raise concerns and seek support..



Grievance Redressal Policy

At Ather, we are committed to fostering a safe and respectful workplace by providing a clear framework for reporting and resolving grievances, including harassment, discrimination, workplace violence, and violations of our Code of Ethics. Our commitment to the Code of Ethics is to all full-time employees, interns, consultants, contract associates, ODC contract associates, apprentices, workers, and trainees who are working with us. This also extends to customers and owners, value-chain partners, and any other concerned party or stakeholder. We require our

managers to promptly address and escalate concerns to the Grievance Redressal Committee (GRC), which ensures confidential, fair, and timely investigations and use good judgment to take appropriate action with sensitivity, urgency, and appropriate confidentiality.



No Gift Policy

The "No Gift" policy at Ather Energy is designed to maintain transparency and prevent conflicts of interest by prohibiting employees from accepting any gifts from vendors, suppliers, customers, potential employees, or any other external parties. The policy covers all forms of gifts, including customary industry practices, expensive personal gifts, hotel stays, and other valuable gestures. Employees are encouraged to return any gifts received and inform their managers about the incident. Customary gifts like Diwali sweets or New Year diaries may be accepted but should be reported to immediate managers. The policy applies to everyone at Ather, regardless of employment type, and aims to foster a culture of integrity and ethical conduct.



Corporate Social Responsibility Policy

Ather is committed to fostering the wellbeing of communities in alignment with the International Finance Corporation (IFC) Performance Standards. The CSR Policy outlines key focus areas including education, skill development, rural development, environmental stewardship, and disaster response. Ather continues to strengthen its CSR approach in line with evolving regulatory requirements.

Our key governance policy documents are accessible at the following URL: <https://www.atherenergy.com/investor-relations/governance>



Communication & Enforcement of Policies

In order to guarantee uniform adherence and awareness, our corporate policies are actively communicated and enforced throughout the organisation. We ensure 100% communication of the policies through the following channels available to all team members:

- 

Induction Program

Dedicated sessions are provided to new employees as part of the employee induction process to acquaint them with the company's policies, their responsibilities in ensuring compliance, and the significance of ethical behaviour.
- 

HRMS Portal

The company's HRMS (Human Resource Management System) portal provides employees with simple and transparent access to the most recent policy documents, as all policies are readily accessible. This centralised repository guarantees that employees have access to these policies at any given time.
- 

Consistent Reviews and Updates

In order to preserve the relevance of the policies, we conduct routine reviews and updates to our corporate policies. Employees are promptly apprised of any modifications or new policies through email correspondence. This proactive communication process serves to strengthen compliance and comprehension throughout the organisation.

Performance Metrics	FY 2024-25	FY 2023-24	FY 2022-23
Total number of employees trained on code of conduct	1569	Data not available	Data not available
Total number of workers trained on code of conduct	2271	509	Data not available
Total number of code of conduct violations registered	3	1	0
Total number of code of conduct violations resolved	3	1	0
Total number of whistle-blower cases registered	0	1	0
Total number of employees trained on PoSH	1454	923	Data not available
Total number of workers trained on PoSH	2271	509	Data not available
Total number of PoSH cases registered	6	2	2
Number of posh cases resolved	3	2	2

Performance Metrics	FY 2024-25	FY 2023-24	FY 2022-23
Ratio of annual total compensation for the organization’s highest-paid individual to the median annual total compensation for all employees(excluding the highest-paid individual)	13%	19%	19%
Ratio of the percentage increase in annual total compensation for the organization’s highest-paid individual to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual);	13.5%	12%	12%
Total number of employees that the organization’s anti-corruption policies and procedures have been communicated	1609	Data not available	Data not available
Ratios of standard entry level wage by gender compared to local minimum wage	M: 123.73% F : 129.76%	M: 127.81% F : 128.25%	M: 159.81% F : 182.23%
Proportion of senior management hired from the local community	No Hiring in Mgt	No Hiring in Mgt	No Hiring in Mgt
Total number of confirmed incidents of corruption	0	0	0
Total number of confirmed incidents of corruption on which action was taken	0	0	0
Total number of governance body members and employees that have received training on anti-corruption	ABAC Learning Module was rolled out in July 2024 and mandatory for all Ather Team Members	0	0
Total no. of grievances regarding corruption raised against the organization by employees or the public	0	0	0
Total no. of grievances regarding corruption raised against the organization by employees or the public that were addressed	0	0	0

