



July 24, 2026

BSE Limited
Scrip code: **544403**

National Stock Exchange of India Limited
Symbol: **ABLBI**

Sub.: Integrated Annual Report for the financial year ended March 31, 2026 along with the Notice of the 2nd Annual General Meeting

Ref.: Regulation 30, 34, 36 and 53(2) of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("SEBI Listing Regulations")

Dear Sir/ Madam,

Enclosed is the Integrated Annual Report for the financial year ended March 31, 2026 ("Integrated Annual Report") along with the Notice of the 2nd Annual General Meeting ("AGM Notice") of the Company to be held on Wednesday, August 19, 2026 at 3:30 p.m. IST through Video Conferencing/Other Audio-Visual Means.

The Integrated Annual Report and the AGM Notice are being sent electronically to those Members whose E-mail IDs are registered with the Company/ MUFG Intime India Private Limited (*formerly known as Link Intime India Private Limited*) ("RTA") and the Depository Participants ("DPs"). The same are also available on the Company's website at www.ablbi.in.

Further, in terms of Regulation 36(1)(b) of the Listing Regulations, the Company is sending a letter containing the web-link, including the exact path to the Integrated Annual Report for FY 2025-26 and the AGM Notice, to Members whose e-mail addresses are not registered with the Company/RTA or the DPs.

This is for your information and records.

Thanking you.

Yours Sincerely,
For **Aditya Birla Lifestyle Brands Limited**

Rameez
Abdul Hamid
Shaikh
Digitally signed by
Rameez Abdul Hamid
Shaikh
Date: 2026.07.24
18:27:06 +05'30'

Rameez Shaikh
Company Secretary & Compliance Officer
A24939

Encl.: As above

Aditya Birla Lifestyle Brands Limited

Corporate Office:

Kh No. 118/110/1, Building 2, Divyashree
Technopolis, Yemalur Main Rd, off HAL
Airport Road, Bengaluru- 560037

Registered Office:

Piramal Agastya Corporate Park, Building 'A',
4th and 5th Floor, Unit No. 401, 403, 501, 502,
L.B.S. Road, Kurla, Mumbai - 400 070

Website: www.ablbi.in

E-mail: cs@ablbi.adityabirla.com

Tel.: +91 86529 05000

CIN: L46410MH2024PLC423195

BUILT ON TRUST.
BUILDING BRANDS WITH PURPOSE.



A **FORCE** FOR GOOD

ADITYA BIRLA LIFESTYLE BRANDS LIMITED
INTEGRATED ANNUAL REPORT 2025-26



OUR GROUP PURPOSE STATEMENT

To enrich lives, by building dynamic and responsible businesses
and institutions, that inspire trust.



WE LIVE BY HIS VALUES.
INTEGRITY, COMMITMENT,
PASSION, SEAMLESSNESS
AND SPEED.

MR. ADITYA VIKRAM BIRLA

14TH NOVEMBER, 1943 - 1ST OCTOBER, 1995



CREATING VALUE FOR ALL



KUMAR MANGALAM BIRLA
CHAIRPERSON OF THE ADITYA BIRLA GROUP

In a global landscape defined by volatility, geopolitical tension, and accelerating technological change, FY26 has been a milestone year for the Group. Our large manufacturing businesses have consolidated their leadership positions, our newer ventures are scaling with conviction, and our legacy consumer businesses are being reshaped for a new era of growth. Across this diverse portfolio, one force continues to anchor our progress— trust.

Trust is often viewed as an intangible asset. In reality, it is one of the most consequential forms of capital an institution can possess. In periods of uncertainty, markets can turn volatile and competitive advantages can erode. Trust, however, compounds. It enables organisations to make long-term investments when others hesitate, to navigate disruption with credibility, and to emerge stronger from periods of change.

For a group such as ours, trust extends far beyond the relationship between a company and its customers. It is reflected in the confidence of shareholders who support long-term value creation, the commitment of employees who choose to build their careers with us, the faith of partners and suppliers who invest alongside us, and the confidence of communities and governments that see us as a responsible participant in economic progress. Each of these constituencies grants an institution something invaluable: the licence to grow.

This is particularly relevant at a time when businesses are being asked to do more than deliver financial performance. They are expected to navigate technological

disruption, manage increasingly complex supply chains, create meaningful employment, steward natural resources responsibly and contribute to social progress. Meeting these expectations requires more than scale or strategy. It requires credibility built over years and, in many cases, decades.

The strength of our portfolio today reflects the cumulative effect of that credibility. It has allowed us to invest through cycles, pursue transformation with confidence and attract talent, capital, and partnerships that strengthen our competitive position.

Global Economy in 2025

The global economy maintained its trajectory through 2025 despite elevated tariffs, policy uncertainty, and geopolitical tensions. The impact of tariff measures was less severe than projections had suggested, and growth across major economies remained broadly stable.

World trade expanded faster than anticipated in 2025, as demand for AI-driven capex offset the effects of trade policy uncertainty and higher tariffs. The volume of world merchandise trade grew by 4.6%, compared to a forecast of 2.4%. For the second consecutive year, Asian economies were the largest contributors to total world trade volume growth, accounting for 3.2 percentage points of the 4.6% total — or 71% of the overall increase.

Trade in 2025 was also supported by investment in AI infrastructure, demand in emerging markets, fiscal and monetary expansion in advanced economies, and



frontloading of imports in North America ahead of anticipated “reciprocal” tariffs from the United States. The outbreak of conflict in the Middle East on February 28, 2026, along with the partial closure of the Strait of Hormuz and damage to energy production facilities, introduced a supply shock to the global economy.

India in FY2025–26: Domestic Demand Carries the Economy Forward

Against a challenging global backdrop marked by US tariff escalations and mounting trade policy uncertainty, the Indian economy demonstrated remarkable resilience during FY26. Real GDP growth accelerated to 7.6 percent, up from 7.1 percent in FY25, cementing India’s position as the fastest-growing major economy globally.

This performance was underpinned by robust domestic demand, low inflation, and a broad pro-growth reform agenda. On the demand side, private consumption grew 7.7% year-on-year, supported by income tax reductions and rationalisation of GST rates.

Economic activity was broad-based. On the supply side, manufacturing gained momentum, driven by the automobile and fast-moving consumer goods sectors. The services sector benefited from demand in retail trade, hospitality, transportation, and real estate. India also made progress in containing inflation, with the headline rate averaging 2% in FY26, down from 4.7% the previous year.

India’s economic prospects for FY27 carry both opportunities and risks. Growth is projected at 6.6% by RBI, marginally revised down due to the effects of the Middle East conflict, which has pushed up global energy prices and disrupted shipping through the Strait of Hormuz. India nonetheless remains among the fastest-growing major economies globally.

Private consumption is expected to remain the primary driver of growth, though elevated global oil prices are likely to feed into domestic inflationary pressures. The GST rate reductions introduced in September 2025 are expected to partially offset this impact. Investment is projected to continue, supported by government capital expenditure, improved trade access through recently concluded free trade agreements, and a stable financial sector.

India’s macroeconomic position, including foreign exchange reserves, a narrowing current account, and a path of fiscal consolidation, provides some buffer against external

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shocks. The pace of the renewable energy transition, the credibility of fiscal policy, and the implementation of newly concluded trade agreements will be factors that determine the trajectory of growth in the coming years.

Aditya Birla Group: In Our People We Trust

At the Aditya Birla Group, trust is built through experience. It is earned in thousands of everyday interactions—when people are given opportunities to learn, when careers progress on merit, when leaders are accessible, when commitments are honoured, and when employees know they can depend on the organisation through moments that matter.

Over time, these experiences shape how people feel about the Group. They influence whether talented individuals choose to join us, whether they see a future with us, and whether they are willing to invest their energy and ambition here over the long term.

The progress we have made across talent, leadership, culture and employee experience during the year reflects this enduring focus.

Trust in Competence: Helping people succeed from day one

The employee experience begins long before an individual settles into a role. The quality of hiring, onboarding and early support often shapes how quickly people become effective and how confidently they navigate a new environment.

During the year, we onboarded more than 11,700 employees, including over 80 senior leaders, across businesses and functions. Structured hiring and onboarding processes, clear communication and timely feedback helped create a stronger experience for candidates and new joiners alike.

We also continued to simplify the day-to-day employee experience through technology. Mobile-first onboarding and AI-enabled platforms such as AVA, which recorded more than 700,000 interactions during the year, improved accessibility, and delivered greater consistency at scale.

Capability building remains central to long-term success. Employees are more likely to perform with confidence when they have access to the skills, knowledge and support required to succeed. Through Gyanodaya, our Global Centre for Leadership Training, and other business-led initiatives, we delivered more than 280 programmes, reaching over 8,500 employees across technical, functional, behavioural and leadership domains. Ninety-eight per cent of employees accessed digital or blended learning through the Gyanodaya Virtual Campus (GVC). In addition, an intense 3-month group-wide learning initiative, the ‘Learning Fest’, engaged more than 39,000 employees, a fourfold increase over the previous year.

Managers play a critical role in shaping this experience. Through coaching, feedback and day-to-day guidance, they influence how employees learn, grow and navigate their careers. We therefore continue to invest in strengthening leadership capability across the Group.

Trust in Growth: Building careers across the Group

The strength of an organisation is often reflected in the opportunities it creates for its people. During the year, more than 6,400 employees moved across roles, functions, businesses or geographies. This is, by all accounts, a very significant number. These movements reflect the scale and diversity of opportunities available across the Group and reinforce our promise of ‘A World of Opportunities.’

Internal mobility also provides an important measure of

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organisational confidence. Of the 6,400+ movements during the year, more than 470 were across businesses. At senior leadership levels, cross-business mobility accounted for 15% of movements, strengthening leadership depth across the portfolio. Nearly 69% of senior management roles were filled through internal hiring, reflecting the quality and readiness of leadership talent developed within the Group.

These outcomes are supported by a disciplined approach to identifying and developing talent. 27% of employees form part of the Group Talent Pool. We have also built a strong pipeline of future leaders.

Our ability to attract high-quality talent continues to reflect the strength of our employer brand. Diversity hiring stood at 19% during the year, while retail businesses achieved 40% women hiring. Women’s representation within the leadership cadre increased by 8%. Seventy-four per cent of new hires were below the age of 35, with Gen Z accounting for 39% of all new joiners.

The Group also received recognition across leading platforms including LinkedIn, the Top Employers Institute, Forbes and the Financial Times.

Trust in Care: Supporting people and families

The employee experience extends beyond the workplace. Health, wellbeing and support systems influence how people feel, perform and engage over the long term.

Through our health, wellbeing and insurance initiatives, we supported employees and their families in meaningful ways. During the year, more than 8,600 counselling sessions were availed by employees, while workmen and staff accessed a further 3,100+ sessions, reflecting growing awareness and acceptance of mental wellbeing support. In parallel, over 3,400 eligible employees underwent annual health check-ups, reinforcing our focus on preventive care.

These efforts are translating into measurable outcomes. Among Mumbai-based employees, the proportion of individuals in the high-risk category, in terms of health, declined from 21% to 10%, while the low-risk category increased from 48% to 56%.

Employee sentiment continues to reflect this strong foundation. In our Annual employee survey, Vibes 2026, 96% of employees expressed pride in being part of the Group, 90% said they would recommend us as a great place to work, and 93% reported that their business inspires them to do their best work every day.



Trust in Purpose: Extending impact beyond the workplace

Employees increasingly seek a sense of contribution that extends beyond their immediate roles. The Group’s social initiatives provide opportunities to participate in that impact directly.

The AWOO Foundation reached its highest level of participation to date. During the year, 1,449 scholarships were awarded, the highest ever, supported by contributions from more than 56,100 employees, representing a 67% increase over the previous year. Perhaps the most telling figure lies beneath the headline numbers. Contributions from non-management employees increased by 293%, reflecting participation from colleagues across levels who chose to support scholars they may never meet. Such acts speak to a shared belief in the purpose and impact of these initiatives.

Ultimately, the strongest measure of trust is behaviour. It is reflected in the choices people make, to join the Group, to pursue opportunities across businesses and geographies, to take on larger responsibilities, and to build long-term careers within the organisation. It can be seen in the strength of our leadership pipeline, the mobility of our talent, the quality of our employee experience and the pride employees express in being associated with the Group.

These outcomes are built gradually through consistent actions and shared experiences. They create continuity through periods of growth and change and provide a strong foundation for the future.

Your Company's Performance

FY26 marked a defining chapter in your Company’s journey as we completed our first full year of operations as an independent listed entity. The demerger has created a focused organization with the strategic flexibility, financial strength and governance framework required to pursue its growth ambitions. Supported by healthy cash flow generation and a strong ROCE profile, your Company is well positioned to pursue accelerated growth and create sustainable long-term value for all stakeholders.

Over the years, our portfolio of brands has established leadership positions across their respective segments by consistently delivering compelling product propositions, strong consumer relevance, trusted brand equity and a

presence across key price points and usage occasions. These enduring strengths have enabled us to build lasting consumer relationships and provide a strong foundation for future growth.

During FY26, we remained focused on strengthening every aspect of the business—from products and brands to channels and operations—with the objective of building a more agile, consumer focused and efficient growth platform. Our product strategy is centred on reinforcing our core and high-performing categories, expanding our evolving offerings built around growing trends of casualisation and premiumisation and building greater depth in adjacent categories. Alongside this, we sharpened our consumer engagement and go-to-market capabilities to enhance brand visibility, improve accessibility and elevate the customer experience across channels.

The progress achieved during the year reinforces our confidence in the strength of our strategy and the resilience of our business model. As consumer demand strengthened and our execution gathered momentum, the investments we have made across our brands, capabilities and operating platform began to translate into business outcomes.

India's Fashion Market Is Poised for Sustained Long-Term Growth

India’s fashion and lifestyle industry continues to offer a compelling long-term growth opportunity. Rising incomes, favorable demographics, urbanization and increasing fashion consciousness are reshaping consumer behavior, with apparel becoming an expression of identity, aspiration and lifestyle. Consumers today are seeking greater choice, better quality and more seamless access across physical and digital channels.

Industry estimates suggest that India’s apparel retail

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market could be more than ₹14 lakh crore by FY30, with organized retail growing faster than the overall market. The shift towards branded apparel, premiumization, omni-channel retail and digital commerce creates a favorable environment for companies with trusted brands, strong execution capabilities and differentiated consumer propositions.

While the near-term operating environment may continue to be shaped by geopolitical developments, inflationary pressures and fluctuations in consumer sentiment, India’s long-term consumption fundamentals remain strong. With its strong portfolio of brands, growing omni-channel ecosystem and focus on consumer-led innovation, Your Company is well positioned to fully leverage this opportunity.

FY26 Performance: Strengthening Momentum, Creating Value

FY26 was a year of disciplined execution and strengthening business momentum for your Company. Revenue grew by 7% to ₹8,396 crore, driven by strong retail execution, healthy like-to-like (L2L) growth and broad-based performance across our brand portfolio. Momentum strengthened significantly in the second half of the year, with the business delivering double-digit growth as wholesale and other channels also witnessed improved traction. Strong secondary sales and a recovery in primary sales reflected an improving demand environment.

Profitability outpaced revenue growth, with EBITDA increasing by 13% and EBITDA margin expanding by 80 basis points to 17.0%. This improvement was supported by disciplined cost management and sustained operational efficiencies, demonstrating the inherent strength and scalability of our business model.

Expanding and strengthening the retail network remained a key strategic priority. We added more than 300 stores (gross) during the year while upgrading existing locations to enhance productivity, reinforce brand visibility and improve the consumer experience. With a retail footprint exceeding 4.9 million square feet, Your Company operates one of India’s largest branded fashion distribution networks.

Our distribution ecosystem enables seamless access across multiple touchpoints and comprises:

- 3,348 Exclusive Brand Outlets (including value-format stores)
- Over 39,500 Multi-Brand Outlets, with a strong presence in the innerwear category

- More than 6,500 Shop-in-Shops across leading departmental store chains
 - A strong digital presence across leading e-commerce marketplaces, complemented by our own brand websites
- Importantly, the network is increasingly omni-enabled, integrating physical and digital channels to enhance convenience, improve inventory productivity and deliver a more seamless shopping experience. This capability continues to be a key competitive advantage and an important driver of future growth.

A Portfolio Built on Scale, Trust and Innovation

Lifestyle Brands

Our lifestyle portfolio—led by Louis Philippe, Van Heusen, Allen Solly, Peter England and Simon Carter—represents one of India’s largest and most admired house of brands. Built over decades on strong product propositions, deep consumer understanding and enduring brand equity, these brands hold leadership positions across their respective segments and remain central to your Company’s value creation proposition.

Collectively, the portfolio is well positioned to address India’s evolving consumption landscape across price tiers, occasions and lifestyle needs. The strength of the portfolio lies not only in the distinct positioning of each brand, but also in their complementary nature, which enables us to participate across a wide spectrum of consumer demand.

As preferences continue to evolve, we remain focused on strengthening brand salience and differentiation. Alongside reinforcing core categories, we are accelerating premiumisation, driving product innovation, expanding into adjacent categories and increasing participation in casual, active and occasion-led wear. These initiatives reinforce leadership in established segments while unlocking new avenues aligned with changing consumption patterns.

At the same time, we are strengthening brand engagement through sharper positioning, more differentiated communication and deeper consumer connect, particularly among younger cohorts. This is further supported by the ongoing enhancement of our retail experience through larger, lifestyle-led formats that improve brand expression and consumer immersion.

Taken together, these actions are strengthening the structural competitiveness of our portfolio and positioning your Company to participate more meaningfully in India’s expanding branded fashion opportunity over the long term.



Emerging Brands

The emerging brands portfolio—comprising Van Heusen Innerwear, American Eagle and Reebok—continues to enhance your Company’s participation in fast-growing, underpenetrated categories, while adding meaningful potential to the overall business.

Reebok, following its integration with Aditya Birla Fashion, has demonstrated strong scale-up potential, with revenues doubling and a significant expansion of its retail network over recent years. During FY26, the brand accelerated its expansion with the addition of over 50 new stores, reinforcing its physical presence across key and newer markets. Growth has been led by improving traction in the retail channel, supported by e-commerce and wholesale. The brand continues to scale its presence through new product introductions across footwear and apparel, steadily broadening its consumer base and strengthening its positioning in the market.

Van Heusen Innerwear continues to build momentum in a structurally underpenetrated and largely unorganised category. Performance in the retail channel has improved, supported by rising confidence within the trade channel. The business is also gaining traction across e-commerce and quick commerce platforms, which are emerging as important contributors to reach and accessibility. Losses have reduced meaningfully during the year, reflecting better execution and operating discipline. The strategic focus remains on building product superiority, sharpening differentiation and strengthening consumer pull through repeat purchases, with a clear path towards profitability over the medium term.

American Eagle is steadily sharpening its positioning in India as a denim-led youth casualwear brand. The strategy is centred on deepening its denim credentials, pursuing calibrated expansion and strengthening operational efficiency. Continued investments in brand building and consumer engagement are enhancing awareness and reinforcing its positioning within the youth fashion segment, while driving a more focused and sustainable operating model.

Powering a Digital-First Culture Backed by Operational Excellence

Your Company continues to strengthen a culture anchored in operational excellence and digital agility across the value

chain. This is led by tech-enabled processes, data-driven decision-making and a customer-centric operating model that enhances speed, responsiveness and efficiency. A strong focus on product strategy, supported by global sourcing capabilities, vertical integration into manufacturing and disciplined assortment planning, continues to drive consistency in execution and improvement in overall productivity.

A key strength of the operating model lies in its integrated and scalable supply chain ecosystem. A diversified vendor base enhances supply resilience, flexibility and speed-to-market, while supporting responsiveness to evolving consumer demand. This is further complemented by strong capabilities in inventory management and replenishment, enabling efficient flow of products across channels and geographies. With more than 50% of the store network now omni-enabled, the omnichannel platform ensures a seamless and consistent consumer experience across touchpoints.

The retail expansion model remains largely asset-light and franchise-led, enabling scalable growth and deeper market penetration. These partnerships continue to play a critical role in extending reach while maintaining capital efficiency. This ecosystem is further strengthened by more than 10 state-of-the-art manufacturing facilities, which serve as the backbone of operations. With an annual production capacity exceeding 30 million units, the network enables the Company to respond effectively to fast-changing fashion trends and demand cycles. The manufacturing workforce of over 16,000 associates, the majority of whom are women, reflects a continued commitment to inclusive growth and workforce diversity.

Accelerating Our Sustainability Journey

As we build the next phase of ABLBL, sustainability will continue to be a source of long-term competitive advantage rather than a parallel business agenda. Fashion is undergoing a fundamental shift, with consumers, investors and other stakeholders increasingly expecting businesses to combine growth with responsibility. At ABLBL, we see this transition as an opportunity to build stronger brands, more resilient value chains and a future-ready organization that is better equipped to create enduring value.

Over the years, we have built a strong foundation, and our focus now is on embedding sustainability deeper into the way we design products, source responsibly, operate

our businesses and engage with our stakeholders. As we move forward, we will continue to strengthen our climate commitments, advance circularity, improve supply-chain accountability and leverage technology to enhance transparency and decision-making. Our objective remains clear—to create long-term value for shareholders while contributing positively to society and leaving a lighter footprint on the environment.

Positioned to Lead the Future of Fashion

As we look ahead, Your Company enters its next phase of growth with a stronger portfolio of brands, wider distribution network and the strategic advantage of scale in one of the world’s most attractive fashion markets.

Together, our lifestyle and emerging brands create a balanced and complementary portfolio. While the lifestyle brands remain the core drivers of profitability and cash generation, the emerging brands are expanding our presence in high-growth and underpenetrated categories, building new platforms of growth and strengthening the long-term resilience of the business.

Our strategic ambition is clear—to build India’s leading western-wear branded portfolio by serving every meaningful wearing occasion across the consumer’s wardrobe. From formalwear and casualwear to innerwear, athleisure and sportswear and across apparel, footwear and accessories, we are creating a comprehensive portfolio that is well positioned to address the evolving aspirations of Indian consumers.

The opportunity ahead remains compelling. Rising

Our strategic ambition is clear—to build India’s leading western-wear branded portfolio by serving every meaningful wearing occasion across the consumer’s wardrobe.

incomes, increasing brand consciousness, growing premiumisation and favourable demographic trends continue to expand the addressable market for branded fashion in India. Backed by healthy cash flows, a disciplined capital allocation framework and a strong return on capital employed, we are well positioned to invest in brand building, product innovation, retail expansion, digital capabilities and supply chain excellence to capture these opportunities.

As we focus on our execution prowess, we remain focused on delivering sustainable double-digit growth in both revenue and EBITDA, supported by continued execution discipline and a scalable business model.

I would like to thank our shareholders for their continued trust and confidence, our customers for their loyalty, our business partners for their collaboration, and our employees for their passion, commitment and entrepreneurial spirit. It is this collective trust and unwavering support that have enabled us to navigate change, pursue new opportunities and strengthen our position for the future. Together, we remain confident of building an enduring institution that delivers sustainable growth and long-term value creation.

CONCLUSION

In a world characterised by constant change, trust, becomes an even more valuable source of resilience and differentiation. In my view, trust is the currency that matters.

Over the years, one of the most encouraging aspects of the Aditya Birla Group’s journey has been the way trust in the Group has translated across businesses, strengthening consumer affinity, deepening stakeholder relationships and reinforcing the resilience of our portfolio.

Trust, after all, provides a strong foundation for growth. It gives us the confidence to pursue transformation within our existing businesses and the conviction to build new growth platforms for the future. More importantly, it allows us to do so with the support of those who matter most to our success—our customers, employees, partners, investors, and communities.

— Kumar Mangalam Birla
Chairman, Aditya Birla Group

POWERING THE FUTURE

ASHISH DIKSHIT
MANAGING DIRECTOR

Dear Shareholders,

I am pleased to present the first Integrated Annual Report of your Company, Aditya Birla Lifestyle Brands Limited, for FY2025-26.

FY26 was a landmark year for ABLBL as we completed our first full year of operations as an independent listed company following the demerger. This was an important transition for the business, and I am pleased to share that we navigated it while maintaining continuity, preserving organisational focus, and sustaining business momentum with minimal disruption. The year reflected the resilience of our operating model, the depth of our leadership capability, and the strength of the brands, systems, and execution prowess built over many years.

ABLBL today brings together a focused and powerful portfolio of some of India's most trusted fashion and lifestyle brands. Our Lifestyle Brands portfolio includes Louis Philippe, Van Heusen, Allen Solly, Peter England, and Simon Carter, while our Emerging Brands portfolio features Reebok, Van Heusen Innerwear, and American Eagle. The portfolio leads its market segment with years of consistent innovation and execution.

ABLBL operates in India's western wear market, a large and structurally attractive opportunity within the apparel industry. Growth in this market is being driven by rising incomes, urbanisation, premiumisation, the casualisation of work and everyday wear and the consistent shift towards branded fashion. The growing influence of digital platforms,

social commerce and lifestyle-led consumption is further accelerating fashion discovery and demand. With its strong portfolio across formal, casual, athleisure, innerwear, and youth-led categories, ABLBL is well placed to benefit from these long-term consumption shifts.

FY26 Performance

ABLBL delivered a steady and resilient performance during FY26. Revenue grew 7% year-on-year to **₹8,396 crore**, supported by healthy like-to-like growth of 9% and reset of other growth channels viz. ecommerce and MBOs. Business momentum specifically strengthened in the second half of the year, with the Company delivering double-digit growth as wholesale and other channels also witnessed improved traction.

Our profitability also improved YoY during the year. EBITDA grew ahead of revenue growth with 13% year-on-year growth, with margins expanding by 80 basis points YoY to 17.0%. This improvement was led by operating leverage, gross margin improvement and continued high quality execution across the business.

This year, our priorities remained centred on building a stronger foundation for long-term growth. Our efforts were focused on reinforcing core categories, expanding high-potential product lines, improving consumer relevance and creating more consistent experiences across retail and digital touchpoints.

We also expanded our retail presence in a calibrated





manner. Through the year, the Company added over 300 stores (gross), further strengthening its reach across key markets. At the end of FY26, our retail network comprised 3,348 stores spanning nearly 4.9 million square feet.

This extensive footprint, supported by strong brand equity and growing omni-channel capabilities, provides ABLBL with a robust platform to serve consumers across occasions, formats and geographies.

Powering Growth Through Iconic Lifestyle Brands

The Lifestyle Brands portfolio remains the core strength of ABLBL. Louis Philippe, Van Heusen, Allen Solly and Peter England have played a defining role in shaping India's branded western wear market over several decades. These brands have built deep consumer trust, strong recall, and a meaningful presence across workwear, casualwear, occasion wear, and lifestyle-led dressing.

The scale of these brands reflects their enduring relevance. Each of our key lifestyle brands has crossed the **₹1,000 crore** revenue milestone in the past, with two brands having exceeded **₹2,000 crore**, placing them amongst a select group of apparel brands in India to have achieved such scale.

During FY26, the Lifestyle Brands portfolio delivered a resilient performance despite a challenging external environment. Revenue grew 8% year-on-year to **₹7,154 crore**, supported by strong retail execution, 8% like-to-like growth, and improving momentum across other key channels.

The portfolio also maintained a strong profitability profile. EBITDA increased 9% year-on-year to **₹1,401 crore**, with EBITDA margin at 19.6%.

During the year, our brands sharpened their consumer proposition through product-refreshes, superior go-to-market execution, and digital-first marketing. Campaigns across key occasions, travel, workwear, casualwear and festive helped strengthen consumer engagement and keep the brands contemporary and relevant.

We invested further in enhancing the retail experience. More than 175 Lifestyle Brand stores were revamped during FY26, creating fresher, more engaging and premium shopping experiences. These efforts further enhanced store experiences, conversions and brand expression.

Continuous Product innovation remains at the core of our strategy and this year we consistently outperformed ourselves on this key lever. Assortments were refreshed with a

Revenue grew 8% year-on-year to ₹7,154 crore, supported by strong retail execution, 8% like-to-like growth, and improving momentum across other key channels.

higher mix of natural and breathable blends, trend-led trims, sharper fits and craft-inspired detailing. These initiatives are helping the brands stay true to evolving consumer preferences while simultaneously reinforcing their leadership in core categories.

Leveraging their scale, equity and continued adaptability, our Lifestyle Brands remain well positioned to lead the next phase of growth for ABLBL.

Fueling the Next Frontier with Emerging Brands

Our Emerging Brands portfolio, featuring Reebok, American Eagle and Van Heusen Innerwear, scaled further and improved its operating performance during FY26. Excluding Forever 21, the portfolio delivered 8% revenue growth, supported by healthy retail momentum and a 13% like-to-like growth across the portfolio. Importantly, the portfolio also recorded strong profitability improvement, with EBITDA margin expanding by 370 basis points during the year.

Reebok demonstrated growing momentum during FY26, delivering double-digit retail like-to-like growth. The brand added over 50 new stores during the year, taking its network to more than 210 stores and strengthening its presence across both established and newer markets, especially small towns. The brand refreshed its product offering across footwear and apparel, with a sharper focus on the Indian consumer. Alongside this, stronger brand communication and the onboarding of a new brand ambassador helped improve consumer acceptance and visibility. As we move ahead, our focus will remain on scaling Reebok rapidly, improving store productivity and transforming it into India's leading sports and lifestyle brand.

Van Heusen Innerwear continued to progress towards breakeven during FY26, with losses reducing significantly through the year. The business is now moving into a more growth-oriented phase, supported by improving channel momentum and a sharper operating focus. Retail performance

was particularly encouraging, with like-to-like growth of over 30%, reflecting stronger consumer acceptance and better execution at the store level. The brand remains focused on elevating product quality, driving new product introductions, strengthening differentiation and building a growing repeat consumer demand. As we move forward, our priority will be to scale the business in a disciplined manner while continuing to improve profitability to reach sustainable earnings.

American Eagle further strengthened its position in India as a denim-led youth casualwear brand. During FY26, the brand expanded its retail footprint with the addition of over 10 stores, taking its network to 70+ stores. The brand remains focused on building stronger consumer acceptance, deepening its relevance among young consumers and scaling profitably. Leveraging the strength, product expertise, and global appeal of its parent brand, American Eagle is well placed to grow steadily in India's youth fashion and denim-led casualwear market.

Building Scale, Creating Advantage

A key strength of ABLBL is its robust pan-India distribution network. Our distribution ecosystem spans 3,348 Exclusive Brand Outlets, more than 39,500 Multi-Brand Outlets, with a particularly strong presence in innerwear and over 6,500 Shop-in-Shops across leading departmental store chains. This is further complemented by a strong digital presence across leading e-commerce marketplaces and our own brand websites.

Our retail expansion strategy remains flexible, disciplined and return-focused. We will continue to scale through an optimal mix of franchise-led expansion and selective company-owned investments, guided by market potential, brand priorities and store-level economics. Our long-standing franchise partnerships remain a great source of strength, enabling us to expand rapidly yet efficiently.

ABLBL is also well positioned from a balance sheet standpoint. The Company had net debt of ₹726 crore, with a clear roadmap to repay its debt in the near term through internally generated free cash flows. At the same time, we will continue to invest in growth, innovation, capability building, technology and talent to strengthen the business for the future.

The Digital Leap

We continue to strengthen our digital and e-commerce ca-

E-commerce remained an important growth channel during the year, delivering revenue of over ₹1,000 crore. This performance reflects the strength of our brand portfolio

pabilities across all our brands, with the objective of creating a seamless, connected and consistent consumer experience across touchpoints. Built on our in-house e-commerce platform, our digital ecosystem now includes dedicated brand websites, mobile applications and virtual stores, enabling consumers to discover, engage with and shop our brands with greater convenience.

During the year, we made significant progress in modernising our core technology infrastructure, enhancing data analytics capabilities and building AI-led solutions across key areas of the business. These initiatives are helping us improve decision-making, personalise consumer engagement, tailor content creation, optimise operations and deliver a more relevant and elevated customer experience.

Our omni-channel capabilities also scaled further, with more than 50% of our store network now fully omni-enabled. This allows customers to move seamlessly between online and offline channels, while enabling our brands to serve demand more efficiently across locations.