Strengthening Governance: Ather’s Compliance Framework

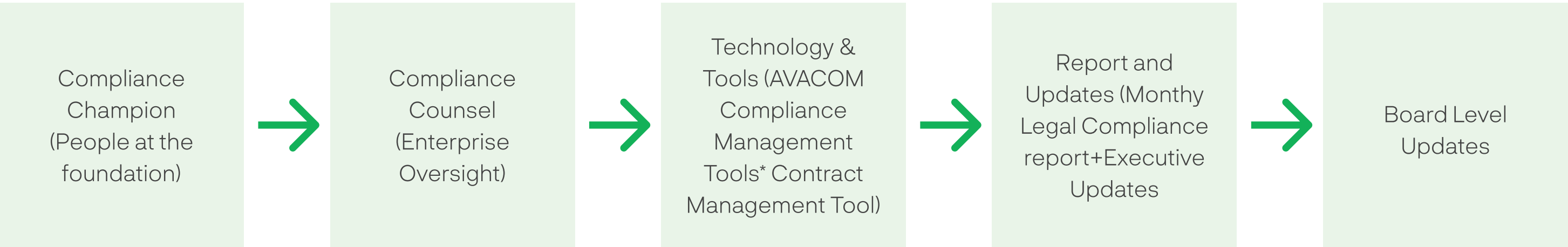
Establishing a strong compliance framework is of paramount importance in the current regulatory landscape, ensuring transparency, mitigating risks, and preserving operational integrity. Our compliance framework is intended to foster a culture of continuous compliance, improvement and accountability, while also meeting the regulatory requirements. To ensure compliance, we have adopted a strategic combination of dedicated teams, sophisticated tools, and consistent reporting.

Establishing Accountability through Compliance Champions

We have designated Compliance Champions in each department to guarantee that compliance is thoroughly incorporated into all business operations. These individuals serve as the focal points for all compliance-related matters within their teams, ensuring that compliance is managed at the grassroots and any issues that may arise are resolved promptly. This decentralised approach facilitates more effective monitoring and quicker responses, thereby enabling each vertical to remain consistent with Ather's overarching compliance strategy.

Key Highlight:

15 Compliance Champions are currently responsible for overseeing compliance in all main functions, guaranteeing that each area is monitored directly.



Compliance Counsel: Managing Enterprise-Level Oversight

The Compliance Counsel operates as a central entity, aggregating data from Compliance Champions and maintaining a bird’s-eye view of compliance activities across the organisation. Their role is vital in aligning functional efforts with Ather’s enterprise-wide compliance goals. Regular reviews with Champions help preempt risks and address any emerging compliance issues before they escalate, ensuring that compliance is not just reactive but preventative.

Implementing Technology: A Compliance Management Tool

We are committed to streamlining compliance through technology. Since January 2023, the TeamLease Regtech AVACOM Compliance Management Tool has been deployed to monitor, verify, and document compliance activities. This digital platform integrates multiple checks and a “Maker-Checker” mechanism for added rigor in document verification. It also generates real-time reports and certificates, providing a transparent view of compliance across all departments. The addition of a Contract Management Tool further enhances the ability to manage agreements effectively, ensuring contract compliance and mitigating legal risks.

Key Highlight:

Both tools serve as central repositories for compliance data, offering a single source of truth for both historical and current information

Proactive Monitoring: Periodic Legal Compliance Reports

Through a structured monthly reporting process, our leadership guarantees that compliance is a top priority.

The CEO is required to receive a Monthly Legal Compliance Report from each Department Head, which serves as an official declaration of the compliance status of their respective verticals. Any deviations or exceptions must be accompanied by a mitigation plan that specifies precise timelines. This guarantees that compliance issues are resolved in a timely and transparent manner, and that leadership remains actively engaged.

Interactions with Executive Management

Data gathered from the Compliance Champions, tools, and reports culminates in regular updates to the Committee of Executives (COE). These meetings highlight critical compliance risks and, when necessary, seek executive intervention to expedite resolution. This layer of oversight ensures that compliance isn’t just a departmental responsibility, but an enterprise-wide priority driven by top management.

Board-Level Updates

The Compliance Counsel submits its quarterly updates to the Board to ensure that the Board is kept informed of the organisation's compliance status, and highlighting key areas of concern. This ensures that proactive involvement of the Board in effectively managing deviations or any emerging risks in a timely manner.

Strategic Insight

Board-level engagement guarantees that compliance is not merely operational, but also strategic, thereby promoting regulatory excellence and long-term risk mitigation.

Enterprise Risk Management at Ather

Ather Energy's enterprise risk management framework is intended to enhance organisational resilience, facilitate strategic foresight, and comply with internationally acknowledged best practices. It enables the business to proactively identify, evaluate, and mitigate a broad range of risks, including cyber security, data privacy, and operational and financial risks, thereby ensuring the sustained creation of value in a rapidly changing business environment.