E-commerce remained an important growth channel during the year, delivering revenue of over ₹1,000 crore. This performance reflects the strength of our brand portfolio, the relevance of our offerings among digital consumers, and our strong partnerships with leading e-commerce platforms, complemented by our own digital assets.

Commitment to ReEarth Sustainability 3.0 Program

At ABLBL, sustainability is integral to the way we build brands, operate our businesses, and create long-term value. Through the ReEarth Sustainability Program, we continue to drive focused action across responsible sourcing, resource efficiency, circularity, product innovation, and value-chain transparency.

FY26 marks the beginning of the next phase of this journey — ReEarth Sustainability 3.0 Transformation. For ABLBL, this phase is about moving from adoption to deeper busi-

ness-wide impact. Our focus is on strengthening readiness for decarbonisation, scaling circular practices, improving traceability across the supply chain, and embedding sustainability more meaningfully into products, operations, and decision-making.

Our manufacturing ecosystem remains an important enabler of this agenda. The Company continues to invest in best-in-class manufacturing practices, with a focus on improving energy efficiency, reducing waste, enhancing water stewardship and adopting cleaner, more responsible processes. Several initiatives across our factories and operations are helping us build a more efficient, resilient and future-ready business.

Beyond environmental priorities, we remain committed to inclusive growth through our Corporate Social Responsibility initiatives. Our CSR programmes are designed to address priority community needs and create measurable impact, particularly in the areas of education and skill development.

Over the year, ABLBL implemented CSR initiatives across Karnataka, Tamil Nadu, Odisha and Andhra Pradesh. These programmes are aimed at empowering communities, improving access to learning and livelihood opportunities, and contributing to sustainable social progress.

Employee participation remained a strong pillar of our social impact agenda. In FY26, more than 7,500 employees from over 55 cities participated in volunteering activities, collectively contributing over 47,500 hours. This reflects the commitment of our people to making a meaningful difference in the communities around us.

Charting the Future of Growth

As ABLBL enters its next phase of growth, we remain anchored by a clear strategic roadmap and a strong foundation to capture business opportunities. Our focus will be on leveraging the strength of our brands for sustained profitable growth through superior execution.

The Company's unparalleled portfolio of brands gives us a unique combination of stability and growth. Our established Lifestyle Brands continue to provide scale, profitability, cash generation and deep consumer trust. At the same time, our Emerging Brands are expanding our reach into newer and faster-growing categories such as sportswear, innerwear, youth fashion and lifestyle-led consumption. Together, this allows us to be an enduring part of the evolving Indian consumer wardrobe.

Our established Lifestyle Brands continue to provide scale, profitability, cash generation and deep consumer trust. At the same time, our Emerging Brands are expanding our reach into newer and faster-growing categories such as sportswear, innerwear, youth fashion and lifestyle-led consumption.

Our priority now is to make each part of the portfolio stronger. This means refreshing products with greater speed, building more relevant consumer propositions, improving retail productivity, scaling digital and omni-channel, strengthening supply chain responsiveness and investing in consistently creating brand salience and love.

The Indian branded fashion market offers significant long-term headroom, and ABLBL is well placed to capture this opportunity. With trusted brands, a wide distribution network, growing digital capabilities, healthy cash generation and a strong execution culture, we are confident of building a more agile, resilient and future-ready business.

Future-Ready and Focused

I would like to extend my heartfelt gratitude to our esteemed shareholders for the trust and confidence they have placed in us. I also sincerely thank our customers, franchisees, bankers, media partners, vendors and other business partners for their continued support and valuable contribution to your Company's growth journey.

I am especially grateful to our Board of Directors, the Management team and all our employees for their commitment, dedication and unwavering support through the year. Their efforts remain instrumental in strengthening your Company and guiding us towards the future.

As apparel and fashion continue to be important pillars of the discretionary consumption story in India, we are confident that ABLBL's focused portfolio of Lifestyle and Emerging Brands positions us well to capture this opportunity.

Warm Regards,
Ashish Dikshit
Managing Director
Aditya Birla Lifestyle Brands Limited

FY 2025 - 26
REVENUE HIGHLIGHTS



BOARD
OF
DIRECTORS



Ananyashree Birla
Non-Executive Director



Aryaman Vikram Birla
Non-Executive Director



Ashish Dikshit
Managing Director



Vishak Kumar
Deputy Managing Director and
Chief Executive Officer



Pankaj Sood
Non-Executive Director



Arun Adhikari
Independent Director



Nish Bhutani
Independent Director



Preeti Vyas
Independent Director



Sunirmal Talukdar
Independent Director



Venkatesh Satyaraj Mysore
Independent Director



Yogesh Chaudhary
Independent Director

Key Managerial Personnel



Dharmendra Lodha
Chief Financial Officer



Rameez Shaikh
Company Secretary &
Compliance Officer

Senior Management Personel (Key Executives)



Jacob John
CEO, Emerging Business



Narahari N
Senior Vice President,
Central Sourcing



//// LOUIS PHILIPPE is India's leading premium menswear brand, celebrated for its heritage, craftsmanship, and modern outlook since 1989. Over the years, it has become the destination for men who appreciate fine tailoring, luxurious fabrics, and designs that balance classic appeal with contemporary trends. From impeccably tailored formals to sophisticated casual wear, premium linens and refined accessories, Louis Philippe offers a complete wardrobe for the discerning gentleman. Every creation reflects a commitment to detail, ensuring that the Louis Philippe man is impeccably turned out, no matter the occasion. Pioneering innovation has been at the heart of Louis Philippe's journey, with signature lines like Permapress wrinkle-free shirts, Athwork modern formal wear, Louis Philippe Casuals, premium Louis Philippe Jeans, sustainable Green Crest, and the exclusive Luxure collection. Loved by over half a million customers, the brand's iconic crest remains a mark of excellence and refined taste, inspiring men to dress not just with style, but with distinction.



VAN HEUSEN

/// VAN HEUSEN is India's No. 1 premium lifestyle brand for professionals. With a rich heritage of 129 years in the United States of America, the brand entered India in 1990. Over its 34 years of history in India, Van Heusen has emerged as a fashion authority for the ever-evolving Indian consumer and has established itself as the one-stop destination for the latest trends. Today, Van Heusen is not only the most preferred workwear brand, but also effortlessly straddles across the entire spectrum of occasions like casuals, ceremonial, party wear and recently launched transit-wear.



/// ALLEN SOLLY has been a trailblazer in India's fashion landscape since 1993, pioneering the concept of Friday Dressing and driving cultural conversations through iconic campaigns such as *Bring Your Pet to Work*, *Own Your Shape*, *Everyday is Friday*, and *Be Who You Want To Be*.

The brand continues to stay culturally relevant through impactful campaigns and contemporary storytelling. *The Sania Mirza X Allen Solly* partnership reinforced the brand's positioning in the women's category and played an important role in strengthening its appeal among modern women consumers. *With Legs Now Turn Heads*, Allen Solly captured the energy and confidence of a generation that dresses the way it lives — free, expressive, and unapologetically itself.

Allen Solly enjoys the highest top-of-mind awareness among leading fashion brands since December 2024*. In 2025, the brand was recognised as the #1 brand in the handbag category and was also awarded Best Vegan Handbags by PETA India.

A pioneer in bringing fresh and exciting fashion to young India, Allen Solly's expanded portfolio caters to the evolving needs of the modern consumer. Its menswear range spans workwear, true casuals, and wedding occasions. For women, the brand offers contemporary premium workwear, smart casuals, and one of the country's largest handbag portfolios. Its Juniors range empowers Gen Alpha to express themselves across home, play, and celebratory moments.

*SOURCE: KANTAR BRAND TRACK



/// PETER ENGLAND Born in Londonderry, Northern Ireland, Peter England has always stood for craftsmanship, high-quality clothing and effortless style. Since its arrival in India in 1997, the brand has grown from a trusted formalwear name into a complete menswear wardrobe – work, celebration, sport and everyday casual.

At the heart of Peter England is a simple promise: style that feels elevated, wears effortlessly and remains within reach. Each season brings sharp product design, assured fits, refined fabrics and thoughtful detailing, with quality kept non-negotiable.

Storytelling is central to this evolution. The Gentlemen's League gives the brand's sporting spirit a refined lifestyle expression, inspired by English sporting codes and modern weekend dressing. The Bollywood Wedding brings celebration wear into a more cinematic world, shaped by occasion, glamour and the energy of India's festivities.

Together, these worlds define the new Peter England – premium in experience, contemporary in expression and considered in value. From product to campaign imagery to retail identity, the brand is building a cleaner, more aspirational world for men who value effortless style.



AMERICAN EAGLE



/// AMERICAN EAGLE Born in 1977, American Eagle is the definitive authority on jeans-led lifestyle. The brand is built on diversity, inclusivity, and the freedom to be authentically yourself. AE is for free spirits: optimistic, unapologetic, and always real. From its roots in denim, AE has grown into the #1 jeans brand among high school and college students in the US, and far beyond. The range spans signature Denims, breezy button downs, soft tees, and easy loungewear — all designed to feel like well loved favourites from the very first wear. In India, American Eagle speaks to a generation that lives boldly, dresses comfortably, and refuses to be anything but themselves.



/// REEBOK is a bold, disruptive and iconic sports, fitness and lifestyle brand which strives to inspire human movement. We carry an irreverent and unapologetic attitude towards life and create products that embody this spirit. Through our high-performance products and technologies, we ignite action with experimentation and a challenger mindset. We bring the best of performance, and support everyone in their personal journeys. We use our voice to look out for each other and build a world which ensures that sport is afforded by all. Reebok believes that Sport is Everything. Move with purpose, and move freely, with Reebok.



VAN HEUSEN
— INNERWEAR —

/// VAN HEUSEN INNERWEAR

Launched in 2016, Van Heusen Innerwear and Athleisure has emerged as one of the most innovative and fashion forward brands in the mid premium segment, redefining category benchmarks through a strong focus on innovation, performance, sophistication and style. Built to cater to the evolving aspirations and lifestyles of new age consumers, the brand offers a diverse portfolio spanning innerwear, athleisure, activewear and loungewear. The brand has established a robust omnichannel presence through a network of over **150+** exclusive brand outlets, supported by a distributor network of **330** partners. Its extensive reach further extends across more than **20,000** multi brand outlets and leading large format retail chains across the country.

Van Heusen Innerwear was awarded at the India Fashion Forum as IMAGES Most Admired Fashion Innovation of the Year - New India Consumer Breakthrough.



SIMON CARTER
LONDON

/// SIMON CARTER Founded in London in 1985, Simon Carter was built on Simon's love for all things vintage and different. The brand's philosophy is rooted in a tradition of eclectic English style, taking classic forms and adding a twist of eccentricity. The brand is known for its quirky prints, witty details, and playful twists — designed for men who see dressing well as self-expression, not blending in.

The Menswear collection is defined by bold patterns, clever motifs, and colour choices that feel confident, never loud for the sake of it. The range spans topwear , bottomwear , and accessories, with each piece designed to elevate an ensemble rather than simply complete it. For the style-conscious man who refuses to dress like everyone else in the room, Simon Carter is a natural fit, offering an opportunity to develop his own sense of style and allowing his distinct personality to shine through.

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AMERICAN EAGLE



We are pleased to present the first Integrated Annual Report of Aditya Birla Lifestyle Brands Limited (ABLBL). This report outlines our financial and non-financial performance during the year, together with our business objectives, strategic priorities, and long-term value creation approach.

During the previous reporting year, pursuant to a Scheme of Arrangement, the Madura Fashion and Lifestyle business of Aditya Birla Fashion and Retail Ltd. (ABFRL) was de-merged into a separate entity, Aditya Birla Lifestyle Brands Limited (ABLBL), w.e.f May 1, 2025.

With the publication of our first Integrated Annual Re-

port, we aim to provide stakeholders with a clear and comprehensive understanding of our business, strategic direction and our approach to managing key risks and opportunities as an independent entity.

Reporting Principles

This report is aligned with the International Integrated Reporting (<IR>) Framework of the Integrated Reporting and Connectivity Council (IRCC). This framework is the outcome of a joint initiative under the IFRS Foundation, involving the

International Accounting Standards Board (IASB) and the International Sustainability Standards Board (ISSB). The report highlights how value is created over time by presenting our performance across the six capitals-financial, manufactured, human, intellectual, natural, and social and relationships.

The non-financial disclosures in this report have been prepared in accordance with the Global Reporting Initiative (GRI) Standards 2021 and are aligned with the Sustainability Accounting Standards Board (SASB) Standards, the International Financial Reporting Standards (IFRS) Sustainability Disclosure Standards, and the Securities and Exchange Board of India (SEBI)-mandated Business Responsibility and Sustainability Report (BRSR). Our reporting approach is also guided by the principles of the United Nations Global Compact (UNGC) and reflects our contribution towards the United Nations Sustainable Development Goals (UN SDGs).

The financial statements have been prepared in compliance with the Indian Accounting Standards prescribed under Section 133 of the Companies Act, 2013. These statements also comply with the relevant provisions of the Act as outlined in the Companies (Indian Accounting Standards) Rules, 2015 (including any subsequent amendments), Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 (SEBI Listing Regulations)

read with all applicable SEBI Circulars, and the Secretarial Standard(s) issued by the Institute of Company Secretaries of India; and other accounting principles widely accepted in India.

Reporting Period

This report provides an integrated overview of our performance for the period 1 April 2025 to 31 March 2026. The disclosures presented in the report reflect development, performance trends, and strategic focus areas relevant to the reporting year.

Reporting Boundary and Scope

This report discloses our financial performance for the consolidated business, covering subsidiary business entities listed in the Business Responsibility and Sustainability Report Section. The non financial reporting boundary includes the Company’s branded lifestyle businesses across key categories. These comprises of Lifestyle brands: Louis Philippe, Van Heusen, Allen Solly, Peter England, and Simon Carter; American Eagle; Sportswear: Reebok; and Innerwear: Van Heusen Innerwear. The reporting boundary includes Indian operations as mentioned below.

Facility Type	Unit / Location Name
OFFICES (2)	1. Aditya Birla Lifestyle Brands Ltd (ABLBL) Corporate Office, Bengaluru
	2. Van Heusen Innerwear, Bengaluru
FACTORIES (11)	1. Crafted Clothing, Bengaluru
	2. Fashion Craft, Bengaluru
	3. Europa Garments, Bengaluru
	4. Classical Menswear, Bengaluru
	5. English Apparels, Bengaluru
	6. Haritha Apparels, Bengaluru
	7. Alpha Garments, Bengaluru
	8. Little England Apparels, Thalli, Tamil Nadu
	9. Mancheshwar Apparels, Mancheshwar, Odisha
	10. Aditree Apparels Limited, Bengaluru
	11. Aditya Birla Garments Limited, Pulivendula, YSR Kadapa (AP)
WAREHOUSES (3)	1. LBRD Warehouse (Attibele), Bengaluru
	2. Peter England Warehouse (Hoskote), Bengaluru
	3. Van Heusen Innerwear Warehouse, Bengaluru



As Aditya Birla Lifestyle Brands Limited begins its journey as an independent company, we carry forward the legacy of a mature and well-established organisation with strong sustainability foundations, sustainable brands and integrated manufacturing capabilities. Our focus now is on creating greater impact by embedding sustainability deeper into quality excellence, responsible sourcing, operational efficiency, circularity and climate action. With manufacturing and sourcing capabilities remaining at the core of our business, we are uniquely positioned to strengthen product quality, enhance supply chain resilience and make more responsible value chain decisions. As we advance our Sustainability 3.0 journey towards our 2030 vision, we remain committed to building a future-ready lifestyle business that delivers sustainable growth and enduring value for consumers, communities and all stakeholders.

— **Dr. Naresh Tyagi**
Chief Sustainability Officer

	RETAIL STORES		
	Brands	No. of stores	Area in sq. ft.
A	Allen Solly	259	4,20,761
B	Louis Philippe	246	5,40,451
C	Peter England	223	3,56,060
D	Planet Fashion	27	81,926
E	Van Heusen	283	5,16,667
F	Van Heusen Innerwear	51	38,693
Total		1,089	19,54,558

*The number of stores and area occupied are as of March 31, 2026, within the reporting boundary. *Reporting scope - Company owned and company operated stores are covered under scope 2. Scope 1, water and waste is not included from the stores

Corporate office: Kh No. 118/110/1, Building 2, Divyasree Technopolis, Yemlur Post, Off HAL Airport Road, Bangalore - 560037

Registered Office: Piramal Agastya Corporate Park, Building 'A', 5th Floor, Unit No. 501, 502, L.B.S. Road, Kurla, Mumbai, Maharashtra- India, - 400070

Independent Assurance

The standalone and consolidated financial statements in the Financial Statements section are independently audited by Price Waterhouse & co chartered accountants LLP. The non-financial data has been assured by The British Standards Institution (BSI) group of India. The assurance is based on International Standard on Assurance Engagements (ISAE) 3000 (Revised). Reasonable Assurance was obtained on BRSR core attributes issued by the Securities and Exchange Board of India (SEBI). Limited Assurance was obtained on the non-financial indicators with respect to GRI standards as listed in the Independent Assurance Statement annexed in the Integrated Report.

Restatement of Information

There is no restatement of information, due to demerger of Aditya Birla Fashion and Retail Ltd. and Aditya Birla lifestyle Brands Ltd.

Forward-Looking Statement

This report includes forward-looking statements concerning our business operations. The statements involve several

risks and uncertainties as they are based on projections and industry trends, and the actual results can differ significantly from those anticipated. Business strategy, mitigation plans, and objectives mentioned are considered forward-looking and subject to change, except for historical facts and performance highlights.

Feedback

We appreciate your insights and feedback as they help us

strengthen the quality, relevance, and transparency of our disclosures. We highly value and welcome all suggestions, views, and opinions to further enhance our reporting and operations. You can write to us at re-earth@ablbl.adityabirla.com and for more details refer to our website <https://www.ablbl.in>.

*This Integrated Report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards. The organization will notify the GRI of this report and provide all required disclosures as per the GRI requirements.



VAN HEUSEN



LOUIS PHILIPPE

Built on Trust — Building Brands with Purpose

Aditya Birla Lifestyle Brands Limited embarks on its journey as a dedicated fashion and consumer brands company, built on the strong foundations of the erstwhile Madura Fashion & Lifestyle business and the enduring legacy of Aditya Birla Fashion and Retail Limited. While the Company marks a new beginning, it carries forward decades of trust earned through its iconic brands, deep consumer connect, market leadership, and the values that define the Aditya Birla Group.

Trust is our most valuable asset. It is reflected in the enduring appeal of our most loved brands such as Louis Philippe, Van Heusen, Allen Solly, and Peter England, which have consistently shaped consumer preferences and defined the Indian fashion landscape. It is this trust that provides us with a strong platform to pursue its next phase of growth.

As a pure-play lifestyle powerhouse, we are uniquely positioned to unlock value through strategic alignment, future-focused innovations, premiumisation, and deeper consumer engagement. Backed by a portfolio of best-in-class brands and a robust omnichannel presence, we are committed to building the next generation of fashion and lifestyle brands that are agile, resilient, and poised for the future.

Purpose underpins our ambition. Beyond creating aspirational brands and world-class retail experiences, we are embedding sustainability into the core of our business through ReEarth Sustainability 3.0 programme, advancing responsible sourcing, circularity, resource efficiency, and sustainable product innovation. As consumer expectations evolve, we are committed to shaping sustainable growth that delivers lasting value for our consumers, stakeholders, and communities.

“Built on Trust. Building Brands with Purpose” reflects our unwavering commitment to transforming a legacy of trust into a future powered by innovation, sustainability, and long-term value creation. It embodies our ambition to create legacy brands, strengthen stakeholder confidence, and deliver meaningful impact for generations to come.



As a leading branded apparel company, Aditya Birla Lifestyle Brands Limited (ABLBL) carries forward legacy brands with 30+ years of maintaining a strong consumer connect and proven financial track record. With the demerger in FY 2024-25, ABLBL operates as a leading force in fashion, curating a distinguished portfolio of premium western wear brands. Anchored in some of India’s most iconic brands such as Louis

Philippe, Van Heusen, Allen Solly and Peter England, the Company’s portfolio is complemented by emerging categories such as innerwear, sportswear and youth fashion. These brands continue to strengthen ABLBL’s leadership in India’s premium fashion and lifestyle market backed by design-led innovation, category expansion, and operational excellence.

OUR BUSINESSES HIGHLIGHTS

Revenue
8,396 (₹ CR.)

Multi Brand Outlets
39,572

Total Store
3,348

Retail Footprint
4.9 (MILLION. SQ. FT.)

Shop-in-shop Counters
6,852

Includes stores in international markets

OUR CORE VALUES

> Seamlessness

> Passion

> Speed

> Commitment

> Integrity

OUR VISION

To lead India’s premium fashion industry as the most trusted, sustainable, and tech-enabled house of brands, consistently delighting consumers and being the first choice for every occasion.

The Indian Home Of Top Fashion and Lifestyle Brands

Building on a legacy of trust and leadership, we are a leading force in fashion, curating a distinguished portfolio of premium western wear brands.

OUR BUSINESSES AT A GLANCE

BUSINESS VERTICAL	BRANDS		
Lifestyle / Premium Brands	LOUIS PHILIPPE VAN HEUSEN ALLEN SOLLY PETER ENGLAND SIMON CARTER LONDON		
Youth & Casual Wear	AMERICAN EAGLE		
Sportswear	Reebok		
Innerwear & Athleisure	VAN HEUSEN INNERWEAR		
Extensive Retail Ecosystem	Driven by Innovation	Sustained Growth	Future of Fashion
Omnichannel presence across EBOs, MBOs, LFS, department stores and digital platforms.	Design-led innovation and customer-centricity at the heart of everything we do.	Consistent performance across categories and markets.	Establishing us as India’s largest player in the dynamic fashion and lifestyle space.



ABG SUSTAIN-ABILITY 3.0 is the Aditya Birla Group’s strategic approach to enhancing enterprise value across the Group and its portfolio companies in both the short and long-term through a sustainability lens.

It builds on earlier phases of our journey: meeting regulations and establishing essential systems for responsible operations (Sustainability 1.0) and then strengthening performance through the 4D approach* to identify material issues and set measurable, time-bound targets (Sustainability 2.0). Sustainability 3.0 builds on these first two approaches

and integrates our 2030 targets and 2050 ambitions, aligned with our Group Purpose and Values to act as a Force for Good.

Our priorities are shaped by internal and external sustainability drivers that influence enterprise value, stakeholder expectations, and business resilience. These include:

- Customer and consumer expectations
- Access to financial capital
- Employee and community needs
- Brand reputation and trust

- Evolving regulatory and disclosure requirements
- Together, these drivers help us identify sustainability topics that are most relevant to our businesses and stakeholders.

Sustainability Themes

Our sustain-ability priorities are organised under three Group-wide themes:

Planet

We focus on reducing our environmental footprint and strengthening resilience. Key areas include climate action and decarbonisation, water stewardship, resource conservation, waste management, and the protection of nature and biodiversity.

People

Safety underpins all our business decisions. We promote physical and mental well-being across our workforce and value chains, with a continued focus on Zero Harm, inclusive

workplaces, and responsible employment practices.

We also recognise our responsibility beyond the workplace. We work to uplift communities by strengthening local well-being, supporting livelihoods and skills, and partnering to create safer, healthier, and more resilient communities wherever we operate.

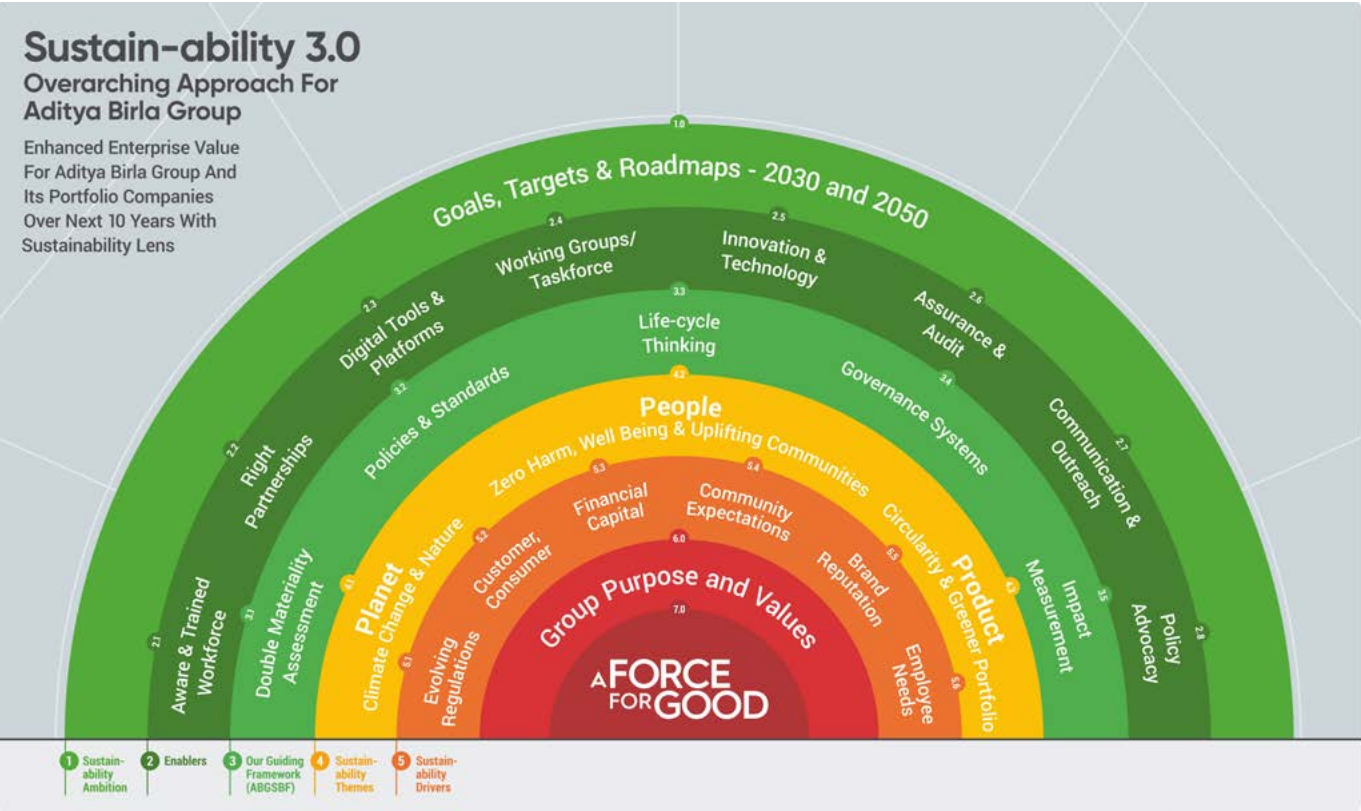
Product

We advance circularity through design, reuse, and recycling, improve material efficiency, and expand greener and more responsible product portfolios to meet evolving market expectations.

Transition towards Sustainability 3.0

Aligned with the Aditya Birla Group’s vision of building sustainable businesses for long-term value creation, we continue to embed sustainability at the core of our growth journey.

As one of India’s leading fashion and lifestyle company, we recognise that the future of fashion will be shaped by climate resilience, responsible products, inclusive growth, and con-



OUR SUSTAINABILITY JOURNEY

THREE STAGES. ONE PURPOSE. A BETTER FUTURE.



scious consumerism.

Sustainability 1.0 focuses on process led approach, our journey was centered on establishing the foundations of responsible business practices. The focus was on strengthening compliance, improving resource efficiency, enhancing environmental management systems, and creating awareness across the organisation. This phase laid the groundwork for integrating sustainability into day-to-day operations and decision-making processes.

Building on these foundations, Sustainability 2.0 shifts focus from process led to product led approach by scaling impact through stronger governance, enhanced ESG disclosures, renewable energy adoption, responsible sourcing, and operational excellence. Sustainability became increas-

ingly embedded into business processes, enabling greater accountability, resilience, and stakeholder confidence across the organisation.

As we transition towards Sustainability 3.0, our focus shifts from building systems and scaling initiatives to creating impact and accelerating transformation. Sustainability 3.0 represents a more integrated and forward-looking approach—one that combines business resilience with environmental stewardship and social impact to create long-term value for stakeholders.

The evolving expectations of consumers, investors, regulators, and communities are redefining the future of fashion. Sustainability 3.0 is designed to respond to these shifts by embedding climate action, responsible products, and inclu-

sive growth deeper into business strategy, operations, and brand ecosystems.

What Enabled the Transition

Our progress across governance, renewable energy adoption, responsible sourcing, safety systems, ESG disclosures, stakeholder engagement, and operational efficiency has created a strong foundation for the next phase of our sustainability journey. These efforts have strengthened organisational readiness and enabled us to scale sustainability from operational initiatives to enterprise-wide transformation.

The Five Strategic Themes of Sustainability 3.0

1 Sustainable Brands
Building future-ready brands by integrating sustainability into brand purpose, consumer engagement, close-loop recycling initiatives, and measurable brand sustainability performance.

2 Product Stewardship
Driving responsible product ecosystems through sustainable raw materials, circularity, responsible sourcing, and supply chain sustainability while strengthening product transparency and eco-labelling practices.

3 Net Zero & Decarbonisation
Advancing our climate ambition by driving science-aligned emissions reduction across operations and the value chain.

4 Health, Safety & Well-being
Strengthening a culture of safety through a zero-harm mindset, predictive and digital safety excellence, and continuous learning and workforce enablement. We are committed to creating safe, healthy, and inclusive workplaces that support the well-being and development of our people.

5 Social Impact
Enabling inclusive growth by investing in Education, Health & Sanitation, Sustainable Livelihoods, Water & Watershed Management, and Digitalisation, while enhancing the long-term well-being of the communities we touch. We further strengthen our social impact through employee

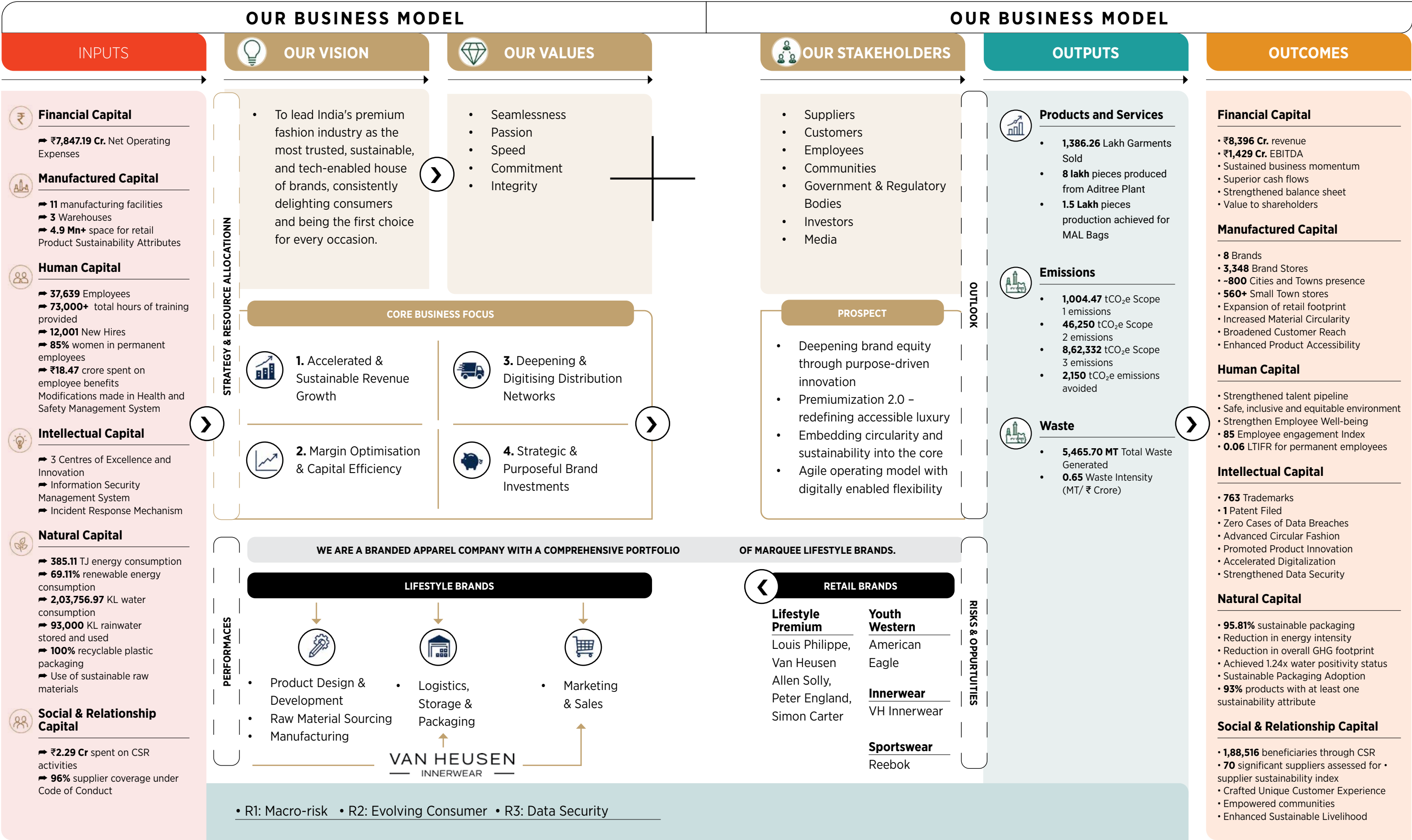
volunteering initiatives, encouraging our people to contribute their skills, time, and expertise towards creating meaningful connections and positive change within communities.

Looking Ahead – Ambition 2030

Sustainability 3.0 reflects our ambition to lead the transition towards a more responsible, resilient, and future-ready fashion industry, creating long-term value for businesses, people, and the planet.

As we progress towards 2030, our focus will be on delivering measurable outcomes, accelerating innovation, and fostering collaboration across our value chain to ensure sustainability remains a key driver of growth, resilience, and stakeholder value creation.





CAPITAL	FINANCIAL CAPITAL	MAUFACTURED CAPITAL	HUMAN CAPITAL	INTELLECTUAL CAPITAL	NATURAL CAPITAL	SOCIAL & RELATIONSHIP CAPITAL
INTERLINKAGES WITH OTHER CAPITALS						
	MC HC IC SRC NC	FC HC IC SRC NC	FC MC IC SRC	FC MC NC	FC MC IC SRC HC	FC MC HC
CONTRIBUTION TO THE BUSINESS FOCUS	Strong Revenue Growth Enhanced Profitability Consistent Brand Investments	Strong Revenue Growth Enhanced Profitability	Strong Revenue Growth Enhanced Profitability	Strong Revenue Growth Enhanced Profitability	Strong Revenue Growth Enhanced Profitability Strengthening Distribution Channels	Strong Revenue Growth Enhanced Profitability Strengthening Distribution Channels
PRODUCT LIFE-CYCLE						
ALIGNMENT WITH UN SDGS		 	 	 	 	



Focused on what matters, Committed to going beyond.

The fashion and lifestyle market is undergoing a structural shift, with consumers increasingly favouring versatile, comfort-led and occasion-led dressing. At the same time, the influence of technology and digital channels is reshaping how customers discover, engage with and make purchasing choices from various brands. We are uniquely positioned to capitalise on this transformation.

As we embark on our journey as a standalone entity, our focus is on delivering sustainable and profitable growth while creating long-term value for all stakeholders, including customers, communities, employees, shareholders and the environment. We aspire to build a focused lifestyle brands

platform, underpinned by strong brand equity, disciplined execution and a focused approach towards evolving consumer preferences.

We are strengthening our business by embedding sustainability considerations across our operations, decision-making processes and value chain. Through responsible business practices, we aim to drive positive outcomes for both society and the planet while supporting long-term business growth.

Our operating model is anchored in driving like-to-like growth, maintaining disciplined capital allocation and fostering greater integration across channels to deliver a seamless omnichannel experience. We are also expanding our footprint in tier 2 and tier 3 markets through scalable and capital-efficient formats, while leveraging digital capabilities

and data-driven insights to enhance reach, agility and customer responsiveness. These initiatives position us to capture emerging growth opportunities and strengthen our competitive advantage in a dynamic consumer landscape.

Leveraging the Megatrends to drive Innovation

Our transformational strategy is centred on embracing future possibilities while capitalising on opportunities today. We are leveraging key megatrends – including premiumisation, changing consumer demographics, omnichannel retail and digital enablement – to build a more relevant, agile and future-ready lifestyle brands platform.

India's fashion and lifestyle market is witnessing a clear shift towards premiumisation, driven by rising incomes, favourable demographics, increasing digital adoption and greater exposure to global brands. Consumers are placing greater emphasis on brand trust, perceived quality, aspirational value and seamless online experiences, reshaping purchase decisions and retail expectations. The shift is influencing how retailers think about brand mix, store experience, customer service and product offerings. We are recognising the emerging trends and redesigning our business for the future.

Being India's largest pure-play fashion and lifestyle player, we believe it is our responsibility to demonstrate sustainable

excellence and lead the market by example. We are strengthening our core lifestyle brands, including Louis Philippe, Van Heusen, Allen Solly, Simon Carter, and Peter England, which remain central to our growth and value generation strategy. Our focus is on deepening brand leadership, expanding into casual and adjacent categories, and driving product-led premiumisation through elevated workwear, occasion-led propositions, selective bridge-to-luxury offerings, fabric innovation and sharper design execution.

These brands continued to deliver strong growth and resilient profitability in FY2025-26. Revenue increased 8% YoY to ₹7,154 crore, supported by retail like-to-like growth of 8% and accelerated network expansion with more than 230 gross store additions during the year. EBITDA stood at ₹1,401 crore, with a healthy margin of 19.6%, reflecting the enduring strength of our brands and continued focus on product innovation, brand relevance and customer experience.

The retail landscape is being reshaped by a new generation of consumers who are redefining how brands are discovered, experienced and valued. Gen Z and young millennials seek more than products – they value authenticity, personalisation, cultural relevance, convenience and purpose. As digital natives, they seamlessly navigate physical and digital channels, making omnichannel engagement an essential element of the customer journey.

LEVERAGING THE MEGATRENDS TO DRIVE INNOVATION



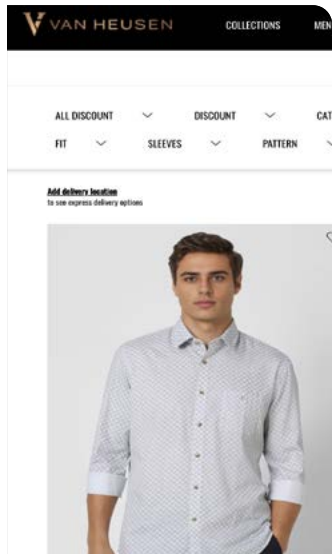
Premiumisation



Gen Z & Younger Millennials



Omnichannel Retail



Digital Enablement



For Indian and global retailers, this is a generational wake-up call to move beyond conventional formats and re-imagine retail as dynamic, immersive, and socially glued. At ABLBL, we are evolving our brand portfolio to stay relevant to these changing expectations. We are deepening our engagement with younger consumers through relevant design, accessible price points and stronger digital interfaces. Our youth-oriented and emerging portfolios, including American Eagle and Reebok, are being built through differentiated

product propositions, localised innovation and wider omnichannel reach, enabling us to build early loyalty and enhance customer lifetime value.

The convergence of physical and digital retail is redefining how consumers engage with brands, making omnichannel integration a strategic imperative for apparel brands. Today's consumers expect seamless experiences across stores, e-commerce platforms and digital touch-points, with convenience, personalisation and consistency playing an increasingly important role in purchase decisions.

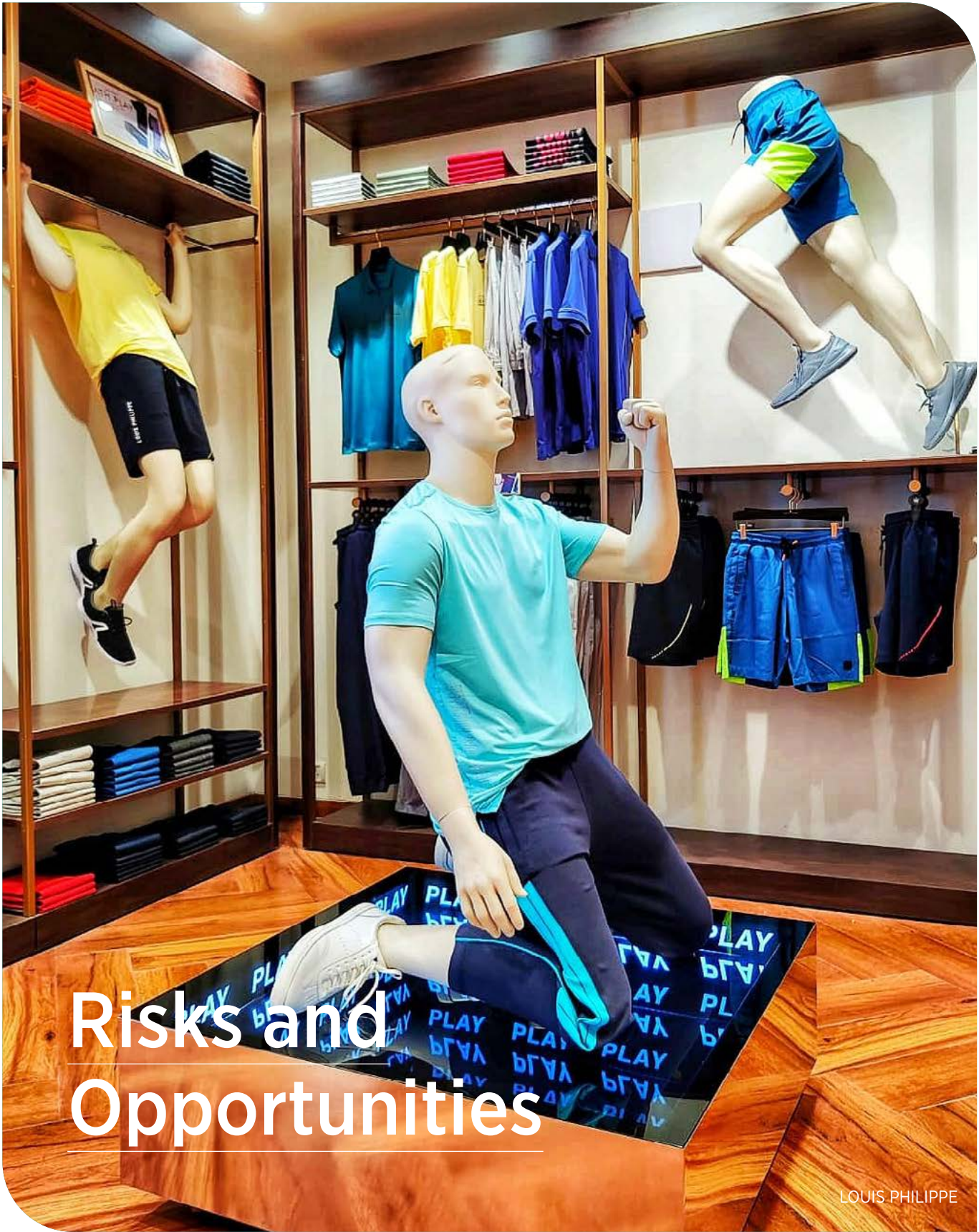
We are strengthening our omnichannel capabilities by integrating brand websites, marketplaces, warehouses and physical stores, while using digital channels as both a growth engine and a test-and-learn platform before physical scale-up. These capabilities support faster fulfilment, improved serviceability, better inventory utilisation and scalable growth across formats.

At the same time, digital enablement and AI are becoming critical drivers of competitiveness in fashion retail. Research on AI-powered personalisation in online fashion retail shows that AI-enabled recommendations, predictive analytics, chatbots and virtual assistance can improve customer experience, engagement and purchase decisions.

We are investing in an integrated technology backbone comprising SAP S/4HANA, D365 POS and a centralised e-commerce platform, creating a single source of truth across inventory, finance,

supply chain and retail operations. Advanced analytics are being embedded across demand forecasting, assortment planning, pricing and promotions to enhance sell-through, reduce markdowns and improve productivity.

By aligning our brand portfolio, product strategy and operating model with these evolving trends, we are strengthening our ability to drive sustainable growth, improve profitability and create long-term value.



As the business environment becomes more complex and rapidly evolving, uncertainty remains an intrinsic and ongoing challenge. Organisations are required to navigate shifting market dynamics, regulatory changes, supply chain disruptions, geopolitical developments, and climate-related risks. At ABLBL, strengthening operational resilience is central to our strategic approach to risk management. By embedding forward-looking practices, we enhance our ability to anticipate potential risks, manage uncertainties effectively, adapt to evolving conditions, and ensure business continuity.

Risk Management at ABLBL is supported by a well-defined governance structure aligned with three lines of defence model, ensuring comprehensive oversight and accountability.

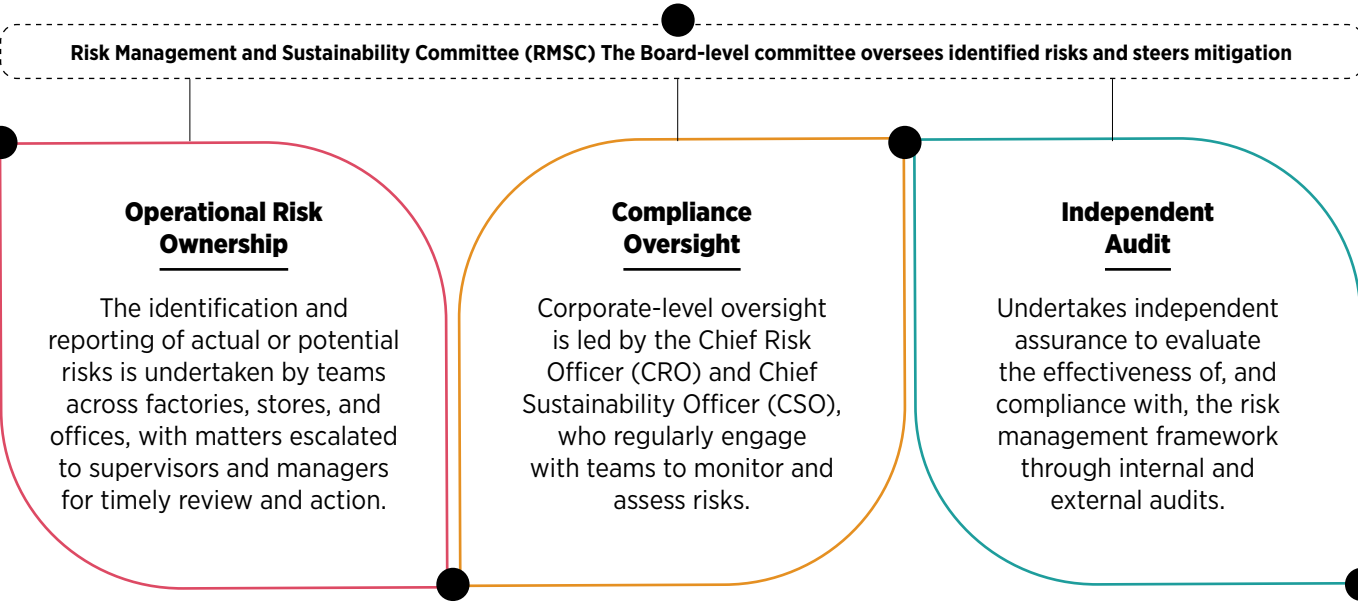
This structure enables clear allocation of responsibilities, effective monitoring, and accountability at different levels of the organisation. The first line comprises frontline teams and operational leaders, including business unit heads and risk managers, who are responsible for identifying, assessing, and addressing risks that arise in day-to-day business activities. The second line comprises risk and compliance functions at the senior management level, which develop control processes, frame policies, and monitor adherence to defined risk thresholds. The third line is represented by the independent internal audit function, which offers objective assurance on the effectiveness of risk controls, governance mechanisms, and compliance practices. Together, these lines help ensure consistent risk oversight, reinforce accountability, and support long-term value protection.

Risk Management Process

We have instituted a strategically aligned Risk Management Framework to systematically manage and mitigate business risks in alignment with COSO’s enterprise risk management principles. A dedicated team of professionals ensures effective implementation, with continuous monitoring of emerging risks. The framework sets out the company’s risk appetite, indicating the extent of risk it is willing to accept for identified risks. Our independent assurance mechanisms further strengthen risk governance structure. We conduct annual internal audits to review adherence to risk management frameworks and compliance requirements, with periodic additional evaluation of effectiveness and regulatory alignment by external audit. At the apex level, the Board-level Risk management and Sustainability Committee actively exercises the oversight of this framework, ensuring strategic alignment and robust risk governance.

Risk Identification & Categorization

We carry out a structured and rigorous evaluation of risks and classify them across strategic, operational, financial, environmental, and compliance-related segments, assessing them based on their likelihood and magnitude. Root cause analysis further helps determine their possible effect on business operations, supporting informed, prudent, and data-backed decision-making.





Risk Assessment & Prioritisation

Following identification, risks are plotted on a heat map by evaluating their likelihood and severity. They are then classified as high (red), medium (amber), or low (green). This approach enables focused mitigation planning and helps protect business resilience.

As part of our risk evaluation process, we undertake both

gross risk and net risk assessments. Gross risk captures the inherent exposure faced by the business before controls are applied, while net risk reflects the remaining level of exposure after mitigation actions and control measures are in place.

In addition to direct risks, we assess both upside and downside scenarios. Upside risks indicate unrealised opportunities related to growth, cost optimisation, and innovation,

whereas downside risks cover adverse impacts such as financial penalties, operational disruptions, and non-compliance with regulatory requirements.

Mitigation and Control Measures

Risk control measures are implemented in line with assessment findings, with corrective actions integrated into standard operating procedures to avoid recurrence. This approach reinforces organisational agility and strengthens our preparedness to navigate evolving uncertainties.

Continuous Monitoring and Review

Risk assessments are undertaken at defined intervals, with need-based reviews undertaken to address emerging risks and support timely mitigation. Where necessary, immediate reviews are conducted to ensure timely mitigation of potential risks. The framework is also subject to annual internal audits, supporting continuous improvement and readiness.

The Risk Management and Sustainability Committee meet twice a year to oversee the identification, assessment, and mitigation and provide strategic direction and oversight across the economic, social, and environmental risk dimensions. This includes reviewing risk exposure and ensuring a structured response to emerging challenges.

Increasing Risk Awareness

In line with the ongoing Board and Committee meetings, Independent and Non Executive Directors are regularly briefed on key developments through structured presentations covering business operations, strategy, risk management framework, industry trends, and regulatory updates. Furthermore, risk management training is provided to the Board of Directors wherever significant revisions are made to the framework and is also extended to functional heads of new businesses to ensure a strong understanding across leadership.

During the onboarding process, employees undergo comprehensive training on key risk areas such as safety, sustainability, information security, and legal compliance. They are also provided specialised risk training based on their roles, such as occupational health and safety for relevant teams – reinforcing a culture of risk management across the

AT ABLBL, PRODUCT DEVELOPMENT
FOLLOWS A DEFINED APPROACH THAT
EMBEDS RISK CONSIDERATIONS ACROSS
THE DEVELOPMENT LIFECYCLE, ENABLING
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POTENTIAL RISKS.

organisation. Regular stakeholder engagement enables the governance body to gather meaningful feedback and better understand the concerns and expectations of diverse stakeholder groups.

This process enables the governance body to remain well-informed about the potential impacts and related risks. By considering stakeholder perspectives, the governance body is better equipped to take informed decisions, manage risks effectively, and seize opportunities that align with stakeholder interests and contribute to sustainable development. Quarterly risk updates from respective process owners further assist in identifying potential risks perceived at the process level. In addition, defined mechanisms for reporting value violations, ethics non-compliance, and whistle-blower concerns are in place, encouraging employees to report any risks they may observe through these channels.

Integrating Risk Management in
Product Development

At ABLBL, product development follows a defined approach that embeds risk considerations across the development lifecycle, enabling innovation while addressing potential risks. Through cross functional collaboration, teams jointly develop concepts and designs, drawing on diverse expertise to improve product feasibility and market relevance. By integrating risk considerations throughout development, we aim to create products that are resilient, efficient, and aligned with business objectives and market needs.

More details on identified risks, corresponding mitigation measures, and emerging opportunities are provided in the 'Management Discussion and Analysis' section of the report.

KEY RISKS					
S. NO.	IDENTIFIED RISKv	RISK CATEGORY	SIGNIFICANCE AND IMPACT	MITIGATION ACTIONS	RISK EXPOSURE
1	Macro-risk	Economic risk	Ongoing volatility in global markets, together with expected inflationary pressures and rising domestic household debt, continues to dampen consumer sentiment and may lead to softer spending trends. This may impact sales growth, place pressure on margins, and result in inventory buildup.	ABLBL seeks to mitigate the impact through a resilient operating model, disciplined cost management and agile business planning. Our company focuses on maintaining flexibility across pricing, sourcing, inventory and channel strategies to respond effectively to changing market conditions. A balanced portfolio across occasions and price points also helps reduce dependence on any single demand pool and supports greater resilience during periods of macro volatility. In addition, we continued to strengthen our supply chain, improve working capital discipline, manage inventory prudently and calibrate expansion based on market conditions. These measures help our company to protect margins, preserve consumer relevance and navigate short-term macro headwinds while continuing to pursue sustainable long-term growth.	Medium after mitigation
2	Evolving consumer	Economic risk	Changing consumer preferences and evolving lifestyles, along with the influence of emerging technologies, are re-shaping the way consumers discover and purchase products. Rising fashion awareness across different socio-economic segments is expected to further influence future consumption patterns. These shifts may result in inventory build up, pres-sure on margins, and potential impact on market share.	We have a highly diverse portfolio, and our focus is on strengthening its relevance through enhanced digital capabilities, customer centric innovation and sharper execution across brands and categories.	Low after mitigation
3	Data Security	Technological risk	With the growing reliance on digital platforms and customer data, data security continues to remain a significant risk. Any data breach may result in finan-cial loss, disrupt business oper-ations, and impact brand credibility. It may also affect the func-tioning of critical systems and weaken stakeholder confidence.	We have put in place a robust cybersecurity framework and have implemented Disaster Recovery (DR), Business Continuity Planning (BCP), Data Loss Preven-tion (DLP), and Security Information and Event Management (SIEM) technologies. Regular monitoring is undertaken to identi-fy and address vulnerabilities, while employee training and awareness initiatives on incident reporting help strengthen preparedness and response capabilities.	Low after mitigation



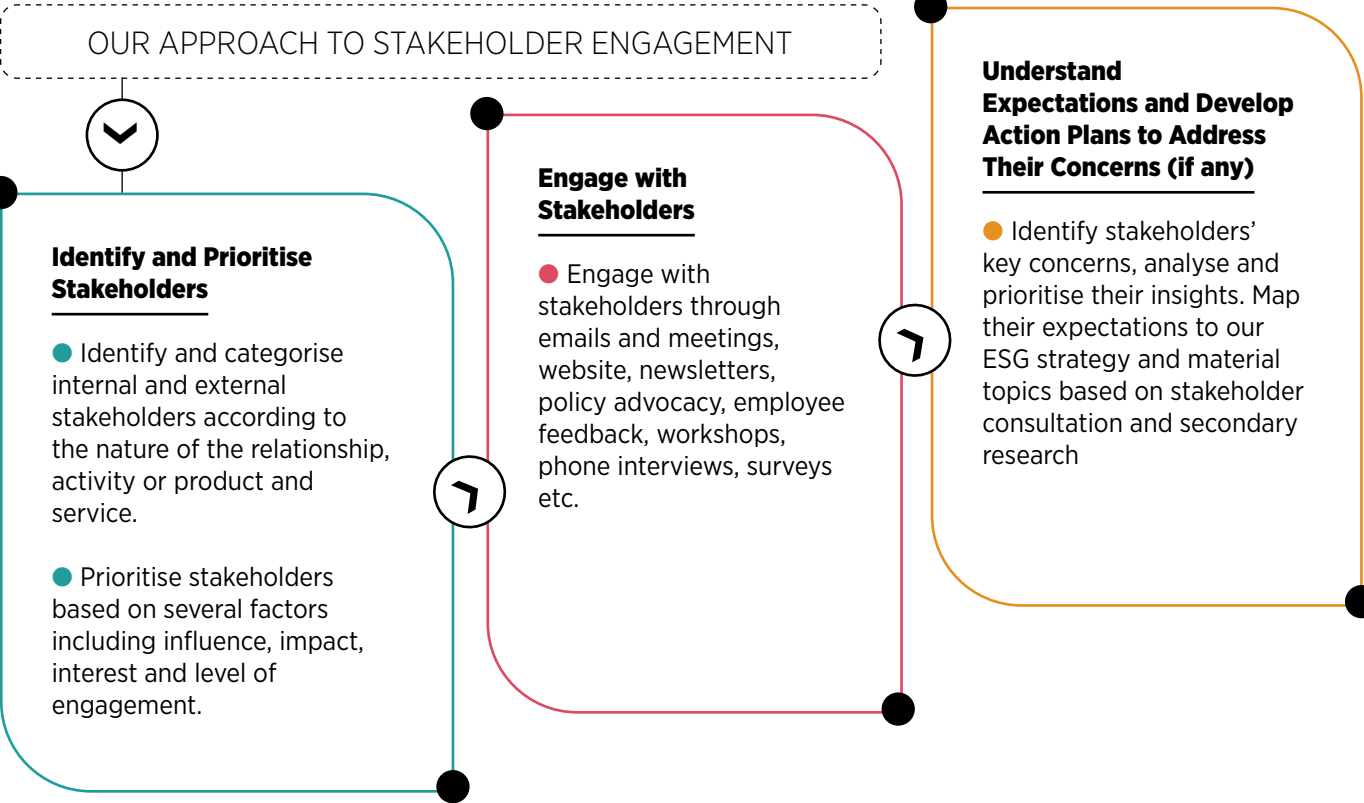
LOUIS PHILIPPE



At ABLBL, stakeholder engagement is integral to driving sustainable growth and creating long-term value across our portfolio of lifestyle and fashion brands. We engage proactively with a diverse range of stakeholders across our value chain through structured, inclusive and insight-driven mechanisms, in alignment with our Stakeholder Engagement Policy. This ongoing engagement helps us better understand stakeholder priorities, anticipate and manage risks, and integrate sustainability considerations into our business strategy, while strengthening trust and fostering meaningful collaboration.

By consistently embedding stakeholder insights, we ensure that our strategies remain responsive, inclusive and focused upon long-term value creation.

We engage with key stakeholder groups, including investors, employees, customers, suppliers, regulatory bodies, media and communities. Through targeted engagement initiatives, we gather valuable insights that help shape our business priorities while ensuring alignment with evolving stakeholder expectations. We follow a three-tier approach to stakeholder engagement:





OUR STAKEHOLDERS					
Stakeholder	Whether identified as a vulnerable or marginalised group	Significance of relationship	Channels of Engagement and Frequency	Key Expectations from Stakeholders	Our Approach
Suppliers	No	Suppliers provide us with raw materials, textiles and finished goods that define the quality of our products. Suppliers are strategic partners in influencing the brands' reputation, product quality, cost, reliability and sustainability.	- Periodic vendor communications - Supplier meets/summits - Corrective action plans formation post-supplier assessments, including capacity building Frequency of Engagement Continual	- Business continuity - Capacity building - Timely payment - Good deals/pricing - Integration of sustainability aspects across the supply chain	- Supplier Code of Conduct - Sustainable Supply Chain and Procurement Policy - ESG screening and assessment of suppliers - Supplier development - Priorities procurement from local suppliers and women entrepreneurs
Investors	No	Investors provide financial resources to achieve long-term business growth and stability.	- Annual report - Annual general meeting - Company website - Analyst calls - Investor meets and roadshows - Press releases - Communication from stock exchanges - SEBI's registered registrar and transfer agents Frequency of Engagement: Continual	- Performance and growth with respect to revenue and market share - Capital allocation to investments for improved environmental performance - Product and Process innovation - Internal and external communication about sustainability practices - Effective risk management - Transparent business practices	- Regular updates on operational and business performance - Focus on cost optimisation and product/process innovation - Emphasis on sustainable products and packaging - Enterprise risk management framework - Corporate governance framework
Employees	No	Employees are the driving force behind our company's success. Their efforts ensure the smooth functioning of business, customer satisfaction and long-term growth.	- Mails - Intranet portals - Grievance redressal mechanism - Vibes Survey - Employee engagement and wellness programmes - Townhalls - Employee Feedback session Frequency of Engagement: Continual	- Fair Wages and equal opportunities - Skill enhancement and career growth - Employee well-being - Rewards and recognition - Occupational health and safety	- Timely salary payments and ensuring minimum wages for all - Zero tolerance for harassment and discrimination at the workplace - Physical, emotional and financial wellness programmes - Robust rewards and Recognition programmes - Safe working environment - Health and safety training and awareness programmes

OUR STAKEHOLDERS					
Stakeholder	Whether identified as a vulnerable or marginalised group	Significance of relationship	Channels of Engagement and Frequency	Key Expectations from Stakeholders	Our Approach
Customers	No	Customers are key to business growth as they are the drivers of sales and revenue.	- Interactions at stores - Social media interactions - Online and mobile initiatives - Customer satisfaction surveys - Customer feedback mechanisms Frequency of Engagement: Continual	- Post-sales support - Quality and Sustainable Products	- Ensuring product quality - Openness to feedback - Prioritising customer satisfaction - Timely resolution of queries/ grievances - Focus on sustainable products and packaging
Media	No	Media drives business growth and increases visibility by projecting our vision and strategy to stakeholders.	- Press releases - Media interactions - PR agency partnerships Frequency of Engagement: Continual	Transparent communication	Regular communication through press releases, interviews, etc.
Community	Yes	Community engagement enhances brand reputation and strengthens our commitment to upholding a social license to operate.	- Community needs assessment surveys - Disaster management workshops - Community visits - Satisfaction surveys - Meetings with community heads - Community development programmes - Impact assessment Frequency of Engagement: Continual	- Community development - Livelihood and Employment opportunities - Improvement in overall living standards - Access to clean water and sanitation	- Community infrastructure development - Focus on providing quality education - Focus on providing skill development and livelihood opportunities - Health camps and awareness sessions - Promote digital literacy
Government and Regulatory Bodies	No	Government and Regulatory Bodies monitor and regulate our business operations, ensuring legal compliance	- Annual Reports - Communication with regulatory authorities - Mandatory filings with regulators (including SEBI) Frequency of Engagement: Continual	Compliance with laws and regulations	Ensuring compliance with laws and regulations, Regular payment of taxes



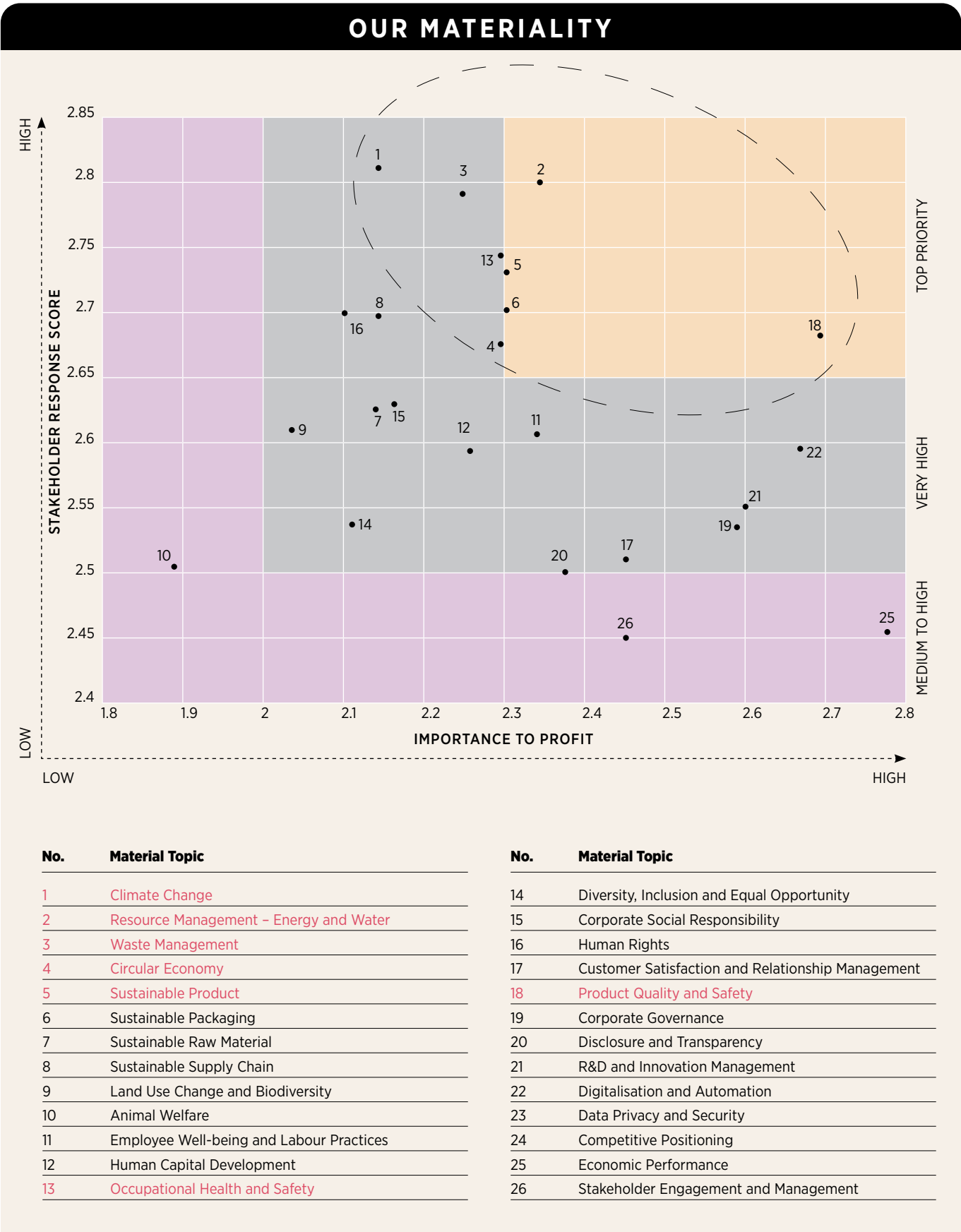
Taking into account the significance of risks, opportunities and sustainability impacts, we undertook a comprehensive double materiality assessment in FY 2023-24. We review our material topics annually to remain responsive to evolving business landscape and stakeholder expectations. To ensure our material topics remain closely aligned with evolving business objectives and stakeholder priorities, we have initiated a detailed materiality assessment, which will be completed in FY 2026-27.