Effective Risk Management Policy

We have in place a Risk Management Policy that is the cornerstone of our governance and resilience strategy. The Risk Management Policy provides guidelines for institutionalising a formal risk management function and framework for Ather. Risk Management Policy deals with major elements of risks that may threaten the existence of the Company and suitable steps to mitigate the same.

The Risk Management Committee formulates the detailed risk management policy that includes: a framework for identification of internal and external risks such as financial, operational, sectoral, sustainability risks, information, cyber security risks or any other risk determined by the Committee; measures for risk mitigation, including systems and processes for internal control of identified risks; and a business continuity plan.

The Risk Management Committee oversees how management monitors compliance with the risk management policies and procedures and reviews the adequacy of the risk management framework in relation to the risks being faced by the Company.

The Risk management policy is available on the website of the Company at <https://media.atherenergy.com/Risk-Management-Policy.pdf>



Cyber Security & Data Protection:

Ather's Information Security Framework is thoroughly aligned with the six core functions of the National Institute of Standards and Technology (NIST) Cyber Security Framework (CSF).

The operational effectiveness of our security program is evidenced by quantifiable results. Ather has maintained a consistent zero-incident track record. This demonstrates our commitment to protecting digital assets, customer data, and business operations through industry-leading security practices.

Key Achievements:

Zero Data Security Issues: Maintained zero data security issues as of March 2025.

Zero Breaches: No cyber security breaches or unauthorized access detected (FY 2023 - FY 2025).

Zero Privacy Complaints: Successfully maintained a zero-incident record for customer data privacy complaints.



Strategic Alignment

Ather's security controls are systematically mapped to the six functions of the NIST CSF, ensuring comprehensive coverage and strategic focus.



GOVERN: Strategic Management

Policy and Risk Management: A risk-based information security framework is established to integrate security objectives and risk tolerance with enterprise goals, ensuring comprehensive accountability.



IDENTIFY: Risk and Asset Identification

Vulnerability Management: A rigorous application security program includes **quarterly VAPT** (Vulnerability Assessment and Penetration Testing) for web and mobile applications to proactively identify and remediate vulnerabilities.



PROTECT: Safeguards Implementation

Access Control and Authentication: Role-Based Access Control (RBAC) is enforced, complemented by **Cloud Access Security Broker (CASB) tools** and the **mandate of 2FA** (Two-Factor Authentication) across all critical systems for robust identity verification and least privilege.

Data Security: Sensitive information is secured using **Advanced Data Loss Prevention (DLP) tools** that actively monitor and prevent unauthorised data exfiltration, supported by internal data classification policies.



DETECT: Threat Detection

Continuous Monitoring and Analysis: A dedicated **Security Operations Centre (SOC)** uses **SIEM (Security Information and Event Management) solutions** to consolidate, correlate, and analyse security data in real-time, incorporating external threat intelligence for swift threat prioritisation.



RESPOND: Incident Action

Response Planning and Exercise: A **structured Incident Response Plan** is maintained, reinforced by a **retainership model** for specialised IR teams and verified through **scheduled cyber incident response exercises** (FY 2025).



RECOVER: Restoration Planning

Restoration Planning: Resilience is ensured through **regular Disaster Recovery (DR) exercises** and the strict maintenance of **three copies of all critical data**, thereby guaranteeing high availability and business continuity.



Training and Awareness for all Team Members

We maintain a proactive approach to cyber security awareness through different e-learning modules, consistent email alerts, posters, and routine updates on best practices for all team members.



Future Initiatives: Strategic Roadmap

As part of our ongoing development strategy, we are currently conducting a Cyber security Maturity Assessment. This initiative aims to establish a three-year roadmap to enhance our cyber resilience, aligning with evolving regulatory requirements and reinforcing our commitment to proactively addressing cyber security challenges.

Through these proactive measures, we have successfully maintained a zero-incident record for external data privacy complaints and cyber security incidents. This demonstrates our leadership in implementing industry-compliant and effective security solutions.

Customer Data Security Incidents and Breaches	FY 2024-25	FY 2023-24	FY 2022-23
Total number of identified leaks, thefts or loss of customer data	0	0	0
Total number of data breaches	0	0	0



Our Roadmap Ahead: The Next Charge

Our journey to redefine mobility is accelerating. We are aggressively expanding our product portfolio with new Electric Two-Wheelers (E2Ws) designed to be a genuinely compelling alternative to traditional Internal Combustion Engine (ICE) vehicles. Our **Ather 450, Envisioned EL, and Zenith platforms** are not just incremental updates; they are strategically engineered to set new benchmarks for performance and technology as well as provide a range of e2W options to suit the needs of the majority of the growing two-wheeler market.