The assessment process involved engagement with a broad range of internal and external stakeholders, including senior management, employees, customers, academia, industry bodies, CSR partners, investors, suppliers, franchisees, and service providers. Through this engagement, we identi-

fied actual and potential impacts of our business activities on the economy, environment, and society.

The approach was supported by sectoral research, market intelligence, and peer benchmarking to evaluate impacts across the short, medium, and long term. Using structured qualitative methodologies, material topics were systematically mapped on a materiality matrix to enable prioritisation and strategic alignment.

The outcomes of the assessment were reviewed and approved by the Board of Directors and further validated by an independent third party. The identified material topics have since been integrated into our Risk Management Framework, ensuring a coordinated and proactive approach to addressing key sustainability priorities.



OUR MATERIAL TOPICS			
Material Topic Identified	Risk or Opportunity	Rationale for Identifying Risk/Opportunity	Actions to Mitigate the Risk/ Capitalise on the Opportunity
Resource management Energy and water	Opportunity and Risk	The fashion industry, known for its high levels of waste, pollution, and resource consumption, is seen as a major contributor to climate change. Excessive and inefficient use of resources can lead to higher operational costs, regulatory penalties, and negative environmental impacts, damaging brand reputation. However, efficient resource usage and focus on raw materials and processes with lower environmental impact can result in cost savings, increased customer loyalty, the opening of new market segments and a stronger brand image.	We are redesigning our products to increase wardrobe life, reduce environmental impact and enable reuse at their end-of-life stage. Through our Sustainable Attributes, Sustainable Supplier Index and global assessment frameworks such as the Higg Index, we integrate sustainability across product life cycle and value chain. We also strengthen resource efficiency across operations through energy and water management measures such as solar rooftop systems, biomass briquettes, EV forklifts, rainwater harvesting, reuse of treated water from STPs, water-efficient fixtures and water positive projects.
Climate Change	Risk	The carbon footprint of a garment largely depends on the material. While synthetic fibres like polyester have less impact on water and land than grown materials like cotton, they emit more greenhouse gases per kilogram. It is crucial to effectively manage emissions from across the value chain to limit the potential negative impact of climate change	We have adopted various initiatives across Scope 1 & 2 emis-sions and initi-ated dialogue with stake-holders for mitigating Scope 3 emissions across the value chain. We are en-hancing the share of re-newable ener-gy and reduc-ing our carbon and water footprint at both facility and product levels to effec-tively address climate change and its im-pacts. We have a target to utilise renewable energy to run all of our opera-tional facilities and achieve a 5.5% YoY re-duction in Scope 1 & 2.
Waste Management and Circular Economy	Risk	The repercussions of fast fashion are multi-faceted and need to be monitored closely. It contributes to significant pollution, resource depletion, and textile waste, with vast amounts of clothing ending up in landfills, leading to increased scrutiny from regulators. It becomes crucial to effectively manage this waste and adopt the circular economy approach to maintain a positive brand image and gain customer loyalty.	We continued to accelerate the transition from linear to circular models by integrating circular principles in our own operations and across the value chain. Our in-house operations have achieved 'Zero Waste to Landfill' certification. The entire non-hazardous waste in our facilities is either recycled or reused, and a small quantity undergoes composting, which is used as bio manure for farming. Our collaboration with Germany's GIZ focuses on material innovation, reducing inputs of harmful substances, increasing textile-to-textile recycling, developing alternatives to plastic packaging, and fostering traceability. We have undertaken a commitment to recycle or upcycle 10% of products by volume

OUR MATERIAL TOPICS			
Financial Implications	GRI Mapping	KPIs	Capital Linkage
Positive	GRI 302: Energy 2016 GRI 303: Water and Effluents 2018	Energy consumption within and outside the organisation Energy Intensity Reduction of energy consumption Water withdrawal Water discharge Water consumption	Natural Capital
Negative	GRI 305: Emissions 2016	Scope 1, 2 and 3 emissions GHG emissions intensity Reduction of GHG emissions Emissions of ozone-depleting substances (ODS)	Natural Capital
Negative	GRI 306: Waste 2020	Waste generated Waste diverted from disposal Waste directed to disposal	Natural Capital



OUR MATERIAL TOPICS					OUR MATERIAL TOPICS			
Material Topic Identified	Risk or Opportunity	Rationale for Identifying Risk/Opportunity	Actions to Mitigate the Risk/ Capitalise on the Opportunity		Financial Implications	GRI Mapping	KPIs	Capital Linkage
Sustainable Product	Opportunity	There is a growing consumer demand for responsibly produced clothing. By adopting sustainable practices, we can attract and retain eco-conscious customers and enhance our brand loyalty and reputation. Through product and process innovation, we can help lower the environmental footprint of our products across own operations and value chain.	We drive sustainability into the design and development of products through a ‘clean by design’ approach and enhancing the sustainability attributes of the products by adopting alternate materials, including recycled fibres, eliminating single-use plastic, and deploying sustainable production processes and procurement practices across value chain		Positive	GRI 308: Supplier Environmental Assessment 2016 GRI 414: Supplier Social Assessment 2016	• Garments with sustainable attributes, Suppliers assessed with ESG parameters	Intellectual Capital, Natural Capital, and Social and Relationship Capital
Product Quality and Safety	Opportunity	Product quality and safety can help us gain a competitive edge in the market. High-quality, safe products foster consumer trust and loyalty, enhancing brand reputation and encouraging repeat purchases.	Suppliers play a crucial role in ensuring the quality of the final product. We have implemented a Quality Management System to ensure high-quality products. We undertake the Vendor Quality Performance Index (VPQI) and Quality Index Number (QIN) to assess supplier product quality, delivery standards and conduct regular training sessions with the frontend channel and distribution network partners		Positive	GRI 416: Customer Health & Sfety 2016 GRI 417: Marketing and Labelling 2016	Products assessed on health and safety impacts, Non-compliances concerning the health and safety impacts of products, information and labelling and marketing communications	Social and Relationship Capital
Occupational Health and Safety	Risk	Manufacturing plants are at a higher risk of hazards with im-proper health and safety measures causing delirious effects on the health and safety of the workforce.	Our safety management system framework takes reference from Aditya Birla Group Technical Standards, adhering to all the national and international standards and regulations on health and safety. We have implemented a comprehensive OHS Policy across all operations and have established a robust safety governance at our warehouses, and regional and corporate offices to monitor our safety performance.		Negative	GRI 403: Occupational Health and Safety 2018	Work-related injuries, Work-related ill health	Human Capital





TARGETS 2030

Product Stewardship

Sustainable Attribute	100% Garments with 1 attribute 100% Garments with 2 attributes
Sustainable Packaging	100% Sustainable Packaging
Vendor Code of Conduct	All T-1 vendor to adhere to VCoC
Sustainable Raw Material	10% Sustainable/certified raw material

Occupational Health & Safety

Fatality	Zero Harm - No incident of 'Category 5' at our premises
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Environment

Energy	80% Renewable Energy across owned facilities
Water	Water Positive across owned facilities
Waste	Zero Waste to landfill 100% waste traceability across owned facilities
Green Building	100% new sites to minimise the environmental impacts from our built environment by pursuing green building certification
Carbon Emissions	Scope 1 & 2: 5.5% reduction Y-o-Y Scope 3: 3.5% reduction Y-o-Y

Financial Capital



FOCUS AREAS



CONTRIBUTION TO UN SDGS

8 DECENT WORK AND ECONOMIC GROWTH

INTERLINKAGE WITH OTHER CAPITALS

- › Manufactured Capital
- › Intellectual Capital
- › Human Capital
- › Natual Capital
- › Social and Relationship Capital

KEY HIGHLIGHTS

₹8,396 CRORE REVENUE	₹1,429 CRORE EBDITA	17.0% EBITDA MARGIN*
₹634 CRORE EBIT	₹171 CRORE PAT	₹1,219 CRORE NET CASHFLOW FROM OPERATIONS

The year marked a pivotal milestone, laying the groundwork for our independent journey. Aditya Birla Lifestyle Brands Limited (ABLBL) from Aditya Birla Fashion and Retail Limited (ABFRL) in May 2025, represents an inflection point in your company’s growth story.

With a robust core business at its epicenter, and backed by high potential emerging brands portfolio, our company is well armored to scale leadership position in in the western and premium lifestyle fashion segments.

Our portfolio is home to several of India’s most renowned and trusted brands in that continues to remain steadfast on expanding leadership through stronger consumer understanding for improved customer experience.

Our lifestyle brands form our core portfolio with Louis

Philippe, Van Heusen, Allen Solly, Peter England and Simon Carter. Each brand catering to a different customer need across formal and casual categories. As these continue to deliver consistent and continuous growth, our endeavor is to strengthen this core business as a growth and cash engine. This ensures self-reliance for future expansion.

Under emerging brands, we are driving expansion in high growth potential segments of sportswear, activewear and innerwear as well as youth western wear. Our brands – Reebok (sportswear), Van Heusen Innerwear (activewear and innerwear), American Eagle (youth western wear) – are performing well, as we leverage our innovation and design capabilities along with deeply penetrated distribution network.

ECONOMIC VALUE CREATION (IN CRORE)

PARTICULARS*	FY 2024-25	FY 2025-26
Revenue from Operations	7,829.96	8,395.81
Other Income	77.71	85.05
Economic Value Generated	7,907.67	8,480.86
Operating Costs	5,704.65	6,098.75
Employee Wages and Benefits	918.42	941.33
Payment to providers of capital	382.00	364.44
Payments to government	15.12	1,464.85
Community Investments	-	2.23
Depreciation and other expense	705.73	795.39
Economic Value Distributed	7,725.93	8,211.63
Economic Value Retained**	181.74	269.23

** Economic value retained = Direct economic value generated - Economic value distributed

	FY 2024-25	FY 2025-26
Number of days of accounts payables*	155.96	138.54

* Cost of goods considered under accounts payable

OPENNESS TO BUSINESS			
PARAMETER	METRICS	FY 2024-25	FY 2025-26
Concentration of Purchases*	a. Purchases from trading houses as % of total purchases	28%	30%
	b. Number of trading houses where purchases are made from	4.00	3.00
	c. Purchases from top 10 trading houses as % of total purchases from trading houses	100%	100%
Concentration of Sales*	a. Sales to dealers / distributors as % of total sales	43%	43%
	b. Number of dealers / distributors to whom sales are made	1,931	2,194
	c. Sales to top 10 dealers / distributors as % of total sales to dealers / distributors	87%	89%
Share of RPTs in*	a. Purchases (Purchases with related parties / Total Purchases)	0.08%	0.30%
	b. Sales (Sales to related parties / Total Sales)	2.56%	2.98%
	c. Loans & advances (Loans & advances given to related par-ties / Total loans & advances)	0.00%	0.00%
	d. Investments (Investments in related parties / Total Investments made)	0.00%	0.00%

Financial Performance Highlights:

FY 2025-26 marked a year of strong performance and strategic progress, with our company delivering resilient growth despite a volatile market environment. The business demonstrated robust execution across retail, sustained profitability improvement, and a well-managed transition to operating as a standalone entity.

For the financial year ended March 2026, we reported revenues of ₹8,396 crore, growth of 7.23% over previous year, backed by strong performance by lifestyle brands as well as emerging business. This enabled continued momentum in retail like -to-like growth of 9% year on year and a even stronger growth in small town network.

Lifestyle brands generated revenue of ₹7,154 crore, growing by 8%, driven by growth across channels. Our network expanded by 230+ gross store additions, in line with our long-term strategic priorities, with EBITDA of ₹1,401 crore, and margin of 19.6%.

Our company generated Consolidated EBITDA of ₹1,429 crore, registering a growth of 13% year on year. This was mainly driven by premiumization in portfolio brands, supported by improving profitability across emerging brands. Your company also witnessed accelerated adoption of technology and artificial intelligence across the value chain, enhancing efficiency across sourcing, merchandising, and customer engagement.

Consolidated EBITDA margin was at 17.0% for the year FY 2025-26, expanding by 80 bps year on year. These gradual improvements reflect our continuous efforts to leverage our operational as well as distribution excellence.

Our company delivered strong financial performance, with Profit After Tax increasing nearly threefold to ₹171 crore, reflecting a growth of 185% over previous year.

Net debt as on 31st March 2026 stood at ₹726 Crores with Debt: equity of 0.40.

During the year, our company generated operating cash flows before capex and security deposit of ₹ 450 crores, with a significant portion allocated to fund its accelerated store expansion strategy, adding 300+ new stores.

We continue to build a strong and expansive retail footprint, with 3,348 exclusive brand outlets across ~800 cities and towns as on 31st March 2026. In addition, we continue to widen our presence beyond metro and tier-1 locations,

with more than 560 stores in smaller towns. The visibility and accessibility are further enhanced with presence across more than 190 malls. Overall, with a footprint of ~4.9 million square feet as on 31st March 2026, we have kick started an aggressive expansion engine for medium-term.

Marking a strong start as an independent entity, the Board recommended a dividend of ₹ 0.50 per equity share for FY25-26, its very first year post-demerger, underscoring our company’s strong performance and commitment to delivering shareholder value.

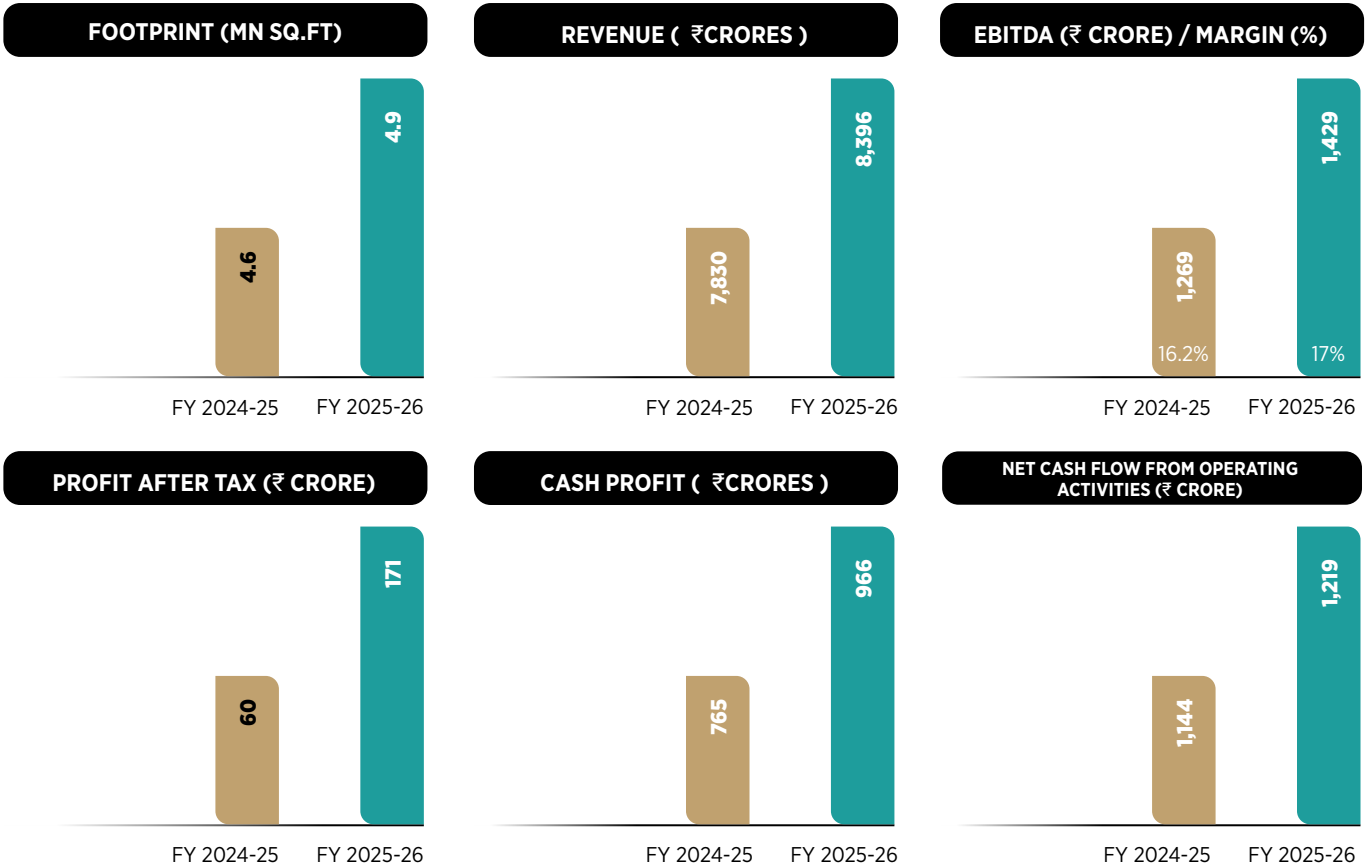
Lifestyle brands business:

For FY2025-26, Lifestyle Brands reported revenue of ₹7,154 Cr, reflecting a year-on-year growth of 8%. Growth was broad-based, with retail and wholesale channels contributing meaningfully. Retail, the largest contributor, grew by 8% YoY to ₹4,627 Cr, aided by healthy like-to-like growth of 8% and network expansion. Wholesale channel registered healthy growth of 9% over previous year, with revenues at ₹1,466 Cr. E-commerce generated revenues of ₹733 Cr, growing modestly by 2% YoY, as the business recalibrated its digital strategy while maintaining scale. With strong focus on profitability, EBITDA for FY 2025-26 stood at ₹1,401 Cr, an increase of 9% a year-on-year, mainly driven by operating leverage. EBITDA margin improved to 19.6%, a continued improvement in profitability highlighting disciplined cost management.

Lifestyle brands business accelerated on its growth plan to expand network with addition of +230 gross new stores, driven by a strong product-market fit in new markets and enhanced penetration across existing markets.

Emerging brands business:

The Emerging Business portfolio continued to strengthen its growth trajectory in FY 2025-26, with a clear shift towards profitable growth, improving unit economics, and sharper brand execution. The segment reflects our strategic investments in new categories and high-potential brands, aimed at building future growth engines. Emerging business reported revenue of ₹1,282 Cr in FY 2025-26. Adjusted for portfolio rationalisation actions including the exit from select businesses, the segment delivered ~8% underlying growth. Retail like-to-like growth remained robust at 13%, indicating healthy



consumer demand and improved store productivity. This was further accelerated by continued traction in Reebok, Van Heusen Innerwear and other youth focused fashion formats.

EBITDA increased to ₹50 Cr with EBITDA margin expanding to 3.9% in FY 2025-26 led by strong operational improvements and structural cost actions.

This portfolio is expected to continue as a strong growth driver for the company, with significant opportunity to scale these brands into mega-brands within the fashion and life-style space over the medium term.

Credit Rating:

During the year, we continued to maintain a strong credit profile, supported by its established market position, diversified brand portfolio, and consistent operational performance. Citing robust credit risk profile, healthy capital structure, strong cash generation, and comfortable debt protection metrics, CRISIL Ratings has assigned a CRISIL AA+ rating with Stable outlook to the company’s proposed ₹500 crore non-convert-

ible debentures. The agency also reaffirmed its CRISIL AA+ rating with Stable outlook on our bank facilities and CRISIL A1+ rating on its ₹1,000 crore commercial paper programme.

Future Outlook:

Guided by a clear strategic blueprint, the management remains confident in company’s growth prospects underpinned by strong brand equity, a robust store expansion pipeline, and a scalable emerging growth platforms. We aim to sustain double-digit growth over the coming years through a combination of network expansion, product innovation, omnichannel acceleration, and enhanced consumer engagement in both established as well as emerging brands.

Emerging businesses, including Reebok, American Eagle and Van Heusen Innerwear, are expected to play an increasingly important role in value creation, while disciplined capital allocation, improving profitability and strong cash generation are expected to support shareholder returns and strengthen balance sheet.



LOUIS PHILIPPE



Manufactured Capital

Emerging as a Focused Lifestyle Powerhouse

The year gone by marked the year of transformation – it is our journey of transformation as an independent company; following the demerger of the erstwhile Madura Fashion & Lifestyle business from Aditya Birla Fashion and Retail Limited (ABFRL).

We inherit the strong legacy built by the Madura business over decades. Backed by a portfolio of iconic brands, we are well positioned to accelerate growth and create long-term value.

Our well-integrated ecosystem comprises owned manufacturing facilities, centralised warehousing, technology-enabled distribution networks, and an extensive retail footprint. This enables us to ensure consistent product quality, agility in operations, and faster time-to-market.

Sustainability is deeply embedded in our approach to fashion. As consumer preferences evolve towards more responsible and conscious choices, we are focused on advancing sustainable sourcing, resource-efficient operations, responsible manufacturing, and product innovation across

our portfolio. Through purposeful action and continuous innovation, we aim to create enduring value for stakeholders while contributing to the development of a more sustainable and resilient fashion industry.

Manufacturing and Retail Capability

We operate a network of 11 manufacturing facilities across southern and eastern India, forming the foundation of our apparel manufacturing capabilities. Our manufacturing footprint includes six facilities in and around Bengaluru plus units in Bhubaneswar (Odisha), Thally (Tamil Nadu), Pulivendula (Andhra Pradesh) and a facility in Ramanagaram (Karnataka). These facilities primarily function as cut-and-sew garment manufacturing units and produce a diverse range of finished apparel, including formal shirts, casual shirts, trousers, jackets, denim, innerwear, athleisure, and other lifestyle apparel categories.

Complementing our manufacturing capabilities is an extensive retail and distribution network that enables us to connect directly with consumers across India. During FY 2025-26, we strengthened our retail infrastructure by

FOCUS AREAS



CONTRIBUTION TO UN SDGS

8 DECENT WORK AND ECONOMIC GROWTH

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

KEY HIGHLIGHTS

11 MANUFACTURING FACILITIES	3 WAREHOUSES	8 BRANDS
4.9 MILLION SQ. FT. FOOTPRINT	3,348 BRAND STORES	93% PRODUCTS WITH AT LEAST ONE SUSTAINABILITY ATTRIBUTE

INTERLINKAGE WITH OTHER CAPITALS

➤ Social and Relationship Capital

➤ Intellectual Capital

➤ Human Capital

➤ Natual Capital

➤ Financial Capital

MATERIAL TOPIC LINKAGE

SUSTAINABLE PRODUCT	SUSTAINABLE SUPPLY CHAIN	DIGITALIZATION AND AUTOMATION
SUSTAINABLE PACKAGING	SUSTAINABLE RAW MATERIAL	ECONOMIC PERFORMANCE

We distribute products across our portfolio of brands through centralised logistics hubs and distribution network that serves both our retail and digital channels.

~800
CITIES & TOWNS PRESENCE

560+
SMALL TOWN STORES

190+
NO. OF MALLS PRESENCE

› FY 23

Ethnic Top + Joggers

› FY 24

Bonded T-shirts + Denim

› FY 25

Handbags

› FY 25

Indo Wester Jackets

› FY 26

Cargos

› FY 27

Winter Jackets

expanding our network to 3,348 stores across nearly 800 cities and towns, compared to 3,253 stores in FY 2024-25. Our retail footprint grew to 4.9 million sq. ft. from 4.6 million sq. ft. in the previous year, enhancing our ability to serve consumers across both metropolitan and emerging markets.

We continued to strengthen and diversify our manufacturing capabilities through targeted expansion projects and investments in operational excellence. Our network is on track to produce nearly 30 million garments in FY2025-26, reflecting the scale and resilience of our operations. Keeping the manufacturing excellence our key focus area, during the reporting year, we achieved a record monthly dispatch volume of 27.12 lakh garments and eight of our manufacturing units achieved more than 80% efficiency. The ABGL facility also achieved production milestones of 2.35 lakh trousers and 55,000 jackets in a single month, while the Aditree denim facility produced 8 lakh pieces and the MAL handbags business crossed 1.5 lakh units of production.

Enhanced manufacturing flexibility and multi-product capabilities have also supported innovation, with new product volumes increasing from 7.55 lakh pieces in FY 2023-24 to 15.9 lakh pieces in FY 2025-26. We continue to strengthen manufacturing agility through enhanced product fungibility, with approximately 10% of manufacturing capacity dedicated to developing multi-product capabilities. This enables

facilities to switch between product categories and respond quickly to changing customer demand. As a result, our new product development capability has quadrupled over the last four years, supporting greater innovation, flexibility and speed-to-market.

Leading Product Sustainability

At ABLBL, sustainability has long been an integral part of our business approach and continues to guide the way we create value. As we grow as a leading lifestyle brands company, we are embedding sustainability considerations across our value chain - from product design and sourcing to manufacturing, distribution, and retail operations. We recognise that transforming the fashion industry is a complex and evolving journey, and while progress requires continuous effort and innovation, we remain committed to learning, adapting, and advancing responsible business practices.

The adoption of technologies such as laser-based denim processing and digital tools like CLO 3D garmenting enables reduced water, energy, and material usage while improving efficiency and precision in manufacturing.

Supported by a strong base of owned manufacturing facilities and trusted partners, we ensure greater control, traceability, and operational excellence, enabling the delivery of high-quality, responsible products at scale.

› Driving Brand Sustainability

VAN HEUSEN

› Five Product Sustainability Attribute

Sustainable production process

Sustainable manufacturing facilities

Sustainable raw materials

Sustainable packaging

Sustainable livelihoods



VAN HEUSEN

› **VAN HEUSEN CONTINUES** to advance in sustainable fashion through low-impact and innovative materials, responsible sourcing, and resource-efficient manufacturing practices. The brand has expanded its portfolio of bamboo-blended shirts and tops for men and women. These products deliver lightweight, breathable, and moisture-wicking comfort, while leveraging a fibre that typically requires lower water and pesticide inputs.

The brand has also increased the use of recycled materials, including recycled polyester derived from post-consumer plastic waste, helping reduce reliance on virgin resources and

supporting circularity across the value chain. Van Heusen continues to promote water-efficient dyeing and processing technologies that reduce water consumption and minimise chemical discharge, while also focusing on improving energy efficiency across manufacturing operations.

Responsible sourcing remains a key focus area, with increasing emphasis on traceable raw materials, including responsibly cultivated cotton and other sustainable fibre alternatives. Environmental performance across the supply chain is monitored through frameworks such as the Higg Index, particularly for Tier 1 suppliers.

➤ Driving Brand Sustainability



➤ **ALIGNED WITH ABLBL'S 'ReEarth - For Our Tomorrow'** sustainability framework, Allen Solly is strengthening the sustainability profile of its products through material innovation and resource-efficient manufacturing practices. The brand leverages laser-based denim finishing technologies to reduce water, chemical, and energy consumption, while bio-based and enzyme-assisted finishing processes help minimize fabric damage and wastewater generation.

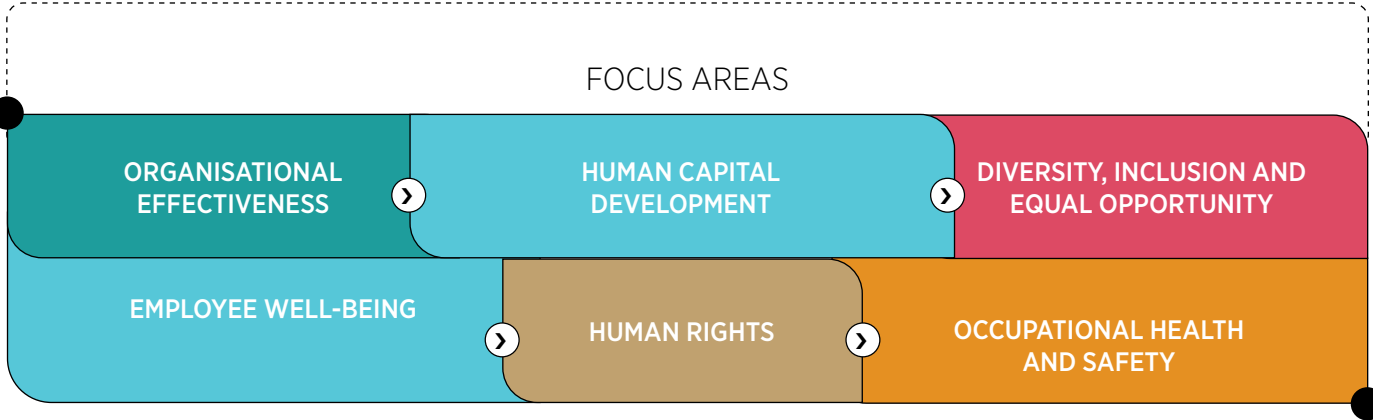
The brand is also expanding the use of regenerated cellulosic fibres such as LIVA, TENCEL™ and Lyocell, which are

derived from renewable raw materials and produced through resource-efficient processes. In addition, Allen Solly is adopting digital design and product development tools to improve material efficiency, reduce sampling waste, and support more sustainable product lifecycles. The brand is also advancing sustainable textile innovation and digital product development through tools that improve material efficiency, reduce sampling waste, and support more sustainable product lifecycles.

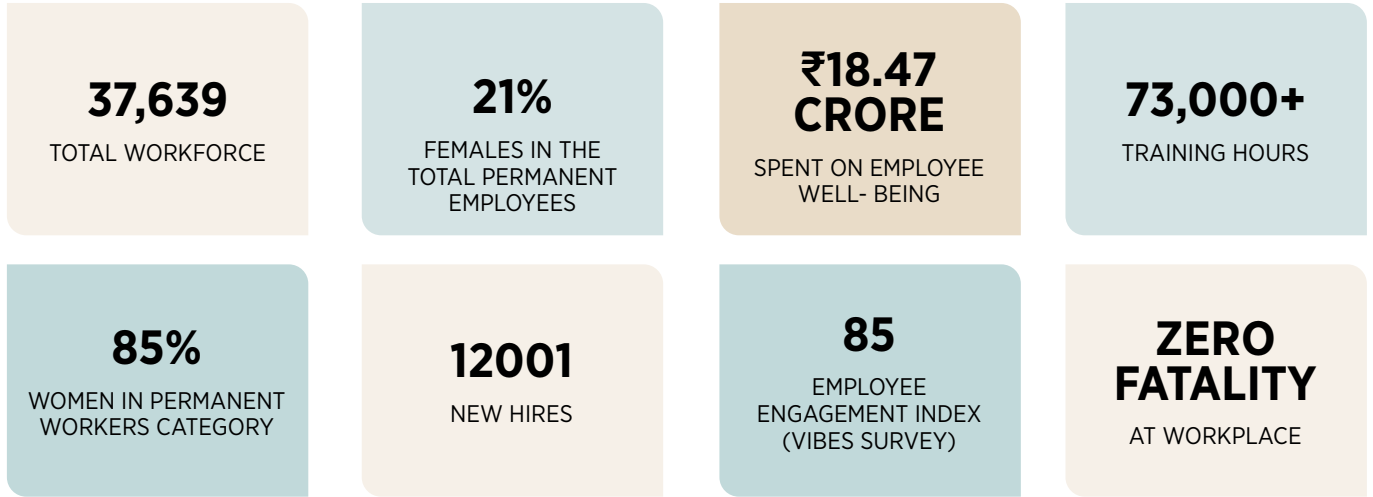


➤ **LOUIS PHILIPPE CONTINUES** to advance its sustainability journey with thoughtfully designed collections across categories. Its hemp-based sports casual shirts and trousers, offer breathable, durable garments with a significantly lower environmental footprint. Hemp cultivation requires minimal water and chemicals while producing more oxygen than trees, making it a standout sustainable fibre. Its T-shirt collection incorporates bamboo blends that offer natural antibacterial, odour-resistant, moisture-wicking, thermoregulating, and UV-protection properties. Premium collections such as

the GOLF Leisure Line and Tales of Masai feature TENCEL™ blended fabrics derived from sustainably sourced wood pulp and produced through a closed-loop process with high water and solvent recovery. Select formal shirts also incorporate Lyocell fibres sourced from FSC®-certified wood pulp, offering softness, breathability, biodegradability, and reduced environmental impact. Through these material innovations, Louis Philippe continues to enhance product sustainability while maintaining the quality, comfort, and sophistication associated with the brand.



KEY HIGHLIGHTS



CONTRIBUTION TO UN SDGS



INTERLINKAGE WITH OTHER CAPITALS

- Social and Relationship Capital
- Manufactured Capital
- Intellectual Capital
- Financial Capital

MATERIAL TOPIC LINKAGE



Our Human Capital Strategy – People First. Fashion Forward



At ABLBL, our people vision is anchored in a singular and compelling belief to cultivate a culture defined by trust, purpose, and meaningful impact. This vision is not merely aspirational; it is actively lived across the organisation – shaping an environment where individuals feel respected, empowered, and inspired to make a difference.

Central to our vision is a clear and enduring approach to build a high-performing organisation powered by engaged, fulfilled, and values-driven people. This vision informs every strategic decision, every employee experience, and every initiative we undertake.

Our organisational fabric is deeply woven with the enduring values of the Aditya Birla Group, ensuring our vision translates into responsible actions and sustainable outcomes. We continue to prioritise employee well-being, professional growth, and health and safety as integral elements of our broader people vision. We lay emphasis on creating a workplace where talent is not only supported but amplified. By thoughtfully attracting, developing, and



nurturing exceptional individuals, we foster a progressive and inclusive ecosystem where diverse perspectives thrive, innovation is encouraged, and learning remains continuous and future-focused.

With a robust governance framework supported by a comprehensive Code of Conduct, we demonstrate an unwavering commitment to ethical behaviour. Our vision for an equitable workplace is reinforced by a strict zero-tolerance approach to discrimination, sexual and non-sexual harassment, or bias. Aligned with our Human Rights Policy, we cultivate a culture of openness, trust, and accountability, ensuring every employee feels safe, valued, and heard.

Recognising the evolving dynamics of today’s workforce, our people practices are aligned with a progressive vision that embraces diversity and multi-generational collaboration. By promoting adaptability, inclusivity, and continuous capability-building, we empower our employees to grow holistically and remain future-ready, enabling ABLBL to not only respond to change but to lead it with confidence.

To bring this vision to life, we have built a human capital strategy that is founded on the core of “World-Class Employee Experience driven by Data, Digital & Analytics” and anchored on the four strategic pillars:

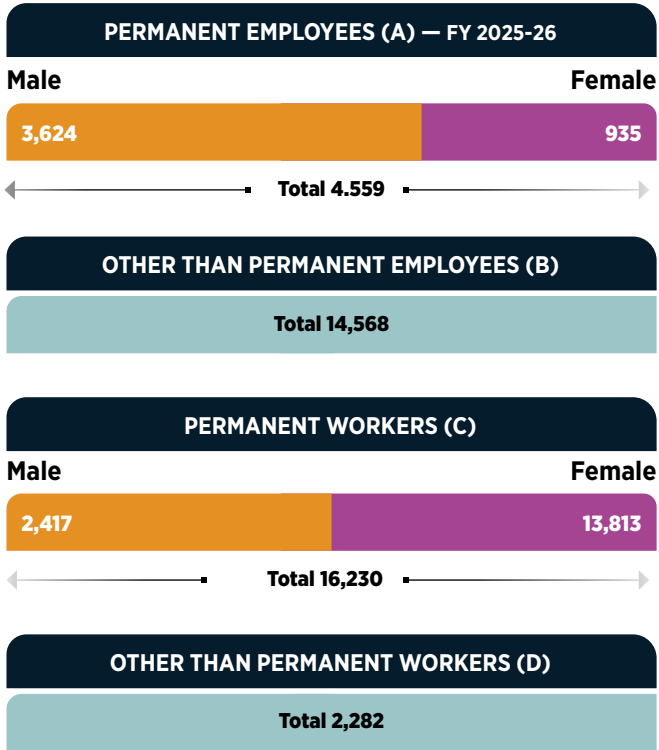


Organisational Effectiveness

At the core of our philosophy is the belief that our people are the driving force behind our sustained success. Our commitment is unwavering to empower every individual to unlock their full potential and contribute meaningfully to our shared ambitions. We are consistently investing in building a diverse, future-ready, and high-performing talent ecosystem, that not only supports our current operations but also fuels our long-term growth aspirations.

Our workforce of 37,639 employees and workers reflects not only the scale of our operations but also the breadth of our capabilities. Our permanent employee strength stands at 4,559, spanning our corporate offices, retail stores, warehouses and manufacturing sites with a gender distribution of 79% male and 21% female. We envisage building a balanced workforce across our organisation. As part of our concerted efforts to foster a diverse, agile and resilient workforce, out of our 16,230 permanent workers, female representation stands at 85% whereas, 15% comprises male workers.

Through a deliberate focus on capability building, inclusivity, and organisational agility, we continue to shape a workforce that is equipped to lead, adapt, and excel in an increasingly dynamic business landscape.



Total Workforce (A+B+C+D) = 37,639

PERMANENT EMPLOYEES BY GENDER AND EMPLOYEE CATEGORY (FY 2025-26)				
Gender	<30 years	30-50 years	>50 years	Total
Male	670	2,739	215	3,624
Female	395	508	32	935
Total	1,065	3,247	247	4,559
Management				
Senior Management	-	34	21	55
Middle Management	5	285	25	315
Junior Management	386	1,563	78	2,027
Non – Management	674	1,365	123	2,162
Total	1,065	3,247	247	4,559

Talent Attraction and Retention

At ABLBL, we do more than compete for talent we create an ecosystem where exceptional talent chooses to belong and thrive. We are committed to building a workplace where individuals are empowered to shape their own journeys and realise their full potential.

We offer an environment where opportunities are expansive across brands, functions, and geographies enabling our people to explore diverse pathways and build meaningful, future-ready careers. We encourage ownership of growth, supported by leaders who listen actively, mentor with intent, and are willing to invest in and champion bold potential.

Learning is embedded into the fabric of our organisation, ensuring our people continuously build capabilities that prepare them for evolving business needs and future leadership roles. At the same time, we foster a culture of real-time appreciation, where achievements – both significant milestones and everyday contributions are recognised and celebrated.

We also believe that sustained performance is rooted in holistic well-being. By creating an environment where work and life coexist in harmony, we prioritise flexibility, inclusivity, and a strong sense of belonging, enabling our people to thrive both professionally and personally.

By bringing together a compelling employer brand, a differentiated Employee Value Proposition, and meaningful growth opportunities, we continue to strengthen ABLBL’s position as a destination of choice for top talent. We are building a workplace where individuals do not simply work they grow, lead, innovate, and leave a lasting impact on the future of fashion and retail.

We recognise that our ability to attract and retain the right talent is fundamental to building a resilient and future-ready organisation. We are deeply committed to fostering an inclusive workplace, welcoming individuals from diverse nationalities, backgrounds, and identities, as we believe that diversity strengthens our culture, enhances creativity, and drives innovation. Guided by the Aditya Birla Group’s Corporate Principles and Code of Conduct, we uphold the highest standards of fairness, integrity, and respect across all our people practices.

Our workforce planning is strongly anchored in our internal business priorities, which act as the primary drivers of our talent strategy. As we

continue to expand across brands, formats, and geographies, there is a growing need to scale capabilities across our corporate, retail, warehouses and manufacturing sites. The rapid advancement of our omnichannel and digital ecosystem has further accelerated demand for new-age skills, while ongoing business transformation has reshaped capability requirements across functions. At the same time, we remain focused on driving productivity and cost optimisation, ensuring that our workforce remains efficient and ready for the future. Strengthening our leadership pipeline and building succession depth across critical roles also remain our key internal priorities, enabling long-term organisational resilience.

These internal drivers are complemented by external market realities, including a dynamic retail landscape marked by evolving consumer preferences and intense competition for specialised and digital talent. Together, these factors shape a responsive and forward-looking workforce strategy.

In line with this, we have continued to refine our talent approach to attract high-potential individuals across levels and generations. During the reporting year, we adopted a holistic and business-aligned hiring strategy, with a deliberate shift towards a more structured and technology-enabled recruitment model, leveraging AI-driven tools and behavioural assessments to enhance effectiveness. We maintained a balanced focus on lateral, leadership, and early-career hiring, while also emphasising critical and emerging capabilities such as digital, analytics, supply chain, and design. We also advanced our diversity hiring agenda and reinforced internal pipelines through robust succession planning and enhanced internal mobility opportunities.

We take a proactive and highly structured approach to

managing critical talent attrition, with a focused emphasis on high performers and roles that are pivotal to business continuity. Our approach begins with the systematic identification of risks through regular talent reviews, supported by workforce analytics and attrition trend analysis. We clearly map critical roles and high-potential talent pools to ensure focused attention, while continuous feedback mechanisms such as engagement surveys and manager insights enable us to stay closely aligned with employee sentiment. Building on these insights, we implement targeted retention initiatives designed to create a differentiated and compelling employee experience. This includes offering differentiated compensation and reward frameworks for high performers, investing significantly in career development, learning pathways, and leadership capability building, and actively promoting internal mobility and cross-functional opportunities to enrich career journeys. In parallel, we continue to strengthen employee-centric initiatives with a strong emphasis on well-being, engagement, and an enabling work environment, ensuring that our people feel valued, supported, and motivated to stay and grow with the organisation.

Nurturing Young Talent : Stride – Young Talent Management Programme

The STRIDE Programme is Aditya Birla Fashion’s flagship young talent initiative, designed to identify, develop, and nurture future leaders for the organization. What began over two decades ago with the induction of Business Management Trainees (BMTs) has evolved into a robust, multi-disciplinary talent pipeline that today includes Fashion Management Trainees (FMTs), Chartered Accountant (CA) Striders, and B.Tech/M.Tech Striders. The programme continues to expand

its reach by strengthening relationships with leading campuses across the country while continuously evaluating and onboarding new institutes to build a diverse and future-ready talent pool.

Today, the STRIDE community comprises over 270 Striders across multiple batches, streams, and business units, making it one of the organization’s most enduring talent pipelines. Managed centrally, the program ensures a consistent and enriching employee experience through structured learning interventions, cross-functional exposure, mentoring, and continuous career development. Guided by the philosophy of “Once a Strider, Always a Strider,” every participant remains connected to the program throughout their journey, with a dedicated HR team partnering with them at every stage of their career.

The success of the STRIDE Program is reflected in the journeys of its alumni. Many former management trainees have grown into leadership roles and today lead key functions and businesses across Aditya Birla Fashion, reinforcing the program’s role in building a strong internal leadership pipeline. As the organization continues to evolve, STRIDE remains committed to attracting high-potential talent, fostering innovation and agility, and developing leaders who will shape the future of Aditya Birla Fashion.

Retail Young Talent (RYT) Programme

At Aditya Birla Lifestyle Brands Limited (ABLBL), we believe that sustainable business growth is driven by a strong leadership pipeline and continuous investment in young talent. The Retail Young Talent (RYT) Programme is a flagship initiative designed to identify, develop, and nurture future store and brand leaders across our retail ecosystem.

WORKFORCE	
GENDER	FY 2025-26
Male	Female
2547	9454
Total workforce 12001	
Employee Hires by Age Group	
<30 years	6702
30-50 years	5240
>50 years	59
Total workforce	12001

PERFORMANCE AND CAREER DEVELOPMENT REVIEWS OF EMPLOYEES AND WORKER		
GENDER	FY 2025-26	
Male	Female	% (B/A)
3,624	935	100
Total Employees 4,559		
2,417	13,813	100
Total Workers 16,230		

The programme welcomes young graduates from leading MBA institutes and Institutes of Hotel Management (IHM), providing them with an immersive learning experience at the frontline of retail operations. Through a structured six-month development journey, participants gain comprehensive exposure to store operations, customer engagement, commercial excellence, people management, visual merchandising, inventory management, and business performance management.

Each trainee undergoes a carefully curated induction and learning roadmap, supported by experienced business leaders and mentors. The program is designed not only to build operational capability but also to instill leadership, agility, customer-centricity, and a deep understanding of the retail business.

In FY 2025–26, we onboarded 122 Retail Young Talent trainees across India, spanning all nine brands within its portfolio. The induction and learning experience were executed with precision and consistency, ensuring every trainee received a strong foundation to begin their retail leadership journey.

The long-term impact of the programme is reflected in the success of its alumni. Over the years, graduates of the RYT Program have progressed into key leadership positions across the organisation. Many today manage high-performing stores, lead regional operations, and contribute to strategic corporate and business roles that drive growth, transformation, and operational excellence.

Encouraged by the programmes strong outcomes and its contribution to leadership succession, we are further expanding its investment in young talent. Building on the success of previous cohorts, the organization plans to onboard approxi-

mately 175 Retail Young Talent trainees in FY 2025–26, creating a larger and stronger pipeline of future-ready leaders for its growing retail business.

By creating structured pathways for career growth and leadership development, the Retail Young Talent Program not only offers meaningful opportunities to young professionals but also strengthens organizational capability for the long term. The initiative remains a cornerstone of our commitment to talent development, employability, leadership building, and sustainable growth.

Our investment in talent acquisition remained strong and deliberate, with a total hiring spend of ₹1.67 crore , reflecting our continued focus on attracting high-calibre professionals who align with our vision and values. During FY 2025-26, we welcomed 12,001 new employees into the organisation, of which 79% were women, reinforcing our sustained commitment to enhancing gender diversity across all levels. We also continued to prioritise internal career growth, with 62.59% of open roles filled through internal mobility, demonstrating our belief in nurturing and advancing talent from within while building a future-ready and engaged workforce.

Building a Future-Ready Leadership Pipeline

At ABLBL, we firmly believe that organisations that succeed over the long-term are those that invest early in building their future leaders. Strengthening our leadership pipeline remains a strategic priority, and our Talent Councils play a pivotal role in ensuring leadership continuity through a structured and forward-looking approach to identifying, developing, and positioning talent for critical roles.

In alignment with this, 100% of our permanent employees

and workers received performance and career development reviews during both reporting period, reflecting our commitment to continuous evaluation and growth.

We leverage a robust 9-box performance-potential framework, further validated through Emerging Councils (JB 6–9) and Leadership Councils (JB 4–5), to systematically identify high-potential talent and align them with future organisational needs. Through this process, we actively map talent to opportunities, create bridge roles, and establish clearly defined succession plans for key positions. This disciplined and proactive approach ensures that every strategic role is supported by ready-now or ready-soon successors, enabling ABLBL to operate with agility, resilience, and confidence as we scale.

Our performance management philosophy is designed to be holistic, inclusive, and developmental. Employees receive regular ongoing feedback from their performance manager and assessor through the ‘My Development Plan’ initiative. We have adopted multi-dimensional appraisal mechanisms, including 360-degree feedback, allowing employees to receive well-rounded, constructive insights from multiple stakeholders This is complemented by a culture of continuous feedback, where agile and regular conversations between managers and team members support real-time performance improvement and development. We also emphasise team-based performance assessment, recognising the importance of collaboration and collective outcomes alongside individual contributions. The employees’ performance manager and assessor provide feedback through our ‘My Development Plan’ initiative bi-annually. We also help employees set their individual goals and track their progress periodically.

Through these integrated efforts, we are not only strengthening our leadership bench but also fostering a culture of accountability, growth, and sustained high performance across the organisation.

Planned Actions to Strengthen Retention

At ABLBL, we believe that talent must not only be attracted and developed but also meaningfully retained through enriching employee experiences and visible growth opportunities. Our focus is on building a workplace where ambition is matched with a strong sense of belonging, enabling every individual to envision a long-term future with us. During the year, our voluntary employee turnover stood at 15.90%,



and in response, we are taking deliberate steps to further strengthen retention outcomes. We are enhancing career pathing frameworks to provide greater transparency and clarity on growth opportunities across roles and functions, while also expanding internal mobility avenues to encourage cross-functional exposure and career progression.

We continue to invest in strengthening managerial effectiveness, recognising the critical role leaders play in shaping employee experience and engagement. At the same time, we are deepening our focus on continuous learning, reskilling, and building future-ready capabilities to keep our workforce relevant and resilient. Leveraging people analytics and AI-driven insights, we aim to adopt a more predictive and data-led approach to retention and workforce planning, enabling us to proactively address potential risks and reinforce a culture where our people feel valued, supported, and inspired to grow with us.

Employee Value Proposition (EVP):
A Promise of Growth and Belonging

At ABLBL, our Employee Value Proposition (EVP) goes beyond a statement; it is a commitment we bring to life every day. It is thoughtfully anchored in four core pillars that reflect the diverse aspirations of our people and shape a workplace where individuals feel supported, inspired, and empowered to succeed.

Career: We offer expansive opportunities for individuals to explore, grow, and evolve within the organisation and across the Aditya Birla Group. Our strong culture of mobility reflects in internal role movements, enabling employees to

EMPLOYEE SEPARATION BY GENDER	
GENDER	FY 2025-26
Male	Female
606	185
Total workforce 791	
Employee and Workers Turnover Rate	
<30 years	312
30-50 years	460
>50 years	19
Total workforce	791

EMPLOYEE AND WORKERS TURNOVER RATE	
Permanent Employees	FY 2025-26
Male	Female
16.5	18.4
Total -16.95	
Permanent Workers	
Male	Female
68	67
Total -67.50	

DIFFERENTLY-ABLED EMPLOYEES AND WORKERS	
Permanent Employees	FY 2025-26
Male	Female
33	90
27%	73%
Total 123	

build dynamic, fluid careers that extend beyond traditional boundaries.

Learning & Development: We cultivate a culture of continuous learning through structured programmes, immersive academies, and Elev8 our University of Growth. This ecosystem fosters lifelong learning, equipping our people with the capabilities required for present-day excellence and future leadership.

Reward & Recognition: Our multi-layered reward and recognition framework ensures that excellence is consistently acknowledged. By embedding recognition into everyday practices, we create an environment where contributions are valued in real time rather than confined to periodic reviews.

Enrich Your Life: We recognise the importance of balance and well-being and strive to create an environment where professional and personal aspirations coexist harmoniously. Through flexible policies, well-being initiatives, and platforms for connection and self-expression, we support the holistic growth of every individual.

Through this integrated EVP, we ensure that every employee feels valued, challenged, and inspired making ABLBL a workplace where talent not only performs but truly thrives.

Opportunities Without Boundaries

In line with our belief that “Anybody can do Anything,” we actively encourage cross-functional and cross-business mobility through stretch assignments, lateral movements, and inter-business opportunities. Additionally, clearly defined

REPRESENTATION OF WOMEN	
Employee Category	FY 2025-26
Share of women in all management positions	21%
Share of women in jr. management positions	20%
Share of women in top management positions	18%
Share of women in revenue-generating positions	18%
Share of women in STEM -related positions	12%
In FY 2025-26, female representation on the Board of Directors stood at 18% (02 out of 11 members).	



career pathways across Fashion Management and Business Management talent provide transparency and direction, enabling our people to navigate their growth journeys with clarity and confidence.

Diversity, Inclusion and Equal Opportunity

At ABLBL, we are deeply committed to fostering a workplace that embraces diversity in all its forms and promotes a culture of inclusion and equal opportunity. We welcome individuals across nationalities, castes, religions, ethnicities, genders, and backgrounds, recognising that a diverse workforce strengthens our organisational fabric and drives innovation, collaboration, and sustainable growth. During the reporting year, 100% of our workforce comprises Indian nationals.

Creating a safe, inclusive, and equitable environment for women and under-represented groups remains a key priority for us. Our people policies are designed not only to ensure compliance with regulatory requirements but also to actively promote fairness, dignity, and support at every level of the organisation. Guided by our Code of Conduct and Corporate Principles, we maintain a strict zero-tolerance approach towards all forms of harassment and discrimination. We are committed to building a more gender-diverse organisation and continue to take focused steps to enhance women’s representation across roles, including at managerial and leadership levels. Our efforts span both front-end retail and corporate functions, supported by inclusive hiring practices, targeted leadership development programmes for women, and enabling workplace policies. While our goals remain progressive, we emphasise sustainable, pipeline-driven improvements to ensure long-term impact.

In alignment with the Rights of Persons with Disabilities

Act, 2016, we are committed to ensuring that our differently-abled employees and workers have equal access to opportunities and facilities and are treated with dignity and respect. We strive to eliminate barriers and create an environment that enables full participation and inclusion.

We firmly believe that diversity and inclusion are critical enablers of business performance and innovation. Through our continued focus on equitable opportunities, varied perspectives, and an inclusive culture, we aim to create a workplace where every individual feels respected, valued, and empowered to contribute their best.

EDGE Assess Certification

At ABLBL, we have strengthened our commitment to gender equity by achieving the globally recognised EDGE (Equity, Diversity and Gender Equality) Assess Certification, becoming the first organisation in the Indian retail industry to be independently verified against international workplace gender equity standards. It is awarded only after a comprehensive, independent audit that evaluates how organisations perform across the most critical dimensions of workplace gender equity.

As part of the EDGE Assess certification process, we underwent a deep, end-to-end assessment across four core pillars:

- **Gender representation** across all levels of responsibility, from junior management to top leadership
- Pay equity, including statistically robust analysis to identify any unexplained gender pay gaps
- **Policies and practices** governing equitable career flows — spanning recruitment, promotions, leadership development, flexible work arrangements, parental support, and workplace safeguards
- **Inclusive workplace culture**, validated through anonymised employee perceptions and lived experiences

The assessment combined quantitative workforce data, qualitative policy and practice reviews, and an employee survey, followed by an independent audit to verify accuracy, completeness, and integrity before certification was granted.

The Certification places us among a select group of organisations worldwide that have subjected their gender equity journey to external scrutiny and transparency. The certification signifies that the company has established a credible and auditable baseline for assessing workplace gender equity, with core people policies and processes that

are evidence-based and aligned with equity objectives. It also confirms that we have a validated action plan in place to drive measurable improvements and accelerate progress on gender equity throughout the certification period, reinforcing its commitment to accountability, inclusion, and sustainable organisational change.

By adopting a globally benchmarked and independently audited framework, we are proactively strengthening our readiness for future ESG disclosures, regulatory expectations, and investor scrutiny - positioning gender equity as a core element of sustainable business governance, not a peripheral initiative.

Fair Remuneration

At ABLBL, fair remuneration is integral to our commitment to diversity, equity, and inclusion. We have embedded pay equity as a foundational principle within our people practices, ensuring that all employees are fairly and appropriately compensated, irrespective of gender or background. We closely monitor pay structures and conduct regular assessments of

GENDER PAY EQUITY (₹)	
Employee Category	FY 2025-26
Male	Female
1,03,50,265	1,02,68,026
Average salary paid at an Executive Level	
1,36,26,822	1,28,24,327
Average base salary with incentives amounts at an Executive Level	
13,24,100	14,78,265
Average base salary at Management Level	
15,15,747	16,88,525
Average base salary with incentives amounts at Management Level	
6,25,636	4,99,280
Average salary paid at Non-Management Level	

DETAILS OF REMUNERATION/SALARY/WAGES: MEDIAN REMUNERATION/WAGES:

Employee Category	Male		Female	
	Number	Median remuneration / salary/wages of the respective category	Number	Median remuneration / salary/wages of the respective category
Board of Directors (BoD)	9	8,75,000	2	3,00,000
Key Managerial Person-nel/Management	1	1,84,00,008	1	35,82,096
Employees other than BoD and KMP	3,622	6,80,460	934	6,86,460
Workers	2,417	2,91,432	13,813	2,14,704

REMUNERATION AND WAGES					
FY 2025-26					
	Total (A)	Equal to Minimum Wage		More than Minimum Wage	
		Number (B)	% (B/A)	Number (C)	% (C/A)
Permanent Employees:					
Male	3,624	-	-	3,624	100
Female	935	-	-	935	100
Total	4,559	-	-	4,559	100
Permanent Workers:					
Male	2,417	2,205	91	212	9
Female	13,813	7,534	55	6,279	45
Total	16,230	9,739	60	6,491	40

FY 2025-26

Gross wages paid to females as a % of total wages*	40.8%
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*Our gross wages paid comprise the data for permanent employees and workers inclusive of bonus paid during the reporting year.

Location-wise breakdown of wages paid to all individuals employed	
Location	FY 2025-26
Rural	2.98%
Semi-Urban	1.55%
Urban	11.51%
Metropolitan	83.95%

the gender pay gap to drive parity and maintain transparency across the organisation.

Our compensation philosophy is firmly anchored in meritocracy, where performance, capability, and contribution are the primary determinants of reward. Robust governance mechanisms are in place to prevent any form of bias or disparity, ensuring that our remuneration practices remain

Our enterprise-wide engagement survey, VIBES a flagship initiative of the Aditya Birla Group serves as a cornerstone of our listening strategy. It is administered annually across all business units and employee segments, covering 100% of our workforce. During FY 2025- 26, the survey was conducted between 27 February and 14 March, witnessing a strong participation rate of 92%, resulting in a score of 85 on the employee engagement index. The survey covers aspects such as job satisfaction, purpose, happiness, stress management and employee satisfaction against nine dimensions, including engagement, alignment, performance culture, managerial effectiveness, agility, employee experience, including engagement, leadership effectiveness, career development, well-being, recognition, providing leaders with deep, actionable insights.

The findings from VIBES survey have been instrumental in shaping both organisation-wide and team-level action plans, enabling us to continuously strengthen our people practices and reinforce a culture of trust, growth, and accountability. To complement this, we deployed targeted business-specific surveys to capture contextual insights, including dedicated initiatives for frontline retail employees. We also conducted over 10 pulse surveys annually, using quick and interactive formats to gauge real-time sentiment across themes such as physical and mental well-being, engagement, and workplace experience.

In addition to quantitative tools, we place strong emphasis on qualitative feedback through structured Focus Group Discussions and post-survey feedback sessions, allowing us to gain deeper insights into key themes and employee experiences. These insights are translated into clearly defined action plans across business units, supported by a strong governance framework with regular reviews to ensure accountability and timely closure.

Beyond formal mechanisms, we have established multiple platforms to encourage ongoing dialogue and real-time engagement. These include monthly CEO town halls, open forums with HR leadership, and regular team huddles that promote transparency, enable quick resolution of concerns, and celebrate achievements collectively. These interactions strengthen our organisational fabric, reinforce a sense of belonging, and ensure that every voice is heard.

Through this integrated approach, we continue to nurture a culture where listening is continuous, engagement is intentional, and well-being is prioritised empowering our people to perform, grow, and thrive.

Where Connections Thrive Beyond Work

For ABLBL, engagement is not an afterthought it is the heartbeat of our culture, shaping how our employees experience belonging, collaboration, and joy at work. Across our Business Units, engagement is woven into everyday life, creating moments that inspire creativity, strengthen bonds, and transform colleagues into a close-knit community.

We believe that connections fuel performance, and every interaction is an opportunity to celebrate our people. This belief came to life through a series of thoughtfully curated initiatives across our businesses, each one rooted in our shared values yet infused with the unique spirit of every brand. This spirit of healthy competition thrived with the Madura Championship which brings in employees together for sports and non-sports events, fostering teamwork, camaraderie, and a shared sense of belonging.

Well-Being without Boundaries

At ABLBL, we adopt a holistic approach to well-being, ensuring that health, resilience, and balance are integral to the employee experience. We are committed to creating a workplace where individuals feel supported not only professionally but also physically, emotionally, and socially.

We place significant emphasis on emotional and mental well-being. Our Santulan Employee Assistance Programme (EAP) offers confidential and free counselling support to employees and their families, covering both personal and work-related concerns. Additionally, our partnership with Mpower – a leading mental health organisation provides access to specialised care, including counselling, psychiatric support, and awareness programmes. These services are easily accessible via phone or email, ensuring timely and stigma-free support for those in need. We also conduct regular mental health webinars and awareness sessions aimed at building psychological resilience.

Our structured mental well-being initiative, #MindMatters, reinforces this commitment through a sustained focus on awareness, accessibility, and employee engagement. Launched on World Mental Health Day (10 October 2025), the programme includes monthly newsletters, targeted sessions, and pulse surveys, covering themes such as emotional resilience, mental readiness, gratitude, and overall mental health awareness. With over 450 employee responses across sessions and surveys, the programme continues to play a

key role in normalising conversations around mental health beyond traditional support mechanisms.

We have also strengthened our preventive healthcare focus through the Annual Health Check-up (AHC) programme. Following a successful pilot in Mumbai, the initiative was scaled across locations, achieving 100% completion in Mumbai and 83% completion across the rest of India during the year. Delivered through a network of over 156 centres, the programme was supported by strong communication and on-ground facilitation. Employee feedback reflects high satisfaction levels, with 89% rating the experience as good or very good, 93% acknowledging its effectiveness for health and well-being, and 91% highlighting ease of access and booking.

Our well-being initiatives are underpinned by a data-led and insight-driven approach, leveraging inputs from engagement surveys such as VIBES, pulse checks, and programme feedback. This ensures that our interventions remain relevant, responsive, and aligned with evolving employee needs.