Innovation Driving Value

The future of electric mobility hinges on the battery, which is why the introduction of our new **Lithium Iron Phosphate (LFP) chemistry-based battery platform** is a game-changer for our strategy and our customers. This shift allows us to significantly reduce the Bill of Materials (BOM) costs of our E2Ws. The economics are promising: as of March 2025, LFP battery cells were **23% less expensive** than Nickel-based chemistries, directly translating into greater value for our customers.

To ensure this momentum is sustainable, we are actively forging **long-term supply agreements** with cell suppliers, securing a stable and consistent supply on favorable terms. This strategic approach enhances our competitiveness. By sharing our deep, data-driven insights, we aim to collaborate with partners to design

and manufacture custom lithium-ion cells right here in India. This strategic flexibility allows us to swiftly incorporate new technologies and form factors across our entire product line, keeping us ahead of the curve.

Operational Excellence and Scale

We are significantly boosting our manufacturing muscles with **Factory 3.0**, which we will construct in two distinct phases. This new facility is not just bigger, it is smarter. We plan to introduce **backward integration** of critical processes like transmission and electronics assembly and painting. This bold move de-risks our supply chain and insulates our operating costs from market volatility.

Factory 3.0 will embody a **flexible manufacturing strategy** to support our forthcoming scooter and motorcycle platforms, ensuring we use capital efficiently as we scale. This expanded capacity, combined with new designs for our chassis, powertrain, and LFP cathode chemistry, will lead to crucial **operational and process advancements**. We expect these efforts to dramatically improve our unit economics, increase our manufacturing capacity, and strengthen our vertical integration capabilities, ultimately providing a significant positive impact on our overall operations.

Our Commitment to Sustainability

Our guiding philosophy remains unchanged: **responsible growth is embedded in our business strategy**. Our sustainable business practices are focused on generating greater cost efficiencies, enhancing product quality, increasing flexibility, and mitigating supply chain risk. These efforts are designed to unlock greater economies of scale and drive future operational efficiencies.

We will continue to champion **environmental sustainability, societal betterment, and good governance** as the core tenets of our growth and expansion.

We started with a vision to build something better. Today, we stand at the cusp of building something lasting. Every battery we innovate, every factory we build, every process we streamline, carries this commitment forward.

The electric revolution is not on the horizon anymore. It is in motion, powered by every Ather that hits the road. And as we scale, our promise is simple: to keep redefining mobility - responsibly and relentlessly.

GRI Index

GRI Standard		Disclosure		Sections	Page No.
GRI 2	General Disclosures 2021	2-1	Organizational details	About the report	04
GRI 2	General Disclosures 2021	2-2	Entities included in the organization’s sustainability reporting	About the report	04
GRI 2	General Disclosures 2021	2-3	Reporting period, frequency and contact point	About the report	04
GRI 2	General Disclosures 2021	2-7	Employee	Our people	70
GRI 2	General Disclosures 2021	2-8	Workers who are not employees	Our people - Diversity At Ather	69
GRI 2	General Disclosures 2021	2-9	Governance structure and composition	Board Composition	89-91
GRI 2	General Disclosures 2021	2-10	Nomination and selection of highest governance body	Statutory Committees	92
GRI 2	General Disclosures 2021	2-11	Chair of the highest governance body	Governance structure	86
GRI 2	General Disclosures 2021	2-12	Role of the highest governance body in overseeing the management of impacts	Statutory Committees	92
GRI 2	General Disclosures 2021	2-13	Delegation of responsibility for managing impacts	Core Management team Capability	96-97
GRI 2	General Disclosures 2021	2-14	Role of the highest governance body in sustainability reporting	ESG Governance	12
GRI 2	General Disclosures 2021	2-16	Communication of critical concerns	Communication and Enforcement of Policies	101
GRI 2	General Disclosures 2021	2-19	Remuneration policies	Policies in Action	98
GRI 2	General Disclosures 2021	2-21	Annual total compensation ratio	Communication and Enforcement of Policies	102
GRI 2	General Disclosures 2021	2-23	Policy commitments	Policies in Action	98-100
GRI 2	General Disclosures 2021	2-29	Approach to stakeholder engagement	Stakeholder Engagement and Our First Materiality Assessment	15-17
GRI 201	Economic Performance 2016	201-1	Direct economic value generated and distributed	Wealth Creation	75
GRI 205	Anti-Corruption 2016	205-2	Communication and training about Code of Conduct	Communication and Enforcement of Policies	101
GRI 205	Anti-Corruption 2016	205-3	Confirmed incidents of corruption and actions taken	Communication and Enforcement of Policies	102
GRI 3	Material Topics 2021	3-1	Process to determine material topics	Stakeholder Engagement and Our First Materiality Assessment	18