Looking ahead, we are committed to further strengthening our well-being framework by enhancing the consistency and transparency of disclosures, increasingly integrating

Employee Benefits	FY 2025-26		
	No. of employees covered as a % of total employees	No. of workers covered as a % of total workers	Deducted and deposited with the authority
PF	100%	100%	Yes
Gratuity	100%	100%	Yes
ESI	NA	71%	Yes

During the reporting period, 0.21% (₹18.47 crore) of our total revenue was invested in well-being initiatives reinforcing our commitment to the holistic care of our employees

EMPLOYEE AND WORKER BENEFITS											
	Total (A)	Health insurance		Accident insurance		Maternity benefits		Paternity benefits		Day care facilities	
		Number (B)	% (B/A)	Number (C)	% (C/A)	Number (D)	% (D/A)	Number (E)	% (E/A)	Number (F)	% (F/A)
Permanent Employees											
Male	3,624	3,624	100	3624	100	-	-	3,624	100	-	-
Female	935	935	100	935	100	935	100	-	-	-	-
Total	4,559	4,559	100	4,559	100	935	21	3,624	79	-	-
Permanent Workers											
Male	2,417	804	33	2,417	100	-	-	2,417	100	2,417	100
Female	13,813	594	4	13,813	100	13,813	100	-	-	13,813	100
Total	16,230	1,398	9	16,230	100	13,813	85	2,417	15	16,230	100

employee feedback into programme design and reporting, and aligning our practices with evolving ESG standards and frameworks.

#MindMatters – A Year-Round Commitment to Mental Wellbeing

- On World Mental Health Day (10 October 2025), we launched #MindMatters, a monthly mental wellbeing knowledge series, embedding mental wellbeing into the employee experience through sustained awareness and meaningful conversations.
- Designed to foster awareness, reduce stigma, and encourage open conversations around mental health, #MindMatters combined evidence-informed content with practical strategies that empowered employees to build resilience, strengthen psychological wellbeing, and adopt healthier mental habits.
- The series was thoughtfully aligned with significant moments throughout the year, bringing timely conversations to employees through themes that resonated with both workplace and personal experiences. Each edition offered practical insights and everyday actions to support mental wellbeing, while expert-led conversations further deepened engagement through Balancing Strength and Sensitivity, organised on International Men’s Day, and When the Mind Doesn’t Switch Off, conducted on International Women’s Day to spotlight the often-unseen mental load carried by women.
- Together, these initiatives reinforced our approach to fostering a healthy, resilient, and inclusive workplace culture through sustained awareness, meaningful dialogue, and everyday actions.

Employee Benefits

We take a holistic approach to employee well-being, with a strong focus on health, security, and work–life integration. Our comprehensive benefits includes health and accident insurance, as well as life insurance coverage for all employees and workers, with claims facilitated through EDLI under EPFO, ensuring financial protection and peace of mind.

We also support employees through key life stages with progressive parental policies, including 26 weeks of maternity leave and 5 days of paternity leave, reinforcing our commitment to family well-being. Complementing this, we offer childcare and daycare facilities, lactation support, and flexible working arrangements, work from home options, enabling employees to balance professional responsibilities with personal commitments.

To further promote overall well-being, we invest in stress management programmes, sports and fitness initiatives, and wellness-driven activities that encourage healthy lifestyles. Together, these initiatives create a supportive and inclusive ecosystem where employees can thrive, both at work and beyond.

The long-term incentive programmes, including stock options and Restricted Stock Units (RSUs), extend to employees below senior management, with approximately 40% coverage and an average vesting period of three years. This approach enables our people to actively participate in the organisation’s long-term value creation, fostering a strong sense of ownership and shared success.

We recognise that the future of Human Resources lies beyond transactional processes it is fundamentally experiential. Through a thoughtfully designed HR service model, we are shaping a seamless and intuitive employee experience, underpinned by digital transformation, robust governance structures, comprehensive benefits, and data-driven decision-making.

A Culture of Recognition and Appreciation

We do not treat recognition as a periodic exercise. However, it is embedded deeply within our culture and reflected in everyday interactions, milestones, and achievements. We believe that when people feel genuinely valued, they are inspired to perform at their best, innovate with confidence, and build a lasting sense of belonging. Our Rewards and Recognition (R&R) ecosystem is therefore, thoughtfully designed

PARENTAL LEAVE		
Parameters	Male	Female
Total employees who took parental leave	38	12
Total number of employees who returned to work in the reporting period after parental leave ended	33	11
Total number of employees who returned to work after parental leave ended and are still employed 12 months after their return to work	33	11
Return to Work Rate	87%	92%
Retention Rate	100%	100%

to celebrate excellence in all its forms whether it is breakthrough achievements, consistent contributions, exceptional teamwork, or long-standing commitment.

We have built a multi-layered recognition framework that ensures every employee, across levels and geographies, feels seen and valued:

On-the-Spot Appreciation:

In addition to formal programmes, managers are empowered to provide on-the-spot recognition, enabling real-time appreciation through informal acknowledgements or spot rewards, ensuring that exceptional efforts are recognised without delay.

Aditya Birla Fashion Excellence Day:

Aditya Birla Fashion Excellence Day is our flagship platform for celebrating excellence, innovation and high performance across the organisation. The annual event brings together employees from across businesses, brands, functions, retail operations and manufacturing units to recognise outstanding achievements that have created meaningful business



impact. Through a comprehensive framework of individual, team, frontline, manufacturing and leadership awards, we honour employees who demonstrate exceptional execution, customer-centricity, innovation, collaboration and a commitment to our values. Beyond recognition, the event serves as a powerful platform for sharing best practices, inspiring future leaders and reinforcing a culture of continuous improvement. By celebrating the contributions of our trailblazers, problem-solvers and high-performing teams, we strengthen employee engagement, foster organisational pride and encourage our people to set new benchmarks for excellence across the fashion and retail value chain.

LAMA (Long and Meaningful Association):

We also place strong emphasis on recognising long-term

commitment through our milestone recognition programme, LAMA (Long and Meaningful Association). Through LAMA, we recognise employees who have dedicated 5, 10, 15, 20, 25, and 30+ years of service to ABLBL. These moments go beyond formal recognition, acknowledging not only the individual’s journey but also the support of their families. Collectively, these initiatives create a multi-touch, organisation-wide culture of appreciation, where recognition is continuous, inclusive, and meaningful.

Human Capital Development

We view the development of our people as a strategic lever for long-term success. Our approach goes beyond traditional learning frameworks wherein, we aim to create an environment where growth is continuous, self-driven, and deeply integrated into everyday work. Anchored by the Aditya Birla Group’s Continuing Education Policy (CEP), we provide structured pathways that enable our employees to build capabilities, broaden perspectives, and prepare for evolving roles. This aligns closely with our Employee Value Proposition of offering “A World of Opportunities”, empowering individuals to chart meaningful and future-focused careers.

In an industry shaped by rapidly evolving consumer behaviour and continuous technological advancement, adaptability remains critical. We view learning as an experiential journey, driven by real business challenges, cross-functional collaboration, and opportunities that push boundaries and

unleash the potential of our workforce.

To support this, we have designed a comprehensive capability-building framework that addresses multiple dimensions of growth. We strengthen our retail workforce by equipping frontline teams with the skills and confidence needed to deliver exceptional customer experiences while preparing them for leadership roles. At the same time, we deepen functional expertise across roles, ensuring that our people are equipped with the knowledge and technical capabilities required to excel in an increasingly complex business environment.

Equally, we invest in shaping leaders who can inspire, influence, and lead with purpose, supported by programmes that focus on behavioural and leadership capabilities. As we look ahead, we are also prioritising the development of future skills, enabling our workforce to stay aligned with digital transformation and emerging trends in the retail sector.

We place equal emphasis on measuring the impact of learning, rather than just participation. Our approach focuses on tangible outcomes behavioural shifts, manager feedback, and sustained improvements in performance ensuring that learning translates into real, lasting value. During the year, we invested an average of ₹1901 per employee in learning and development, reinforcing our commitment to capability building at scale. Our employees collectively completed 73,974 hours of learning, reflecting strong engagement with development initiatives.

At ABLBL, we believe learning is not confined by formats or boundaries—it is continuous, immersive, and future-oriented. It enables our people to think differently, perform better, and challenge conventional limits. More importantly, it prepares them not only for their next role, but for the opportunities of tomorrow by expanding mindsets, unlocking potential, and redefining what is possible in the evolving world of fashion and retail.

Our learning philosophy is guided by a balanced understanding of both employee aspirations and organisational priorities. We design our initiatives based on themes that emerge from employees’ “My Development Plan” inputs, complemented by stakeholder insights aligned with business strategy across behavioural, technical, and functional domains. Our programmes are delivered through a mix of formats, including classroom sessions led by internal and external subject matter experts, external exposure visits, hands-on learning, project-based applications, and personalised e-learning modules. This blended approach ensures both depth and practical application of knowledge.

NUMBER OF TRAINING PROGRAMMES ON SKILL UPGRADATION*	
Employees	FY 2025-26
Male	1,261
Female	439
Total	1,700
Workers	FY 2025-26
Male	1,503
Female	363
Total	1,866

*Total no. of participants who attended training, this is not the total number of employees/workers.

Segment	Total number of training and awareness programmes held	Principles covered under the training and its impact	% of persons covered by training programmes
Board of Directors	5	Principle 1,2,4,5,6	100%
Key Managerial Personnel	5	Principle 2,4,5,6	100%
Employees other than BODs and KMPs	6,349	All 9 Principles	100%
Workers	923	All 9 Principles	100%

Behavioural and Leadership Development: Shaping Visionaries with Impact

We continue to invest in comprehensive learning and development initiatives to strengthen organisational capability, deepen leadership, and enhance workforce readiness across our corporate, retail, warehouse and manufacturing sites. Our approach is structured and multi layered, integrating behavioural, functional, and compliance-based programmes to support employee growth and drive sustained performance improvement.

During FY 2025–26, the Retail function at ABLBL strengthened customer centricity & service excellence through focused behavioural capability building initiatives.



Programmes such as Stitch in Time – Perfect Planning and Flawless Execution reinforced operational discipline and execution excellence at the store level. Targeted interventions enhanced communication and personal effectiveness, enabling frontline teams to deliver consistent customer experiences. Continued emphasis on managerial effectiveness & people leadership supported the development of strong store leaders. Focused initiatives on relationship management (franchise, vendor, landlord) strengthened stakeholder partnerships, while efforts to build an ownership mindset and store culture empowered teams to take accountability and uphold brand standards.

At the corporate level, we have implemented a wide range of behavioural and leadership development programmes to enhance organisational effectiveness. These include initiatives focused on operational excellence, creative problem solving, innovation, leadership capability, and customer-centric thinking. Through these programmes, we foster a culture of collaboration, trust, and accountability while strengthening our leadership pipeline. Our structured academies ACE, Propel, and Elevate provide cohort-based learning pathways aligned with career progression, while Gyanodaya programmes support holistic capability building and continuous learning. Mandatory trainings, including compliance sessions, policy walkthroughs, and onboarding programmes, ensure awareness, alignment, and seamless integration of employees into the organisation.

Functional Capability Development

In manufacturing, we focus on cultivating a culture of excellence through our Total Quality Management (TQM) philosophy. As an early adopter within the garment manufacturing sector, we have embedded the “TQM Way of Life” through regular training that emphasises mindset transformation, behavioural change, and disciplined execution. These programmes promote employee involvement, teamwork, and continuous improvement, enabling a progressive shift in our organisational culture. In parallel, we conduct regular safety training across all units, covering emergency preparedness, occupational hazards, fire and machine safety, chemical handling, personal protective equipment, and workplace health and hygiene, ensuring that safety remains a core organisational value.

Skill Upgradation:

Soft skills programmes are delivered through ongoing learning interventions, covering areas such as decision-making, time management, psychological safety, and responsible employee conduct.

Within retail, we focus on enhancing customer experience, service excellence, and frontline effectiveness. Our programmes address communication skills, personal effectiveness, managerial capability, and relationship management with key stakeholders, while fostering an ownership mindset within stores. We adopt a blended learning approach that includes classroom sessions, on-the-job assignments, mentorship, and e-learning, enabling practical application and continuous skill enhancement.

The Supervisor Development Programme (Pragati) enhances supervisory effectiveness through a mix of functional and behavioural learning, while preparing employees for future roles. Our Super 30 Talent Development initiative further builds leadership depth by providing high-potential employees with intensive learning interventions aligned with succession planning needs.

Advancing Skills for a Digital and Evolving Future

To build a future-ready workforce, we continue to strengthen our digital learning ecosystem by enabling access to e-learning platforms and curated virtual training calendars

for employees across management and staff cadres. We also leverage external platforms such as Coursera and LinkedIn Learning to support continuous upskilling. Our approach increasingly incorporates AI-enabled learning, alongside awareness sessions on the effective use of digital and AI tools, allowing employees to learn flexibly and at their own pace while staying aligned with evolving business requirements.

We are further enhancing capabilities in emerging areas such as Artificial Intelligence through a combination of external expert-led programmes and digital learning platforms. As we progress, we aim to build a strong pipeline of internal trainers to deepen expertise and embed future-ready capabilities more sustainably within the organisation.

Our Talent Operating Principles bring this philosophy to life by placing ownership of career development firmly in the hands of our employees. Through our Career Dossier process, we empower 100% of eligible employees (JB 6–11) to actively

shape their career journeys by articulating long-term aspirations, identifying near-term bridge roles, and outlining development priorities. These inputs are reviewed across multiple leadership levels, including Managers, Function Heads, Brand ExCom, HR Heads, and the CEO, ensuring both visibility and meaningful action.

We further personalise development through our ‘Segment of One’ approach, where each employee’s Individual Training Plan is tailored to their unique strengths, aspirations, and growth areas, enabling focused capability building and leadership readiness. Our Potential Assessment and Development Assessment Centres, structured around the 70:20:10 framework, provide holistic and experiential development pathways to prepare talent for future strategic roles.

Training priorities are guided by performance outcomes and identified KPI gaps, ensuring that our teams are equipped to deliver business excellence while strengthening the leadership pipeline.

AI in Design / Patterns of God’ Collection by Allen Solly

To accelerate design-to-market timelines and strengthen trend responsiveness, Allen Solly introduced Generative AI into its design process through the launch of the ‘Patterns of God’ AI collection. The initiative was driven by the need to equip designers with practical AI capabilities, reduce creative lead times, and enable faster response to evolving fashion trends while maintaining product quality.

The L&D team, in close partnership with Allen Solly’s Creative Directors and Senior Design Leaders, identified the opportunity to embed Generative AI within the Design function. Following four months of research across LinkedIn, agencies and industry networks, the team partnered with GrowthSchool to design a focused 12-hour immersive learning curriculum. The programme covered leading AI tools including Midjourney, Leonardo AI, ChatGPT 4.0, DALL-E, ControlNet and Replicate, along with prompt engineering and practical applications for fashion design.

The intervention was designed not only as a training programme, but as an end-to-end capability-building initiative. L&D managed tool subscriptions, enabled structured guided practice, and facilitated real-world application during training. Post-programme, designers across brands adopted Generative AI tools, supported by additional training on AI platforms, prompt engineering and Adobe AI integrations. This helped shift the designer mindset from hesitation and fear of AI to confident, creative adoption of AI as a working tool.

The impact was immediate and significant. For the Allen Solly team, the creation-to-in-store timeline reduced from 8–10 months to just 35 days, enabling a much faster route from concept to commercial launch. The initiative also marked a first-of-its-kind adoption of Generative AI in Design at this scale within the Indian apparel industry, strengthening Allen Solly’s position as an innovation-led and trend-responsive brand.

The commercial performance of the collection validated the effectiveness of the approach. Shirts achieved an average ROS of 0.37, close to the category average of 0.40, demonstrating competitive performance for a high-fashion product. T-shirts outperformed the category benchmark, achieving an average ROS of 0.60 against the category average of 0.52. Overall, the collection proved that AI-designed fashion can perform at par with, and in select categories above, mainstream benchmarks building long-term organisational credibility for L&D-led AI capability building in Design.



Sustainability Trainings

We remain committed to embedding sustainability across our operations through focused training initiatives. During the year, we delivered extensive training on key topics such as energy efficiency, water conservation, environmental management, heat stress prevention, and workplace hazard awareness. These efforts are reinforced through structured forums, enabling effective cascading of knowledge to the shop-floor and driving practical implementation.

Measuring Training Effectiveness

We assess the effectiveness of our training programmes through a combination of qualitative and quantitative methods. In manufacturing, we use participant and stakeholder feedback, post-programme assessments, and KPI tracking to evaluate impact. At the corporate level, we measure

outcomes through improved role readiness, enhanced performance, and application of learning on the job. In retail, effectiveness is tracked through assignment-based evaluations, manager reviews, digital attendance systems, and centralised dashboards that monitor learning outcomes, progression, and internal mobility. These mechanisms ensure that our learning initiatives translate into measurable organisational impact.

Human Rights

At ABLBL, respect for human rights is a foundational principle that guides how we operate and engage across the organisation. We are committed to fostering a workplace where every individual is treated with dignity, fairness, and respect, and where equal opportunity is consistently upheld at every level.

Our Board approved Human Rights Policy, aligned with the UN Guiding Principles on Business and Human Rights, establishes a clear and robust framework for our commitments. It reinforces our uncompromising stance against discrimination, harassment, and any form of unfair treatment, extending across our employees, workers, and value chain partners.

These principles are embedded into our day-to-day operations through a comprehensive governance framework anchored in our Code of Conduct and supporting policies. From recruitment and development to performance management and workplace interactions, we integrate these standards across the employee lifecycle, ensuring consistency, accountability, and alignment with our commitment to uphold human rights.

Our approach is supported by structured monitoring and grievance redressal mechanisms that enable employees to raise concerns in a confidential, fair, and timely manner. During the reporting year, we further strengthened these systems to enhance effectiveness and transparency. We introduced a Values Governance and Consequence Management Toolkit, enabling a consistent and fair approach to handling values-related matters across business units. This was complemented by the implementation of a standardised operating procedure (SOP) covering the reporting, investigation, and closure of cases, ensuring uniformity and clarity in processes.

We also established a structured consequence management framework, aligning actions with the nature and severity of cases, while balancing corrective and disciplinary mea-

sures. In addition, improvements were made to case tracking, documentation, and periodic review mechanisms, enabling better oversight, accountability, and timely resolution.

These enhancements reflect our commitment to strengthening trust and ensuring that every concern is addressed with integrity and sensitivity. During the reporting year, there were no human rights-related complaints or cases reported, reflecting the effectiveness of our policies and practices.

Through these sustained efforts, we continue to reinforce a culture where respect for human rights is not only a policy requirement but a lived organisational value.

Respect for individual rights is further reflected in our support for the freedom of association. We uphold every employee’s right to freely form or join trade unions without fear of retaliation. Currently, 3% of our workforce is covered under collective bargaining agreements, and we ensure that employees are provided with a minimum of 60 days’ notice for any significant operational changes, in alignment with the regulatory requirements.

Membership of employees and workers in association(s) or Unions			
Parameters	FY 2025-26		
	Total employees / workers in respective category (A)	No. of employees / workers in respective category, who are part of association(s) or Union(s)	% (B/A)
Total Permanent Workers	16,230	546	3
Male	2,417	48	2
Female	13,813	498	4

Human Rights Commitment

At ABLBL, human rights extend beyond compliance. They represent our commitment to fostering an environment defined by safety, respect, and fairness for every individual across our ecosystem.

We adopt a proactive approach to safeguarding human rights by strictly prohibiting practices such as modern slavery, child labour, forced or involuntary labour, human trafficking, and all forms of harassment. We maintain a zero-tolerance stance on discrimination and are committed

to ensuring equitable treatment irrespective of race, caste, religion, colour, gender, sexual orientation, age, nationality, ethnic origin, disability, or any other legally protected characteristic.

This uncompromising approach is embedded across our operations and upheld through robust governance frameworks. We are also committed to protecting vulnerable and under-represented groups, including women, migrant workers, minorities, and indigenous communities. During FY 2025–26, there were no reported incidents involving indigenous communities, reflecting our strong preventive focus.

Additionally, we uphold fair working conditions and equitable remuneration practices through regular monitoring of working hours, adherence to overtime norms, and ongoing engagement with employee and worker representatives to ensure safe, compliant, and inclusive workplaces across all locations.

Our responsibility extends beyond the organisation, encompassing our broader value chain. All suppliers, contractors, and business partners adhere to our human rights standards as a fundamental condition of engagement, promoting ethical conduct across all touchpoints.

Through these structured and sustained efforts, we strive to ensure that respect for human rights remains deeply embedded in the way we operate, engage, and grow.

Human Rights Risk Management

In alignment with our risk management practices, we comprehend that safeguarding human rights requires more than intent it demands proactive systems, vigilant oversight, and continuous risk assessment.

Through our Human Rights Due Diligence Framework, we undertake comprehensive and systematic risk mapping prior to entering any new partnerships, mergers and acquisitions, or joint ventures. This enables us to identify and mitigate potential human rights concerns at the outset. During FY 2025–26, we conducted extensive assessments across our operations and supplier ecosystem, covering key areas such as child labour, forced labour, sexual harassment, discrimination, human trafficking, freedom of association, equal pay, and wage compliance. These assessments extended across Tier 1 vendors, warehouses, retail stores, corporate offices, and in-house manufacturing facilities. No significant risks were identified during the reporting period, and consequently, no remediation actions were required.

To further reinforce our preventive framework, we introduced targeted initiatives aimed at strengthening control and transparency. These included the implementation of Aadhaar-based age verification systems across manufacturing sites to mitigate child labour risks, expansion of anonymous feedback channels to enable safe and confidential reporting of workplace concerns and enhanced inclusive hiring protocols to minimise potential bias and discrimination. In addition, we strengthened our contractor management processes through more robust onboarding documentation and clearly defined safety and compliance expectations, ensuring ethical labour practices across contract workforces.

Through these structured and forward-looking measures, we aim to ensure that human rights risk management remains embedded, proactive, and integral to our operational excellence.

Human Rights Awareness

During the year, we conducted a series of awareness initiatives focused on the prevention of sexual harassment, primarily through internal communication campaigns, e-learning refresher modules, and targeted messaging across employee groups. Following the demerger, we further strengthened our efforts by conducting a full-day, in-person training session on Prevention of Sexual Harassment for the Internal Complaints (IC) Committee members in July 2026. This session, led by an external expert, was specifically designed to address the requirements of operating as a newly listed entity and to reinforce statutory compliance and governance standards.

Our commitment to awareness is further reflected in our structured training programmes. POSH training is delivered consistently across all units through a variety of formats, including induction programmes, e-learning modules such as Namma Kalike, structured initiatives like Stop React Respect, and external expert-led sessions. It is our vernacular, technology-enabled learning platform, enhances foundational knowledge among shop-floor employees, covering topics such as values, safety, POSH, and organisational policies.

During FY 2025-26, we delivered 34,325 hours of dedicated human rights training for employees and 309 hours for security personnel across corporate, retail, warehouse and manufacturing teams. Key topics covered included the Prevention of Sexual Harassment (POSH), the ABLBL Human Rights Policy and Code of Conduct. 100% of our security per-

sonnel who are engaged through third-party organisations received human rights training.

To ensure that these principles are embedded from the outset, all new employees undergo induction programmes that introduce them to our human rights standards, fostering a culture of respect, inclusion, and ethical behaviour from the commencement of their journey.

HUMAN RIGHTS TRAINING			
Employees	FY 2025-26		
	Total (A)	No. of employees/ workers covered (B)	% (B/A)
Permanent	4,559	4,201	92%
Other than permanent	14,568	11,303	78%
Total Employees	19,127	15,504	81%
Workers			
Permanent*	16,230	16,230	100%
Other than permanent	2,282	576	25%
Total Workers	18,512	16,806	91%

Grievance Redressal

We have established a transparent, accessible, and robust grievance redressal system that ensures every issue is addressed with fairness, confidentiality, and accountability.

We have also institutionalised robust mechanisms to ensure a safe and respectful workplace. An Internal Complaints Committee, constituted in line with the POSH Act, is responsible for the timely and effective handling of complaints. Em-



ployees have access to multiple reporting channels, including a toll-free hotline, enabling them to raise concerns directly with the ABLBL Value Committee, HR, or their managers with confidence.

Our grievance framework is anchored in a fully digital, end-to-end complaint management system, enabling the efficient handling of Code of Conduct violations and Prevention of Sexual Harassment (POSH) cases. Each business unit is supported by dedicated and trained committees for both Values-related matters and POSH, with the latter comprising an external member in accordance with statutory requirements. These committees conduct thorough and unbiased

investigations, ensuring that every complaint undergoes appropriate scrutiny prior to resolution.

All grievances are routed through Integrity Matters, our third-party managed platform, which allows reporting via multiple channels, including email, telephone, website, and postal communication. This ensures both accessibility and strict confidentiality, while enabling complete traceability of each case. To maintain consistency and control, complaints are not accepted through informal or offline channels. Defined timelines are adhered to, with resolution of Values-related cases within 30 days and POSH cases within 90 days, aligned with regulatory norms.

AI-Powered End-to-End Go-To-Market – ‘Ice Cream Man’ Collection by Simon Carter

Building on the success of L&D’s AI in Design training programme, Simon Carter scaled AI adoption across the complete go-to-market lifecycle for the ‘Ice Cream Man’ collection. The initiative expanded the use of AI beyond design into product development, marketing and visual merchandising, making it one of the most comprehensive AI-integrated launches in the organisation’s history.

The objective was to reduce traditional GTM lead times of 3–6 months and demonstrate measurable business impact through end-to-end AI integration. L&D enabled teams across Design, Product, Marketing and Visual Merchandising to independently apply AI tools across critical stages of the launch, converting the training intervention from a capability-building programme into a business transformation lever.

AI was embedded at each stage of the GTM process. During the design stage, concept creation was completed in just 1 day, compared to the earlier timeline of 30 days, resulting in a 97% reduction in lead time. In the product stage, AI-assisted design-to-product workflows reduced timelines by nearly 50%, bringing the cycle down from 150 days to 75 days. The impact extended into campaign development and retail execution. Marketing teams used AI-powered shoot and campaign creation workflows to reduce campaign shoot timelines by 67%, from 12 weeks to 4 weeks, while lowering campaign shoot costs by approximately 90%. Visual merchandising teams also used AI tools to create store window concepts in just 1 day, compared to the earlier timeline of 2 weeks.

A key enabler was L&D’s focus on prompt engineering, which helped teams generate high-quality outputs independently across functions. This built cross-functional AI capability across four business areas – Design, Product, Marketing and Visual Merchandising and demonstrated that AI could be meaningfully integrated into real business workflows, not just explored as a standalone learning initiative.

The commercial performance of the ‘Ice Cream Man’ collection strongly validated the approach. The collection achieved 68% full-price sell-through, outperforming the industry benchmark of 55% for best-seller products. It also delivered an ROS of 1.3, significantly higher than the industry benchmark of 0.5 for best-seller products.

Overall, the initiative established the ‘Ice Cream Man’ collection as a landmark success and set a new benchmark for AI-enabled fashion GTM. By delivering measurable improvements in speed, cost efficiency, cross-functional capability and commercial performance, the programme reinforced L&D’s strategic role in embedding AI across the business and positioned ABLBL as an innovation leader in the fashion industry.



POSH Complaints	FY 2025-26
Total complaints reported under Sexual harassment of women at workplace (Prevention, prohibition and redressal) Act 2013 (POSH)	10
Complaints on POSH as a % of female employees (permanent workers and employees)	0.07
Complaints on POSH upheld	08

During FY 2025–26, 65 complaints related to values violations were reported, with 10 cases pending resolution at the end of the reporting period. Additionally, no cases of workplace discrimination were reported. These disclosures reflect a culture of openness and trust, where individuals feel confident in raising concerns, secure in the knowledge that their voices will be heard and addressed without fear of adverse consequences.

Occupational Health and Safety

At ABLBL, safety is a core pillar of our operational excellence and a critical enabler of sustainable growth. Anchored in our sustainability programme, ReEarth – For Our Tomorrow, we are committed to creating a safe, secure, and resilient workplace that supports employee wellbeing while strengthening engagement and retention.

Safety Governance

We realise that a workplace that is safe and sound is essential to attract talented and engaged employees. To ensure safety, we have a dedicated Business Review Council (BRC) at the board level that oversees the overall implementation of our safety policies and reviews its performance quarterly.

Our three-tier approach to safety performance includes an initial review by the site safety committee followed by the business safety committee/sub-committee and finally by the Business Review Council. The CSO monitors OHS performance and communicates with the Management Committee and RMSC. Further, the RMSC provides oversight on safety-related matters and strategies.

Safety governance is reinforced through site-level committees comprising equal representation from management and employees, fostering collaboration and shared ownership. Workers actively contribute to risk assessments and improvement initiatives, while regular meetings are held to review performance, address risks, and drive accountability.

A structured incident reporting and investigation framework ensures that all incidents and near misses are promptly reported, recorded, and addressed. Incidents are escalated to the relevant area in-charge, safety officer, HR manager, and facility manager, in line with the defined reporting matrix communicated across the organisation. All events are logged through the ReEarth Sustainability Portal, with designated personnel responsible for timely reporting based on incident severity.

Worker Participation and Consultation

We actively promote meaningful worker participation and consultation across all stages of our OHS Management System, including its development, implementation, and evaluation. This is enabled through structured mechanisms that encourage engagement, ownership, and continuous feedback.

A formal Joint Safety Committee is established across all manufacturing and warehouse facilities, with equal representation from management and worker representatives are elected at regular intervals, ensuring fair representation and active participation. The committee meets monthly at manufacturing facilities and once every quarter at warehouse locations to review OHS performance, discuss hazards, and drive continuous improvement.

In addition, our Safety Observation Programme fosters proactive engagement between supervisors, line managers, and workers on the shop floor. Observations on safe and unsafe behaviours and conditions are systematically recorded and analysed, with insights fed into the HIRA process and corrective action plans.

We also provide multiple channels for hazard and near-

miss reporting, including direct reporting to supervisors, safety registers, and digital platforms. All reported concerns are acknowledged, investigated, and addressed, with feedback provided to the reporting individual, reinforcing transparency and trust.

Managers and line leaders actively engage with workers to identify risks and encourage open reporting of safety concerns. Site-level safety committees promote employee participation and shared responsibility in maintaining safe workplaces.

Our Approach to Occupational Health and Safety

During FY 2025–26, we strengthened our Occupational Health and Safety (OHS) framework to ensure comprehensive coverage across all operational sites, aligned with applicable legal and regulatory requirements. Standard Operating Procedures (SOPs) have been systematically implemented across factories, warehouses, and retail locations, driving consistency and discipline in safety practices across the organisation.

Our approach is anchored in continuous risk assessment, proactive mitigation, and ongoing performance improvement. This has delivered tangible outcomes, including zero workplace fatalities during the year, reflecting the robustness of our systems and the strong commitment of our workforce.

Following any incident, an investigation team is constituted to conduct root cause analysis, with corrective and preventive actions implemented within defined timelines to prevent recurrence. This process is supported by digital tools, including QR-based reporting systems, which enable employees to easily raise safety concerns and enhance reporting transparency.

To strengthen prevention and mitigation, we enhanced the reporting and monitoring of safety observations and near-miss incidents through our digital EHS systems. Guided by the Heinrich Safety Triangle principle, we adopted a proactive approach focused on early identification and resolution of risks before they escalate into Lost Time Injuries (LTIs) or serious incidents.

We conducted regular internal and external safety audits, inspections, and compliance assessments to identify gaps and implement corrective and preventive actions (CAPA). Structured risk registers were maintained to track critical risks and infrastructure improvements, with high-priority



observations reviewed through management governance forums to ensure timely closure.

To further strengthen operational control, high-risk and non-routine activities are governed by a structured Work Permit System, ensuring appropriate safeguards are in place before work begins. The Lockout-Tagout (LOTO) system is rigorously implemented to control hazardous energy, supported by engineering controls. In addition, clear Operating Control Procedures (OCPs), regular training, and a well-defined Personal Protective Equipment (PPE) matrix ensure the safe execution of tasks across all functions.

Periodic self-assessments are also conducted to evaluate preparedness in critical areas such as fire safety and emergency response, reinforcing our commitment to continuous improvement and operational resilience.

Routine safety inspections are conducted at defined intervals across shop floor and facility levels, using standardised checklists covering equipment, housekeeping, PPE compliance, and safe work practices. Annual internal audits, undertaken by qualified and cross-functional teams, assess the overall effectiveness of the OHS management system, with findings categorised by risk severity- high, medium, or low to enable prioritised action. Key observations, particularly high-risk issues, are escalated to senior leadership through established governance mechanisms, ensuring timely decision-making and effective closure.

This framework is further strengthened through external audits conducted at selected facilities by independent third-party bodies and ISO certifying agencies, providing objective validation of compliance and implementation effectiveness.

Safety is embedded across the entire lifecycle of our operations, including new projects, expansions, modifications, and acquisitions. Each initiative undergoes comprehensive

risk assessment followed by structured mitigation planning. A robust change management process ensures that emerging risks are proactively identified and addressed, while an inherently safer design approach minimises risks at source.

Driving Culture Through Safety 2.0

To further embed a proactive safety culture, ABLBL introduced the Safety 2.0 initiative across all facilities. This programme focuses on strengthening risk management, enhancing infrastructure, improving compliance, and accelerating progress towards Zero Harm.

Monthly safety review meetings led by senior management provide a platform to monitor performance, assess critical risks, and ensure timely closure of gaps. Leadership commitment is reinforced through prompt approvals and allocation of resources for safety initiatives, fostering accountability and maintaining high safety standards across the organisation.

Safety Management System

Our OHS Management System is aligned with the ABG TS 14 framework, designed to enable a Zero Harm environment. It encompasses eight core elements: leadership commitment; policy and strategic objectives; organisation, resources and competence; risk evaluation and management; planning, standards and procedures; implementation, monitoring and reporting; inspection and assurance; and management review. These elements are supported by detailed sub-components to ensure rigour, consistency, and accountability at every level. All our operational sites, employees and workers are fully covered by an occupational health and safety management system that complies with legal requirements and recognised standards.

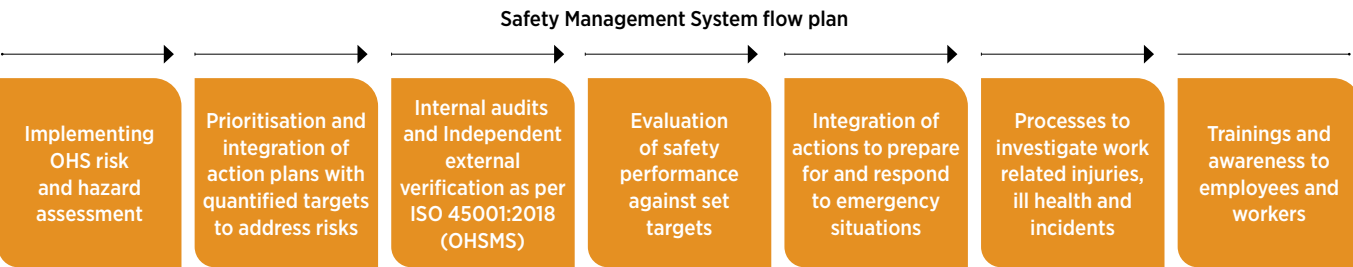
Risk Assessment and Monitoring



Our Hazard Identification and Risk Assessment (HIRA) process provides a comprehensive framework for evaluating risks across physical, electrical, fire, chemical, ergonomic, and psychosocial domains. Identified hazards are assessed based on their level of significance, and appropriate control measures are implemented in line with the hierarchy of controls, including elimination, substitution, engineering controls, administrative controls, and the use of PPE.

HIRA is reviewed periodically, following incidents, and prior to the introduction of new activities, ensuring its ongoing relevance and effectiveness. Insights from near-miss and incident investigations are systematically fed back into the process to drive continuous improvement.

This internal framework is further strengthened through external assessments at selected sites, validating alignment with ISO 45001:2018 standards. In addition, a dedicated monitoring application tracks critical parameters such as temperature, pressure, and fire system performance, enabling real-time alerts and timely interventions to proactively manage risks. During the reporting year, 11 factories underwent safety assessments, including ISO 45001 surveillance audits, while 582 stores were evaluated through safety audits, and



Lagging Indicators	Leading Indicators
First aid case, Medical Treatment case, Restricted Work Injury, Lost Time Injury, Fatality, Fire Incident, Property Damage, Dangerous Occurrence, Natural Calamity, LTIFR (Lost Time Injury Frequency Rate) & TRIR (Total Reportable Injury Rate)	Near Miss Reported, Unsafe Condition Reported, Unsafe Act Reported, Safety / EHS Legal Compliance Score, No of Safety Committee Points, No of Work Permits Issued (for non-routine hazardous work, No of activity reviewed as per risk assessment (HIRA), No of changes reviewed (Management of Changes (MoC)), Monthly Safety Inspection Score - ReEarth Portal, Company Motor Vehicle Audit Score, Occupational Health Index (OHI), No of Mock Drills & Training Man Hours

2 warehouses were assessed for safety, fire, and electrical compliance.

Performance Tracking Framework

To complement our risk management approach, we track OHS performance through a robust MIS-driven framework that includes both lagging and leading indicators, monitored monthly across all facilities.

All OHS data is captured through a centralised MIS system, ensuring real-time visibility and consistency across sites. This data is validated and reviewed monthly by safety officers and EHS leadership, with performance insights consolidated into reports shared with facility heads and senior management. The Real-Time Safety Equipment Monitoring

System (RSEMS) IoT devices have been successfully installed at the ABLBL Warehouse, covering Attibelle, Innerwear, and PE sections.

This structured review process enables informed decision-making, strengthens accountability, and ensures timely corrective action. Where performance falls short of targets, root cause analyses are conducted and corrective actions implemented within defined timelines. Targets are reviewed annually in line with performance trends and benchmarks.

High-risk observations are prioritised for immediate closure, particularly critical issues such as electrical hot spots and earthing system deficiencies. Process-related gaps are systematically addressed through corrective measures and reinforced through continuous monitoring to ensure sustained compliance. In parallel, infrastructure-related improve-

HEALTH AND SAFETY INCIDENTS				
Parameters	FY 2024-25		FY 2025-26	
	Employees	Workers	Employees	Workers
Total manhours worked (million manhours)	45.30	39.16	47.34	39.07
Fatalities as a result of work-related injuries (Nos.)	0	0	0	0
High consequence work-related injuries (excluding fatalities) (Nos.)	0	0	0	0
Recordable work-related injuries (Nos.)	21	3	29	02
Lost Time Injuries (Nos.)	0	0	03	0
Lost Time Injuries Rate (LTIR)	0	0	0.01	0
Lost Time Injury Frequency Rate (LTIFR)	0	0	0.06	0
Total no. of affected employees/workers	0	0	0	0
No. of employees/workers rehabilitated	N.A.	N.A.	N.A.	N.A.

ments such as the provision of dedicated rooms for UPS battery banks and boiler operations are being undertaken to further enhance safety and operational reliability.

We actively encourage and incentivise employees and contractual workers to identify, report, and escalate health and safety risks, including those arising across the value chain, through our structured Safety Recognition Programme. This approach reinforces a proactive safety culture and promotes shared responsibility for risk identification and prevention.

In addition to formal recognition, we offer a range of non-monetary incentives to acknowledge and motivate safety contributions. These include public appreciation during safety committee meetings and featuring individuals in internal safety newsletters and communications, thereby reinforcing positive behaviours and encouraging wider participation across the organisation.

During the reporting period, 100% of our factories and warehouses were assessed for health and safety practices and working conditions. We reported 4,311 health and safety observations in FY 2025-26. All the observations were successfully resolved by year-end.

Through these comprehensive initiatives, we continue to strengthen our commitment to employee well-being ensuring that health, safety, and care remain central to the employee experience at ABLBL.

In parallel, we reinforced workplace safety through continuous training, awareness programmes, emergency pre-



paredness initiatives, and strengthened safety controls. We also undertook targeted capital investments and safety improvement projects to reduce operational risks and support our commitment to achieving a Zero Harm workplace.

Occupational and Non-Occupational Health Services

We recognise that a safe workplace extends beyond physical safety to encompass the overall well-being of our people. We have therefore adopted a holistic approach that integrates both occupational and non-occupational health, ensuring that our employees are supported physically, mentally, and emotionally. All manufacturing facilities are equipped with Occupational Health Centres staffed by a Medical Officer and trained nursing personnel. These operate on all working



days and are accessible to both permanent and contractual employees, ensuring prompt medical support and preventive care.

Preventive & Surveillance Measures:

We conduct periodic medical examinations and targeted health surveillance for employees in high-risk roles, enabling the early identification and management of potential health concerns. Any occupational disease cases are systematically tracked, reported, and addressed through the OHC framework, ensuring continuous monitoring and improvement.

We actively promote a healthy work environment through a range of initiatives, including maintaining all facilities as non-smoking zones, providing balanced and nutritious meals, and ensuring ergonomically designed workstations. We also encourage active lifestyles and community engagement through annual sports events and wellness activities. To

support mental well-being, we conduct regular awareness and training programmes and have introduced a Mental Health First-Aiders Programme, delivered in partnership with a third-party NGO, to equip employees with the skills to offer initial support and guidance.

Our commitment to mental health is further reinforced through initiatives such as the observance of World Mental Health Day, collaboration with Mpower for professional counselling and specialised support, along with a provision of dedicated mental health leave as part of our leave policy.

We empower our employees and contract workers to prioritise their safety through clearly defined policies that allow them to remove themselves from work situations they perceive as unsafe or potentially harmful. This right is formally embedded within our OHS Management System and aligns with the Factories Act 1948, applicable labour regulations, and ISO 45001 standards.

We ensure comprehensive awareness of this right

DETAILS OF TRAINING GIVEN TO EMPLOYEES AND WORKERS ON HEALTH AND SAFETY						
	FY 2024-25			FY 2025-26		
Permanent Employees						
	Total (A)	No. of employees/ workers covered (B)	% (B/A)	Total (A)	No. of employees/ workers covered (B)	% (B/A)
Male	2,622	2,622	100%	3,624	3,624	100
Female	13,078	13,078	100%	935	935	100
Total	15,700	15,700	100%	4,559	4,559	100
Permanent Workers						
Male	368	368	100%	2,417	2,417	100
Female	106	106	100%	13,813	13,813	100
Total	474	474	100%	16,230	16,230	100

through structured communication and training mechanisms, including employee and contractor induction programmes, safety notice boards across all facilities, and regular safety training sessions and toolbox talks. Supervisors are responsible for responding promptly to any such concerns, ensuring that issues are addressed effectively while fostering a safe, supportive, and trust-based work environment.

Safety Training

At ABLBL, we are committed to building a proactive and resilient safety culture by engaging employees at every level through structured training and awareness initiatives. To ensure preparedness for emergencies, we conduct regular response drills across all facilities in line with regulatory requirements.

We train selected employees as part of our Emergency Response Team (ERT), equipping them with essential skills in evacuation, basic first aid, and firefighting. These drills enhance response readiness and enable faster, more effective action during emergencies. Each drill is followed by structured debrief sessions to identify improvement areas and implement corrective measures.

Post demerger, we redesigned our safety training framework to reflect the distinct operational environments and risk profiles across retail, warehouse, and manufacturing sites. We introduced enhanced training modules with a stronger focus on practical application, behavioural safety, and operational risk awareness.

Our training content incorporates visual elements, real-life case studies, videos, and scenario-based learning to improve engagement and retention. Programmes are tailored to address key risks such as fire safety, emergency response, electrical hazards, material handling, machine safety, ergonomics, and safe work practices relevant to each function.

To strengthen knowledge dissemination, we implemented a structured Train-the-Trainer model. Our corporate safety team trains mid-level leaders including Area and Store Managers who in turn conduct sessions for frontline employees and contract staff. This approach improves reach, drives accountability, and reinforces safety practices across all locations.

Induction programmes are conducted to familiarise all new employees and contractors with OHS rights, responsibilities, and reporting mechanisms. These are reinforced through regular toolbox talks and daily safety briefings, which keep workers informed of site-specific risks and pro-

mote adherence to safe work practices. Ongoing refresher training ensures sustained awareness and competency.

We have also introduced digital training modules and safety videos across our retail network, supported by online assessments to evaluate learning outcomes. Employees who successfully complete these modules receive e-certificates, encouraging active participation and ownership. This is complemented by regular classroom sessions and on-ground awareness programmes across operational sites.

During the year, we delivered 34,697 man-hours of safety training, reinforcing our commitment to strengthening organisational capability and embedding a culture of safety across all operations. This increased investment in training has contributed to a measurable improvement in performance, with training hours rising compared with the previous year and a corresponding reduction in lost-time injuries (LTIs).

We also conduct dedicated safety weeks and awareness

campaigns featuring interactive activities that reinforce key safety behaviours.

Through these sustained efforts, we continue to empower our employees with the knowledge, skills, and confidence needed to contribute to a safe and secure workplace.

Awards and Recognition

Our commitment to excellence in occupational health and safety has been recognised through prestigious external accolades. During the year, we were awarded the International Safety Award 2026 by the British Safety Council for two of our facilities, highlighting the strength and effectiveness of our safety management framework. Additionally, we received the iNFHRA Diamond Award for Excellence in EHS Initiatives and Innovation, acknowledging our focus on best practices and continuous improvement across our factory operations.

Fire Safety Marshal Training Programme

The Safety Marshal Programme was launched with a clear objective to equip every store-level employee with essential fire safety knowledge and hands-on skills to operate fire extinguishers effectively. The initiative followed a tiered training model, beginning with centralised sessions for Regional Business Managers and cascading down to Area Business Managers, Store Managers, and Customer Care Associates. This ensured consistent and practical knowledge transfer across all levels. The programme's impact was powerfully demonstrated during a real-life fire incident. Trained team members responded swiftly locating extinguishers, acting calmly, and successfully controlling the fire, preventing panic and major damage. Their quick action validated the programme's effectiveness and life-saving potential. Now a cornerstone of our safety culture, the Safety Marshal Programme goes beyond compliance. It instils confidence, accountability, and preparedness among employees, reinforcing our commitment to workplace safety and emergency readiness. We remain dedicated to scaling such initiatives to ensure safety remains integral to our organisational ethos.



Implementation of Double-Handed Operation in End Cutting Machine

In our fabric manufacturing operations, end cutting machines posed a significant risk of cut injuries to operators. While a 360° guard had been installed as an initial engineering control, incident analysis revealed that operators were occasionally bypassing this safeguard to manually adjust misaligned or stuck fabric while the machine was still in operation. This highlighted a critical behavioural risk that required a stronger, design-led intervention.

We identified the hazard through our Hazard Identification and Risk Assessment (HIRA) process and further validated it through safety observations and incident analysis. Although the 360° guard provided protection during normal operation, root cause analysis confirmed that unsafe manual interventions during machine movement were the primary cause of injuries.

In line with the hierarchy of controls, we upgraded our approach by introducing a Double-Handed Operation Control system. This engineering modification requires operators to engage both hands simultaneously on designated controls

to run the machine, ensuring that their hands remain away from the cutting zone at all times. Releasing either control immediately stops the machine and brings it to a safe idle state, allowing fabric adjustment only when it is safe. The solution was developed in consultation with machine operators to ensure practicality and ease of use. All operators were trained on the revised operating procedure, and implementation was supported through regular inspections and behavioural observations to ensure sustained compliance and effectiveness. The existing 360° guard was retained, resulting in a robust dual-layer safety system.

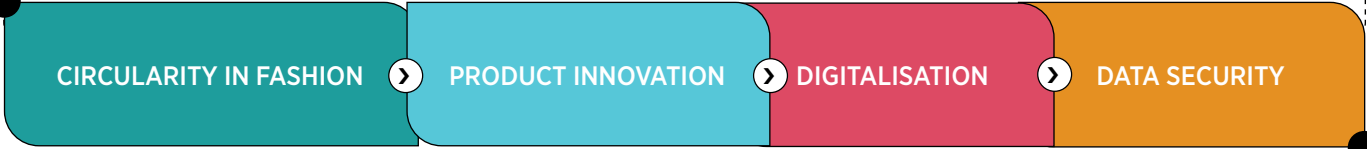
The initiative led to a measurable reduction in cut-related injuries and strengthened overall safety performance in cutting operations.





PETER ENGLAND

FOCUS AREAS



KEY HIGHLIGHTS



CONTRIBUTION TO UN SDGS

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

INTERLINKAGE WITH OTHER CAPITALS

- Manufactured Capital
- Natural Capital
- Financial Capital

MATERIAL TOPIC LINKAGE



At ABLBL, we foster a culture of innovation and creativity, leveraging our expertise to stay up-to- date with evolving technological trends and changing customer preferences. As a dynamic fashion and retail organisation, we recognise the critical role of intellectual capital in driving sustainable growth and long-term value creation. We continue to depend on our experienced professionals to deliver superior customer expectations and enable growth through their knowledge, insights, and innovative thinking. Our three Centres of

Excellence–Technology Management Centre (TMC), Garment Technical Cell, and Knowledge Management Centre are instrumental in monitoring market trends and customer preferences, allowing us to uphold our market leadership position and develop new products. Our Design Studio, Retail Centre, Manufacturing Centre, and Quality Care Cell (QCC) also play a pivotal role in enhancing our design capabilities, retail excellence, manufacturing efficiency, and quality standards. We safeguard our innovations through a strong intellectual



property portfolio including patents, copyrights and trademarks.

Strengthening Circularity in Fashion

Embedding sustainability principles across our business and product portfolio remains central to our strategy. As we advance our circular fashion journey, sustainability is integrated across the product life-cycle—from design and material selection to manufacturing, distribution, consumer use and end-of-life management. Our focus is on extending garment life-cycles through durable design, responsible sourcing, resource-efficient production and innovative material choices, including recycled and lower-impact fibres.

We are also strengthening circularity through garment take-back initiatives and partnerships that support the reuse, recycling and repurposing of textiles, helping divert waste from landfills and reduce dependence on virgin resources. Recognised by the Ellen MacArthur Foundation’s Circular Design for Fashion, our approach is underpinned by strong governance, clear accountability and continuous improvement. Through these efforts, we are reducing our environmental footprint while creating long-term value for customers, communities and the planet.

Accelerating Circularity in Indian Textiles: Aditya Birla Fashion–GIZ develoPPP Project

To advance circularity in the Indian textile and apparel sector, Aditya Birla Fashion partnered with GIZ Germany under the three-year develoPPP programme. Launched in 2021, the Approaches for Circular Textiles and Apparel Industry in India (ACT) project promotes circular practices through innovation, capacity building and collaboration across the value chain. Implemented with the Centre for Environment Education (CEE) and supported by the International Council for Circular Economy (ICCE) as knowledge partner, the initiative brings together industry and development expertise to drive sector-wide change.

Guided by a multi-stakeholder Steering Committee, the project focuses on strengthening industry capacity to adopt circular business practices. Key areas include reducing harmful inputs, advancing textile recycling, extending product



lifecycles through reuse, and promoting alternative materials and renewable energy. Contributing to SDGs 5, 8, 10, 12, 13 and 17, the initiative supports a more inclusive, resource-efficient and low-waste textile value chain.

Key Components & Milestones

CIRCULARITY BASELINE ASSESSMENT

To develop a comprehensive understanding of circularity within the textile industry, a pan-India assessment was carried out to map key challenges, identify high impact areas, and define intervention priorities.

The survey brought together insights from over 90 stakeholders, including textile mills, garmenting units, processing and dyeing units, waste processing agencies, brands, retail stores, consumers, government ministries and associations, as well as academic institutions. The findings from this comprehensive assessment were officially launched at the International Circular Economy Forum (ICEF) held in New Delhi.

Innovation Challenge

An innovation challenge was carried out on GIZ leverist platform to identify scalable circularity solutions. The initiative

received 87 submissions, out of which 09 were shortlisted for industry adoption following evaluation by an external jury. All innovations were compiled into a booklet that was officially launched at Bharat Tex in the presence of the Joint Secretary and senior representatives from Aditya Birla Fashion and GIZ.

Demonstration Project

We identified three circularity projects emerging from the innovation challenge and successfully implemented in brands. While the remaining projects were made accessible to industry stakeholders to encourage wider adoption and scalability.

Capacity Building on Circularity

A comprehensive training curriculum was developed, consisting of three tailored modules for the leadership team, middle management, and trainers. The programme was implemented across nine key textile clusters in India, reaching 426 participants from diverse stakeholder groups. This included a two day Training of Trainers (ToT) programme, covering Circular Fashion, Advanced Waste Management, Circular Business Models, and Innovative Circular Strategies, resulting in the creation of a pool of 26 certified trainers from senior and middle management levels.

Development of Guidelines

The ‘Stitching the Circle’ Circularity Guidelines and Manifesto were developed through an extensive stakeholder engagement process, including seven focus group consultations



across textile clusters in India and the broader textile value chain. The process brought together over 300 stakeholders, along with a dedicated 24 member working group representing brands, academia, recyclers, textile mills, NGOs, and innovators. Guided by three key priorities: strong stakeholder engagement, key performance metrics for benchmarking, and dissemination to industry and government- the draft was refined through multiple consultations and finalised by the working group. The guidelines were officially released at the Sankalp Summit and Bharat Tex, marking an important step in advancing circularity across the industry. The guideline establishes circular economy practices clearly and offers a structured pathway to reduce dependency on virgin resources and promote waste-to-value initiatives.

Communications

The Aditya Birla Fashion-GIZ collaboration gained significant visibility through coverage across leading media outlets, industry conferences, global forums, and social media platforms. The Circular Business Guidelines were disseminated with over 5,000 stakeholders across the Indian textile sector, contributing to broader industry awareness and engagement on circularity.

Driving Alignment through Knowledge and Advocacy

To strengthen alignment and collaboration across stakeholders, an industry working group was formulated. A comprehensive mapping of global policies was undertaken, leading to the development of a policy white paper aimed at supporting circularity efforts within the Indian textile sector. Advocacy efforts were further advanced through participation in industry forums and sustained engagement with government bodies to enable broader systemic change.

Role of Centres of Excellence (CoEs)

Our Centres for Excellence (CoEs) are focused on advancing sustainable design, innovation, and advanced material research and development. The three centres serve as collaborative space where experts come together to develop new ideas and drive innovation aligned with our sustainability objectives. The CoEs play a pivotal role in reimagining tradition-



al practices, enabling more responsible approaches to design and material development. Our intellectual property portfolio comprises 763 trademarks and one patent further strengthening our competitive position in the industry.

Digital Intelligence at ABLBL

Our focus remains on leveraging digitalisation to accelerate e-commerce, cultivate stronger connections with our brands, and enhance operational efficiency. Through our digitisation strategy, we aim to equip our organisation with intelligence, agility, and sustainability, enabling innovation and growth in alignment with our long-term vision for the future.

All technology initiatives are undertaken in close collaboration with business teams and are guided by clear business cases focused on value delivery. Our efforts continue to be directed towards strengthening our focus on AI and technology-led growth, alongside progressing steadily towards enabling same-day and next-day delivery to offer quicker and more seamless experiences.

By integrating Gen AI-powered solutions across our e-commerce and operational ecosystem, we are further advancing digital transformation. In addition, our new LLM-based search engine leverages browsing behaviour to deliver hyper-personalised product recommendations, suggest complementary and similar items, and enhance the overall customer journey in a more intuitive and seamless manner.

Driving Digital Retail

To enhance the in-store customer experience, initiatives are being undertaken to introduce self-service checkout solutions across select outlets, especially aimed at reducing wait times in long queues and improving efficiency during peak shopping periods. These solutions enable customers to seamlessly scan and pay for items, minimising reliance on traditional billing counters. This forms part of a broader effort to drive technology-enabled retail innovation and elevate customer convenience. The pilot project will serve as a blueprint for scalable deployment across more stores to meet evolving consumer expectations.

We have also strengthened the customer engagement capabilities through the deployment of advanced Customer



Relationship Management (CRM) solutions. These platforms store teams to track customer interactions, preferences, and purchase journeys, facilitating more personalised and relevant engagement. By capturing information in real time, the tool supports the staff to deliver more tailored experiences that feel exclusive, thoughtful, and aligned with each customer’s unique styles.

Post demerger, continued focus has been placed on strengthening customer-facing platforms and enhancing the overall customer experience ecosystem. We have a robust technology platform supporting in-store clientele and digitally enabled feedback mechanisms such as NPS, along with a strong digital presence through omnichannel enabled e-commerce websites and mobile applications. This is complemented by loyalty management systems and digital marketing campaign technology that enables targeted and integrated customer engagement.

We have successfully deployed the Single View of Customer mobile application across all stores, equipping store managers with a tool to improve customer engagement and service. The platform provides real-time inventory visibility, enabling teams to check availability and place orders for out-of-stock items. This tool allows staff to view customer purchase history, recommend products, check inventory, and order items not available in store, fostering better service and engagement.

Driving Digital Design

At ABLBL, we have transformed product design, through

a comprehensive digitalisation initiative, integrating advanced technologies across end-to-end processes, from design inception to incorporating customer inputs. Utilising Artificial Intelligence (AI), we have streamlined artwork creation and design processes, with AI-led prompts shaping collections, improved design quality, and reduced physical sampling. Embracing 3D technology has expanded our range of assets and applications, optimising processes like design shortlisting, bookings, and marketing. Our ‘Fabric Grading System’ harnesses customer feedback gathered by frontline store staff, allowing our buying and merchandising teams to adapt quickly to market demands and ensure sustainable design practices that minimise waste and maximise resource efficiency.

Digital Solutions for Streamlining Operations

Building on our strategic transformation initiatives, we are adopting digital technologies to streamline operations across functions. These efforts are focused on driving agility, enhancing efficiency, and increasing transparency, while strengthening connectivity between systems and teams.

In line with our digitalisation efforts, we are transitioning from an on-premises data warehouse (Teradata) to a cloud-based data lake, alongside the implementation of Databricks. This modern platform stores all entity’s structured and unstructured data in digital format, enabling us to handle larger datasets, scale capacity on demand, and reduce energy consumption and carbon footprint.

The increasing adoption of cloud-based platforms has further strengthened scalability and operational efficiency across our businesses. With critical applications hosted on cloud infrastructure, we are able to support seamless expansion across both offline retail and e-commerce operations. This flexibility enhances system responsiveness and enables efficient handling of growing data volumes, driven by both organic growth and evolving customer demand. With cloud migration of both Databricks and SAP platforms, we have seamlessly integrated our Point of Sale system and other applications, resulting in a reduction in data centre stacks from 22 to 5.

To minimise manual intervention and improve efficiency in digital cataloguing, we have automated the processes using AI-enabled photoshoots and Gen AI for refining product descriptions. These initiatives support a single source of

data management, minimise duplication in data storage, and improve accessibility and usability across platforms.

The transition to a Single Digital Core with S/4 HANA, implemented across all business units during the reporting period, facilitates seamless integration across the value chain from manufacturing to retail. The rollout of FVB 2022 has helped minimise data duplication, simplify processes, and enhance system efficiency. Coupled with broader system integrations, the platform enables streamlined communication between source and end-state systems with minimal manual intervention.

To enhance transparency and accountability across our operations, we have implemented digital Product Lifecycle Management solutions to our new and emerging business units. The PLM system provides end to end visibility from product development to sale and helps integrate processes across functions. It connects internal teams and external partners, enabling collaboration across the journey from concept to shelf. The system facilitates digital tracking, unified data exchange, and real-time stakeholder engagement, leading to improved coordination, reduced manual effort, and enhanced compliance.

Decision-making is supported by analytics-based dashboards across areas such as demand planning, supply planning, and customer insights. These dashboards help derive clear and actionable insights from data. During the reporting year we have built several solutions including demand forecasting for demand planning, hyper local analytics for store level sales prediction, Gen AI based catalog description generation, Gen AI based photoshoot, analytics on local events and weddings, inventory control tower, and discount analysis. Sustainability data across environment, CSR, product, packaging, Vendor Code of Conduct and safety is managed through the ReEarth Portal, which digitises tracking for improved quality of disclosures.

Building a Secure Digital Enterprise

Our Information Security policy sets out a robust framework to safeguard systems and data, grounded on the principles of confidentiality, integrity, and availability. It applies to all associated individuals, including employees, trainees, vendors, contractors, and business partners. The policy defines individual responsibilities across the workforce and specifies security requirements for third parties such as suppliers.



Measures are in place to continuously enhance security systems, ensuring integrity and data protection, and monitoring and responding to evolving risks. Personal data, encryption keys, and other sensitive information are handled only after appropriate legal and privacy evaluations. In case of any breach, we take appropriate disciplinary action depending on the severity of violation.

Information security governance is designed such that each business unit's IT team reports to the respective Business Heads as well as the Chief Information Security Officer (CISO). IT and security functions operate independently from the Central IT framework for specific business entities, with separate governance and review mechanisms in place to address their respective compliance requirements. The reporting structure for information security ensures that the CISO reports to the Chief Digital and IT Officer, who provides regular updates to the Board-level Risk Management and Sustainability Committee (RMSC). Cybersecurity strategy and monitoring are overseen by the management-level Information Security Committee, comprising six members. Oversight includes periodic corporate reviews to ensure consistency and effectiveness. Data privacy governance is embedded within the overall compliance framework, aligning it with broader regulatory and risk management processes.

The CISO has developed a risk assessment framework for Personally Identifiable Information aligned with our company's overall risk assessment approach. Risks are assessed on an annual basis, and mitigation measures are implemented as required. All the staff are expected to report any security incidents and support related investigations as necessary.

Information Security Controls

Our IT systems and infrastructure are aligned with the ISO 27001 Information Security Management System standard and the NIST 853 framework, reflecting a strong commitment to safeguarding information assets. During the year, we upgraded the certification to ISO 27001:2022. To sustain these standards, we conduct regular internal audits and reviews across IT systems and infrastructure to ensure full compliance with the Information Security Policy. These reviews support consistent adherence and help preserve system integrity across the organisation. We also undertake independent external audits aligned with ISO 27001 to validate both tech-

nical controls and policy implementation.

During the year, we strengthened our cybersecurity posture by reinforcing protection and monitoring across critical areas of our IT environment. We have upgraded our Endpoint security from traditional antivirus systems to next generation Endpoint Detection and Response (EDR), enabling real time and response to cyber threats. Security of public facing websites has been reinforced through advanced controls, including DNS security measures to block malicious communications and limit ransomware attacks, along with the deployment of Cloud Web Application Firewall (WAF) solutions to safeguard e commerce and other internet facing platforms.

Our cloud security capabilities have also been enhanced by improving visibility and risk management across AWS workloads, identities, and configurations. In parallel, identity protection has been reinforced through the implementation of next generation Privileged Access Management solutions, along with multi factor authentication controls for internal users and third party contractors, ensuring tighter control over access across the ecosystem.

Our security framework is built on a defence-in-depth approach, incorporating multiple layers of controls across key areas such as physical infrastructure, network security, identity and access management, applications, endpoints, and data. These controls are continuously supervised through Security Incident and Event Management (SIEM) systems, supported by a dedicated security operations team. Additionally, cyber threat intelligence services are utilised to detect emerging risks, enabling timely updates, patching, and preventive actions.

We perform annual vulnerability assessments and penetration testing using both internal teams and external experts. We also conduct red teaming exercises that simulate real life attack scenarios to identify hidden vulnerabilities. These exercises assess the preparedness of our people, systems, and processes. The results offer actionable insights to strengthen our security framework and enhance resilience against cyber threats and data breaches.

Cybersecurity Awareness and Training

A strong focus is placed on cybersecurity and data privacy through regular training and awareness programmes for our employees and third party contractors. Under the flagship Cyber Jagruti programme, mandatory sessions are conduct-

ed on IT security controls, prevention of data breaches, and responsible handling of Personally Identifiable Information (PII). The programme includes periodic LMS-based modules for both new joiners and existing employees, along with annual refresher sessions to keep knowledge up-to-date.

To keep our workforce informed and vigilant, we use a variety of training formats such as emailers, videos, presentations, and course materials, along with phishing simulations to assess awareness and compliance with policies. A dedicated Cyber Jagruti channel on Teams is used to keep staff informed about evolving data security and privacy practices. In addition, regular cybersecurity communications are shared to promote safe practices for both organisational and personal systems.