GRI Index

GRI Standard		Disclosure		Sections	Page No.
GRI 3	Material Topics 2021	3-2	List of material topics	Stakeholder Engagement and Our First Materiality Assessment	19
GRI 3	Material Topics 2021	3-3	Management of material topics	Stakeholder Engagement and Our First Materiality Assessment	20-23
GRI 302	Energy 2016	302-1	Energy consumption within the organization	Environmental Stewardship	51-52
GRI 303	Water and Effluents 2018	303-1	Interactions with water as a shared resource	Water Management : A Shared Resource	62
GRI 303	Water and Effluents 2018	303-3	Water withdrawal	Water Consumption and Recycling Metrics	63
GRI 303	Water and Effluents 2018	303-4	Water discharge	Water Management : A Shared Resource	62
GRI 303	Water and Effluents 2018	303-5	Water consumption	Water Consumption and Recycling Metrics	63
GRI 304	Biodiversity 2016	304-2	Significant impacts of activities, products and services on biodiversity	Biodiversity : The Next Frontier	63
GRI 305	Emissions 2016	305-1	Direct (Scope 1) GHG emissions	GHG Emissions and Accounting	53-54
GRI 305	Emissions 2016	305-2	Energy indirect (Scope 2) GHG emissions	GHG Emissions and Accounting	53-54
GRI 305	Emissions 2016	305-3	Other indirect (Scope 3) GHG emissions	Scope 3 GHG Emissions	55
GRI 305	Emissions 2016	305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	Other Air Pollutants	56
GRI 305	Emissions 2016	305-5	Reduction of GHG emissions	Emissions Reduction Capabilities	53
GRI 306	Waste 2020	306-1	Waste generation and significant waste-related impacts	Waste Generation and Recycling Summary	57-58
GRI 306	Waste 2020	306-2	Management of significant waste related impacts	Circular Economy	60-61
GRI 306	Waste 2020	306-3	Waste generated	Waste Generation and Recycling Summary	59
GRI 308	Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria	Supplier Onboarding and Evaluation	49
GRI 401	Employment 2016	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	What We Do For Our People	71
GRI 401	Employment 2016	401-3	Parental leave	What We Do For Our People	72

GRI Index

GRI Standard		Disclosure		Sections	Page No.
GRI 403	Occupational Health and Safety 2018	403-1	Occupational health and safety management system	Ergonomics And Innovation In Safety	78
GRI 403	Occupational Health and Safety 2018	403-2	Hazard identification, risk assessment, and incident investigation	Ergonomics And Innovation In Safety	78
GRI 403	Occupational Health and Safety 2018	403-3	Occupational health services	Ergonomics And Innovation In Safety	78
GRI 403	Occupational Health and Safety 2018	403-5	Worker training on occupational health and safety	Safety of Our People	77
GRI 403	Occupational Health and Safety 2018	403-9	Work-related injuries	Safety of Our People	77
GRI 404	Training and Education 2016	404-1	Average hours of training per year per employe	Learning and Growth	76
GRI 404	Training and Education 2016	404-2	Programs for upgrading employee skills and transition assistance programs	Investing in People	68
GRI 405	Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	Governance structure	86
GRI 405	Diversity and Equal Opportunity 2016	405-2	Ratio of basic salary and remuneration of women to men	Governance structure	87
GRI 407	Freedom of Association and Collective Bargaining 2016	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Sustainable Value Chain	47
GRI 413	Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	Community Engagements	81
GRI 413	Local Communities 2016	413-2	Operations with significant actual and potential negative impacts on local communities	Stakeholder Engagement and Our First Materiality Assessment	21
GRI 414	Supplier Social Assessment 2016	414-1	New suppliers that were screened using social criteria	Supplier Onboarding and Evaluation	49
GRI 416	Customer Health and Safety 2016	416-1	Assessment of the health and safety impacts of product and service categories	Stakeholder Engagement and Our First Materiality Assessment	21-23
GRI 417	Marketing and Labeling 2016	417-1	Requirements for product and service information and labeling	Product Quality, Reliability, Innovation	29-36
GRI 418	Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Cyber Security and Data Protection	106-107

ATHER



ATHER

Powered By **SNOWKAP**