Business Continuity

Maintaining operational resilience remains paramount to us, and we have established a robust business continuity plan (BCP) to protect our operations. Our cloud based disaster recovery site serves as a safeguard to ensure continuity during unforeseen disruptions. In addition, a Cyber Incident Response and Recovery process has been established to minimise business disruptions arising from cybersecurity incidents.

In line with strengthening data protection and privacy practices, we have undertaken targeted initiatives across the organisation. Data privacy assessments have been carried out for select brands, alongside the development of a DP-DP-aligned policy and process framework for ABLBL. Data leakage prevention technologies have been implemented to detect potential exposure of Personally Identifiable Information (PII), supported by the onboarding of a group-level data privacy platform. Cookie consent mechanisms have also been introduced across select brands for international users, ensuring compliance with regulations such as GDPR and CCPA. Additionally, focused efforts have been initiated to minimise PII exposure during data sharing across systems and processes.

Ongoing maintenance, system updates, and semiannual testing of business continuity plans are undertaken to assess their effectiveness and ensure preparedness to respond to contingencies. These proactive efforts enhance operational resilience and help minimise the impact of business disruptions, ensuring continuity of business operations.

Customer Data privacy

Our data privacy framework incorporates strong safeguards, including data leakage prevention systems, encryption of data in transit using Transport Layer Security (TLS), strong access controls, and multifactor authentication protocols. These controls are supported by ongoing enhancement of our systems and processes. Through these efforts, we aim to ensure the confidentiality and integrity of customer data, protecting it against unauthorised access or misuse.

In line with our privacy policy, customers are equipped with the right to request deletion or correction of their personal data by contacting the grievance officer via email. In alignment with GDPR and CCPA requirements, international users visiting our brand websites are presented with a cookie consent pop up option, enabling them to choose whether to allow or restrict data tracking.

Incident Response Mechanism

Adhering to Information Technology Infrastructure Library (ITIL) standards, a structured incident management framework has been put in place. Any instance of suspicious activity or potential security breach is reported through our helpdesk portal and promptly escalated to the relevant stakeholders, ensuring timely response and resolution within defined Service Level Agreements (SLAs).

Our escalation framework empowers employees to report incidents, vulnerabilities, or suspicious activities swiftly and efficiently. This ensures that risks are identified, evaluated, and addressed at an early stage, supporting a proactive and vigilant security culture across the organisation. An internal ticketing system is in place for employees to facilitate efficient reporting while dedicated and trained personnel oversee the investigation of information security incidents and conduct detailed root cause analyses to prevent recurrence. The findings are reviewed and authorised by respective business unit IT teams, while critical findings with wider implications are escalated for approval by the Chief Digital and Information Technology Officer.

During FY 2025-26, no incidents of data breaches or information security lapses were reported. No substantiated complaints related to customer privacy or data protection were received, reinforcing the Company's commitment to safeguarding data and maintaining stakeholder trust.

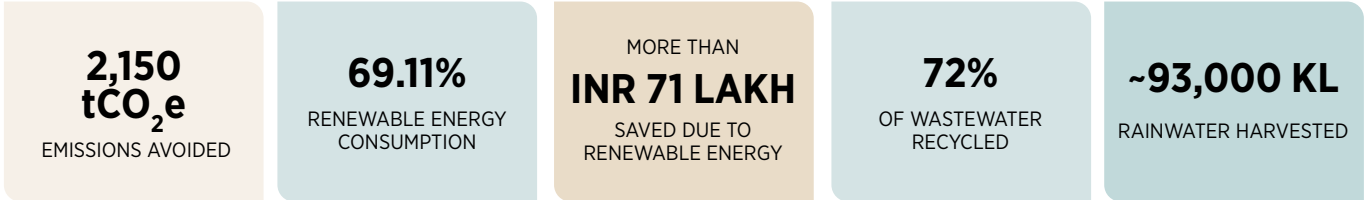
Natural Capital



FOCUS AREAS



KEY HIGHLIGHTS



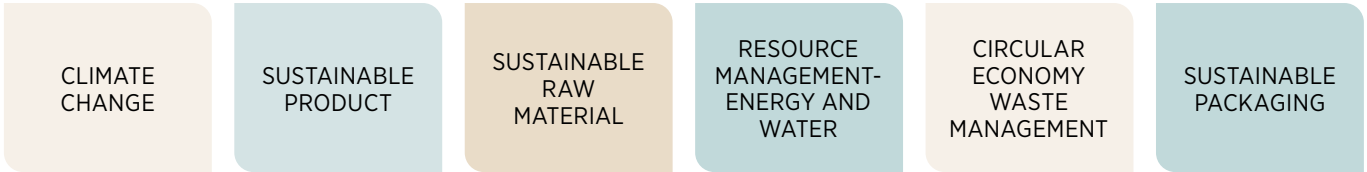
CONTRIBUTION TO UN SDGS



INTERLINKAGE WITH OTHER CAPITALS

- › Financial capital
- › Manufactured Capital
- › Intellectual Capital
- › Human Capital
- › Social and Relationship Capital

MATERIAL TOPIC LINKAGE



Our Management

Our dedication to natural capital extends beyond resource preservation, it fundamentally reshapes how we operate, innovate, and scale.

Our environmental targets have catalysed a shift in mindset, moving from managing footprints to actively regenerating ecosystems. Through ReEarth, our flagship sustainability programme, environmental performance has been

woven into every layer of the organisation. Our approach is anchored in a rigorous policy framework encompassing the [Environmental Policy](#), [Biodiversity Policy](#), [Sustainability Policy](#), and [Sustainable Supply Chain and Procurement Policy](#). We engage with internal and external stakeholders to continuously sharpen and execute the Environmental Policy alongside initiatives that address pressing environmental challenges.

We have nine facilities certified with ISO 9001, ISO 14001

and ISO 45001. Additionally, our Europa Garment facility is certified with ISO 50001. These third-party certification underscores our commitment to continual improvement and operational excellence. ESG considerations are anchored in a structured, multi-tiered framework that provides robust oversight, and is also fully embedded within our Enterprise Risk Management framework, enabling simultaneous evaluation of environmental, financial, operational risks, and ethical decision-making at every level.

Stringent guidelines have been established to maintain alignment with global best practices. Comprehensive ESG training equips employees with the awareness to understand our environmental impact, identify risks, deploy sustainable solutions, and cultivate a culture of responsible, informed decision-making. We maintain rigorous regulatory compliance. In FY 2025-26, no significant fines or non-monetary sanctions were imposed by Central Pollution Control Board (CPCB) / State Pollution Control Board (SPCB). There have been no instances of violations or non-compliance during the reporting year. Beyond regulatory adherence, our robust governance mechanism continues to guide us in ensuring environmental preservation and long-term stewardship.

ESG Governance

Our ESG governance framework follows a structured, multi-layered approach that ensures robust oversight of climate and ESG related risks while promoting transparency and ethical decision making.

At the highest level, the Board of Directors provides strategic oversight by approving sustainability policies and guiding senior management on ESG initiatives. Semi-annual Board meetings focus on climate-related risks and opportu-

nities, strategies, policies, and overall performance to ensure alignment with long-term sustainability objectives. The Board-level Risk Management and Sustainability Committee (RMSC) plays a key role in monitoring and addressing ESG matters, including climate and ESG related issues. Meeting bi-annually, the Committee reviews progress and reports updates to the Board. In addition, the Board of Directors, including RMSC members, regularly participates in capacity-building sessions on emerging ESG developments.

Leadership engagement is central to advancing our company’s sustainability agenda. The Managing Director defines the overall strategic direction, while the Chief Sustainability Officer (CSO) leads the development and execution of sustainability and climate strategies. The CSO conducts quarterly reviews to monitor progress in implementing CSR and sustainability initiatives. Budget allocations for CSR and sustainability programmes are strategically planned and approved to ensure alignment with business objectives, with oversight and guidance from the RMSC and the Corporate Social Responsibility Committee (CSRC).

Furthermore, a Management Committee consisting of CXOs and senior management enabling has been set up to ensure effective communication and cooperation across departments, leading to the seamless integration of ESG principles into business operations. At the operational level, implementation teams conduct bi-monthly discussions with business unit heads to address ESG and climate related concerns across factories, warehouses, and retail outlets. These regular interactions ensure that employees remain actively involved and empowered to contribute to sustainability initiatives, strengthening a culture of responsibility across the organisation.

Financial incentives play a pivotal role in driving sustain-



ability performance and ensuring alignment with climate and sustainability targets. ESG KPIs are integrated into the variable remuneration of the Management Committee, including CEOs, the CSO, and other CXOs. These performance-linked incentives extend to functional heads and sustainability team members.

Climate Strategy

At ABLBL, we recognise the industry’s influence on climate change, and actively work to mitigate the environmental impact of our operations and products. Climate considerations are integral to financial, strategic, and operational decisions, ensuring a responsible approach to sustainability.

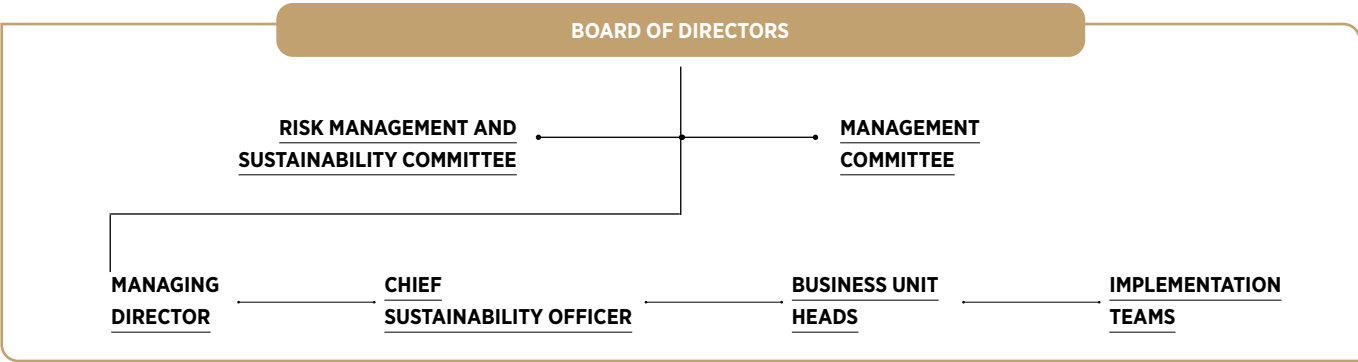
Our near-term emission reduction targets, validated by the Science Based Targets Initiative (SBTi), reflect an unwavering commitment to climate action. We are targeting a 54.6% absolute reduction in Scope 1 and 2 emissions by FY 2032-33 against the FY 2022-23 baseline, alongside a 32.5% absolute reduction in Scope 3 emissions across purchased goods and services, fuel and energy-related activities, and franchises within the same timeframe. We are also aligned with the Aditya Birla Group’s decarbonisation strategy, pursuing net zero carbon emissions by 2050 through energy efficiency programmes, low carbon growth, product stewardship, and carbon sequestration projects. Periodic climate change risk assessments are conducted in accordance with the Task Force on Climate-related Financial Disclosures (TCFD) to evaluate climate-related challenges across all operational sites including existing manufacturing facilities, warehouses, and retail stores, as well as upstream and downstream activities.

Climate risks are assessed against current and anticipated regulations, technological shifts, legal exposure, market dynamics, reputational considerations, and both acute and chronic physical risks. These risks and opportunities are further incorporated in our enterprise risk management framework. Risk evaluation spans three distinct timeframes: short-term (up to 2030), medium-term (2030–2040), and long-term (beyond 2040). Scenario analyses leverage the Intergovernmental Panel on Climate Change (IPCC) Representation Concentration Pathways (RCP 2.6, RCP 4.5, RCP 6, and RCP 8.5) and Shared Socioeconomic Pathways (SSP1-1.9, SSP1- 2.6, SSP2-4.5, SSP3-7.0, SSP5-8.5) to assess potential physical risks, including temperature and precipitation fluctuations across operational sites. Additionally, transition risks are analysed using scenarios from the International Energy Agency (IEA), including the Net Zero Emissions by 2050 Scenario (NZE), the Announced Pledges Scenario (APS), the Stated Policies Scenario (STEPS), and the Sustainable Development Scenario (SDS). These insights, derived from both quantitative and qualitative models, help identify climate risks, develop mitigation strategies, and capitalise on emerging opportunities. To build resilience against identified risks, comprehensive, context-specific plans have been developed covering 100% of operations including all new facilities, with adaptation measures prioritised for implementation within five years, ensuring the organisation remains agile and well-prepared to navigate climate-related challenges.

We have established a transition plan to align with global net-zero GHG emission goals, with a clear commitment to supporting the Paris Agreement objective of limiting global warming to 1.5°C. Our approach includes defined decarbonisation levers and planned actions to drive progress towards our emission reduction targets. We actively engage with key stakeholders, including our value chain partners and industry associations, to gather inputs and support the effective implementation of our transition pathway. Through these efforts, we aim to progressively advance our climate strategy and strengthen alignment with global climate commitments.

During the year 2025, Aditya Birla Fashion and Retail Limited (ABFRL) underwent organisational restructuring through the demerger of its business operations, resulting in formation of two independently listed entities: Aditya Birla Fashion and Retail Limited (ABFRL) and Aditya Birla Lifestyle Brands Limited (ABLBL).

As ABFRL’s near-term science-based emissions reduction



targets were validated by the Science Based Targets initiative (SBTi) in 2024, the demerger necessitated a review of the Company’s greenhouse gas (GHG) inventory and target applicability in accordance with the SBTi Corporate Net-Zero and Near-Term Criteria.

Consistent with SBTi requirements, ABFRL sought formal guidance on the implications of the demerger for its validated targets and base year emissions inventory. SBTi guidance specifies that companies must recalculate their base year emissions where structural changes, such as mergers, acquisitions, divestments, or demergers; result in a material change to the emissions inventory. Such recalculations are intended to preserve consistency, transparency, and comparability of progress against established targets.

SBTi further clarified that a recalculation of base year emissions does not automatically trigger target revalidation. Existing validated targets may continue to remain valid, provided that the recalculated inventory does not materially alter the ambition level, organisational boundary, target coverage, or methodological alignment of the original commitment. Revalidation is generally required only where structural change significantly affects the integrity or ambition of the approved target pathway.

Accordingly, ABFRL undertook a detailed assessment internally, to evaluate the impact of the demerger on its science-based targets. The assessment concluded that although the demerger constitutes a material structural change requiring recalculation of base year emissions, it does not affect the underlying ambition, target methodology, or coverage requirements of the existing SBTi-approved targets.

Following the recalculation exercise, both ABFRL and ABLBL continue to satisfy the minimum target-boundary coverage thresholds prescribed by SBTi:

- Scope 1 and Scope 2 emissions coverage exceeds 95% of total emissions; and
- Scope 3 emissions coverage exceeds 67%.

As both entities continue to meet the applicable SBTi coverage requirements and the ambition of the validated targets remains unchanged, revalidation or resubmission of targets to SBTi is not required at this stage. The principal action arising from the demerger is the recalculation and restatement of base year emissions to reflect the revised organisational boundaries of ABFRL and ABLBL.

RECALCULATED FY 2023 BASE YEAR EMISSIONS	
SCOPE 1 AND SCOPE 2 EMISSIONS	
Organisation	Scope 1 & 2 Emissions (tCO ₂ e)
Aditya Birla Fashion and Retail Limited (ABFRL)	68,332
Aditya Birla Lifestyle Brands Limited (ABLBL)	46,416
SCOPE 3 EMISSIONS WITHIN THE SBTI TARGET BOUNDARY* ARE AS FOLLOWS:	
Organisation	Scope 3 Emissions (tCO ₂ e)
Aditya Birla Fashion and Retail Limited (ABFRL)	287,434.9
Aditya Birla Lifestyle Brands Limited (ABLBL)	292,050.6
*SBTi target boundary comprises Scope 3 Category 1 (Purchased Goods and Services), Category 3 (Fuel- and Energy-Related Activities), and Category 14 (Franchises).	

Science-Based Targets for demerged entities:

Following the recalculation of base year emissions, the target ambition and reduction trajectory remain unchanged for both entities:

Aditya Birla Fashion and Retail Limited (ABFRL) and Aditya Birla Lifestyle Brands Limited (ABLBL) commit to reduce absolute Scope 1 and Scope 2 GHG emissions by 54.6% by FY 2033 from FY 2023 base year.

In addition, each entity commits to reducing absolute Scope 3 GHG emissions from Purchased Goods and Services (Category 1), Fuel- and Energy-Related Activities (Category 3), Franchises (Category 14), by 32.5% by FY 2033 from FY 2023 base year.

The target boundary includes land-related emissions and removals from bioenergy feedstocks, in accordance with SBTi requirements.

Energy Management

At ABLBL, we are committed to optimising energy consumption and enhancing efficiency through targeted initiatives. Energy consumption data is systematically captured through the ReEarth portal. Energy sources include grid electricity, diesel, and renewable energy comprising solar and biomass.

All reported data is subject to independent third-party assurance to ensure accuracy, reliability, and transparency. We do not have any energy consumption outside our organisational boundaries.

We conduct regular employee awareness sessions on energy conservation to promote responsible energy use across our operations. Periodic energy audits enable us to identify improvement opportunities and ensure systematic monitoring of progress. Our strong commitment to energy efficiency is further demonstrated by the ISO 50001 Energy Management Systems certification awarded to our Europa Garments facility. To diversify our energy mix, we have integrated solar rooftops and solar streetlights across facilities alongside transition to biomass-based briquettes as boiler fuel. We strengthened on-site solar generation at the Haritha Apparels facility as part of our renewable energy roadmap while development programmes towards a 100% renewable energy setup have also been initiated. Real-time monitoring of solar generation at nine facilities allows for optimal capacity utilisation, while also maximising solar generation efficiency. In FY 2025-26, our solar energy consumption reached 30.28 lakhs units, reinforcing our commitment to green energy solutions. We invest in renewable energy credits to offset emissions, supporting a more responsible and sustainable approach to energy management. Through these combined

efforts, we continue to drive meaningful reductions in our environmental footprint while advancing the transition to cleaner energy alternatives. The increase in renewable energy consumption is due to the installation of rooftop solar at a few of our facilities. Furthermore, we are accelerating the shift to renewable energy, targeting 80% renewable sourcing across owned operations by 2030 and Net Zero by 2050 in alignment with the ABG commitment. We aim to reduce our energy consumption and continuously assess our progress to ensure effective energy management.

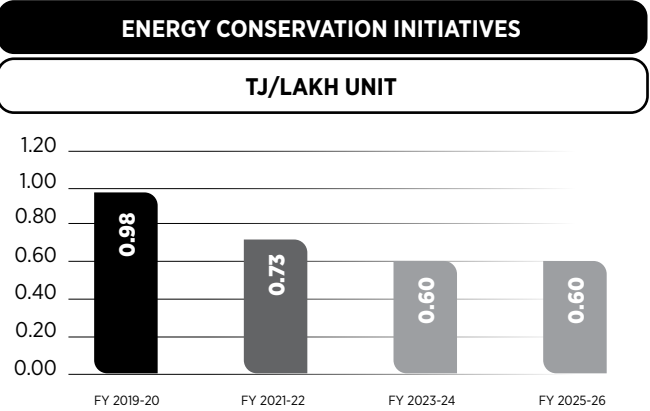
Energy Conservation Initiatives

We have implemented multiple energy conservation initiatives, including the installation of energy-efficient lighting systems such as LED lights integrated with motion sensors, deployment of rooftop solar panels and solar streetlights, and the adoption of robust operations and maintenance (O&M) best practices across our electrical systems. To further reduce energy consumption, we are progressively shifting towards renewable energy sources and increasing the use of biomass-based boilers. Through these initiatives we have been able to reduce our energy intensity over the years as well as were able to maintain our product energy intensity over the past three years.

ENERGY FOOTPRINT (TJ)		
	FY 2024-25	FY 2025-26
FROM RENEWABLE SOURCES		
Fuel Consumption (A)	105	130.6
Electricity Consumption (B)	11	9.17
Total Energy Consumption from Renewable Sources (A+B)	116	139.77
FROM NON-RENEWABLE SOURCES		
Fuel Consumption (C)	10	10.83
Electricity Consumption (D)	315	234.51
Total Energy Consumption from Non-Renewable Sources (C+D)	325	245.34
Total Energy Consumption (A+B+C+D)	441	385.11
Energy Intensity (TJ/ ₹ Crore)	0.06	0.05
PPP-adjusted Energy Intensity (TJ / Million Rupee adjusted for PPP)	0.12	0.09
Output-based Energy Intensity (TJ / Lakh Goods Sold)	0.38	0.28

CARBON FOOTPRINT (SCOPE 1 AND 2 EMISSIONS)		
	FY 2024-25	FY 2025-26
Scope 1 (tCO ₂ e)	1,003	1,004.47
Scope 2 (tCO ₂ e)	34,723	46,250.00
Scope 1+2 (tCO ₂ e)	35,727	47,254.47
Emission Intensity (tCO ₂ e / ₹ Crore)	4.56	5.63
PPP-adjusted Emission Intensity (Total Scope 1 and Scope 2 emissions (tCO ₂ e) / Total Revenue from Operations adjusted for PPP)	9.42	11.45
Output-based Emission Intensity (tCO ₂ e / Lakh goods) from Non-Renewable Sources (C+D)	30.93	34.09

Carbon Footprint (Scope 3 emissions) (tCO ₂ e)		
	FY 2024-25	FY 2025-26
Purchased Goods and Services	3,40,898	3,96,289
Capital Goods	12,901	4,091
Fuel and Fuel-related Activities	11,168	17,754
Upstream Transportation and Distribution	4,595	3,231
Waste Generated in Operations*	985	1,154
Business Travel	3,547	5,848
Employee Commute	3,535	4,654
Downstream Transportation and Distribution	20,263	38,548
Use of Sold Products**	3,17,223	3,53,179
End-of-life Treatment of Products	13,350	14,915
Franchises	23,556	22,669
Investments	-	-
Total Scope 3 Emissions	7,52,020	8,62,332
Emission Intensity (tCO ₂ e / ₹ Crore)	96.04	102.71
**Not included in the SBTi Target Boundary Category 8 (Upstream Leased Assets), Category 10 (Processing of Sold Products), and Category 13 (Downstream Leased Assets) are not relevant to our operations.		



Emission Management

We have developed a comprehensive GHG inventory covering our facilities, warehouses, and retail outlets. Emissions are computed in line with the GHG Protocol and IPCC guidelines, following the operational control approach for accuracy. Additionally, a location-based methodology has been adopted for the assessment of Scope 2 emissions.

Our Scope 1 and Scope 2 inventory covers CO₂, CH₄, and N₂O, enabling robust tracking and informed mitigation strategies. Moreover, emission-reduction initiatives implemented in FY 2025-26 resulted in an avoidance of 2,150 tCO₂e. We

have completed a comprehensive GHG inventorisation for Scope 3 emissions, contributing 95% of the overall GHG footprint. Significant efforts are underway to engage with our value chain partners to drive meaningful reductions in Scope 3 emissions, thereby lowering overall GHG footprint. We have strengthened energy monitoring and equipment tracking , ensuring utility cost savings and resilience against energy price volatility. We are also actively transitioning towards renewable energy sources, including solar energy and the use of biomass in our boiler operations.

Air Emissions

In our manufacturing facilities, boilers and DG sets contribute to stack emissions, mainly releasing SO_x, NO_x and PM. While overall emissions remain imperceptible, we are committed to maintaining air quality and minimising our environmental footprint. In the interest of employees’ well-being and that of surrounding communities, we have implemented proactive measures to reduce pollution. Regular air quality monitoring ensures compliance with regulatory standards while reinforcing our responsibility to mitigate environmental impact.

AIR EMISSIONS (MT)*		
	FY 2024-25	FY 2025-26
SO _x	3.47	2.33
NO _x	8.85	8.03
Particulate Matter	4.65	4.28
*This is only monitored at facilities		

Ozone Depleting Substances

At ABLBL, refrigerants like R32, R22, and R407A are utilised across our facilities for air conditioning and fire suppression systems.

OZONE DEPLETING SUBSTANCE (MT)		
	FY 2024-25	FY 2025-26
R22	0.05	0.016
R32	0.033	0.007
R407A	0	0
R410A	0.01	0

Water Management

We remain committed to responsible water stewardship by adopting innovative approaches to optimise water consumption and reduce pressure on freshwater resources. Our approach to conservation, recycling, and reuse is guided by our Environmental Policy and the Aditya Birla Group’s Water Stewardship Policy. We have successfully achieved 1.24x water positive status across all our owned facilities, underscoring our commitment to responsible water stewardship and sustainability.

Our primary sources of water withdrawal include surface water, groundwater, and third-party suppliers. Rain-water harvesting systems have also been put in place to reduce dependence on freshwater supply. We collect water consumption data through a combination of manual logs,

Water Footprint (KL)		
	FY 2024-25	FY 2025-26*
Surface Water Withdrawal	-	-
Ground Water Withdrawal	1,38,025.00	1,56,176.95
Third-Party Water Withdrawal	36,303.36	34,220.18
Rainwater Consumed	9,270.00	13,356.84
Total Water Withdrawal	1,92,898.36	2,03,753.97
Total Water Discharged	0	0
Total Water Consumption	1,92,898.36	2,03,753.97
Water Consumption Intensity (KL / ₹ Crore)	24.64	24.27
PPP-adjusted Water Consumption Intensity (KL / Rupee adjusted for PPP)	50.90	49.36
Output-based Water Consumption (KL / Lakh Goods Sold)	157.00	146.98
*Aditya Birla Garments Ltd – Pulivendula site not under scope of water reporting.		

smart meters, and automated monitoring systems to ensure accuracy, consistency, and comprehensive coverage across our operations. We have established defined KPIs for water management, supported by regular data tracking, centralised reporting, and periodic review mechanisms. Our processes are strengthened through both internal controls and third-party assurance, and we continuously implement improvement plans to enhance performance and efficiency. Raising awareness on responsible water usage is a key focus, and we conduct monthly training programmes for employees and surrounding communities to promote best practices and collective responsibility in managing water resources. Furthermore, water assessments are conducted to identify opportunities for increasing water use efficiency.

At a business level, including manufacturing facilities, warehousing facilities, and offices, we consume approximately 772 KL of water per day. Despite this, our operations have not caused or contributed to any water-related impacts. We have in fact, maintained water-positive status , further demonstrating our dedication to responsible water stewardship and conservation.

Conservation Initiatives

We have implemented a range of water conservation measures across our operations, including the installation of low-water fixtures such as aerators, adoption of rainwater harvesting systems and artificial aquifer recharge, and the installation of sewage treatment plants. Treated water is recycled and reused for flushing and gardening purposes, supported by the deployment of remote water monitoring systems. To further enhance operational efficiency, we have implemented advanced IoT- and cloud-based solutions that provide real-time insights to optimise water usage and reduce consumption. These efforts are complemented by water-efficient fixtures, artificial recharge systems, and automated treatment technologies, enabling us to minimise water wastage and strengthen overall water management performance.

Water Discharge

We maintain Zero Liquid Discharge (ZLD) at all our facilities. Furthermore, we have equipped all our facilities with sewage treatment plants (STPs) to enhance wastewater quality

and enable effective recycling. To ensure full compliance, we do regular testing of physical, chemical, and biological parameters. The treated water from these STPs is reused for gardening and flushing purposes, in compliance with applicable regulatory norms. Water quality is rigorously monitored in compliance with state pollution control guidelines, with adherence maintained across all national, regional, and local air and water consent requirements. These initiatives help us minimise freshwater withdrawals, mitigate pollution risks, and reinforce our commitment to sustainable water management. During the reporting period, we successfully recycled 72% of the water withdrawn, adhering to the Aditya Birla Group’s technical standard on wastewater management.

Managing Water-Stressed Areas

We annually assess water risks using the WRI Aqueduct tool, examining availability, demand, and future projections to maneuver through conservation efforts. Our assessment indicates that our facilities and warehouses in Bengaluru fall within water-stressed locations. To limit freshwater reliance in these areas, we implement enhanced recycling systems, rainwater harvesting, and water-efficient technologies, supporting our commitment to responsible water management and sustainability. Our integrated approach ensures we use water judiciously while returning more than we consume.

WATER FOOTPRINT FROM WATER-STRESSED AREAS (KL)	
FY 2025-26	
Rainwater Consumed	7,105.84
Groundwater	1,18,985
Third-party Water	10,380
Total Water Withdrawal	1,36,470.81
Total Water Consumption	1,36,470.81
Total Water Discharge	0

Waste Management

Strategic waste management is vital for reducing environmental impact, conserving resources, and enhancing operational sustainability. We have implemented defined guidelines and Standard Operating Procedures (SOPs) for various waste types to ensure effective segregation, safe handling and compliant disposal, supporting sustainable waste man-

WASTE GENERATION (MT)		
	FY 2024-25	FY 2025-26
Total Waste Generated	4,695	5,465.70
Total Hazardous Waste	9.7	12.89
Used Oil	2.1	2.22
Oil-Soaked Cotton	0.07	0.002
Batteries (Numbers)	239	268
E-Waste	1.89	3.95
Bio-Medical Waste	5.67	6.72
Total Non-Hazardous Waste	4,685	5,452.81
Paper Waste	430	591.74
Fabric Waste	2,087	2,417.38
Metal Waste	37	40.19
Plastic Waste	114	120.88
Carton Box	1,422	1,579.11
Wood Waste	-	6.35
Briquette Ash	392	427.58
Canteen Waste	102	148.19
Other Non-Hazardous Waste	95	121.39
Coverall	7.63	-
Construction And Demolition Waste	-	-
Waste Intensity (MT/ ₹ Crore) (Excludes Battery Waste)	0.60	0.65
PPP-Adjusted Waste Intensity (MT/ Rupee Adjusted For PPP) (Excludes Battery Waste)	1.24	1.32
Output-Based Waste Intensity (MT/ Lakh Goods Sold) (Excludes Battery Waste)	4.07	3.94

agement across operations. We adopt a circular approach to waste management by systematically segregating, recycling, and reusing waste, thereby reducing our reliance on virgin resources. This approach contributes to lower water and energy consumption and minimises environmental impact across our production cycle. We are committed to minimising waste generation and diverting it from landfills, with the objective of transforming waste into a resource for new products and closing the loop within our operations.

Our waste management approach involves close collaboration between internal teams, operations teams, and authorised vendors to ensure effective handling, monitoring, and disposal of waste across our facilities. Our facilities ensure proper segregation and maintain detailed records.

Trained personnel verify data accuracy and ensure compliance with environmental regulations, while authorised vendors support responsible disposal practices aligned with our zero waste to landfill ambition. Cross-functional collaboration across departments enables thorough validation of data completeness and accuracy. This integrated system supports effective waste governance, minimises environmental impact, and strengthens our progress toward sustainability goals. We have established a dedicated waste management task force responsible for waste reduction, segregation, safe handling, and collection. The team ensures appropriate disposal through recycling, reuse, composting via authorised vendors, and in-house methods.

Investment in innovative technologies has played a pivotal role in reducing waste. Employee training is equally important to our waste management approach. Awareness programmes are conducted to educate staff on effective waste reduction techniques, reinforcing responsible practices that support long-term sustainability. These holistic waste reduction strategies, including the Reduce-Reuse-Recycle approach, waste diversion from landfills, recycling, co-processing, and composting systems have led to our achievement of the third-party certified “Zero Waste to Landfill” certification in July 2022, recognised by both USGBC True Zero Gold and Bureau Veritas. These certifications affirm our commitment to circularity and sustainable resource management.

We have a robust waste management system comprises routine audits and periodic monitoring of waste disposal systems, which helps confirm safe handling practices, accurately quantify waste sent to authorised recyclers, and identify areas for improvement. Biomedical and sanitary waste undergo incineration, ensuring safe treatment, while non-hazardous waste is either recycled or repurposed. Food waste is composted using in-house biodigesters, converting it into bio-manure for farming. All disposal processes comply with operating regulatory requirements, and we carefully select waste disposal facilities and recyclers through stringent due diligence to prevent contamination during the disposal process.

WASTE DISPOSAL (MT)		
	FY 2024-25	FY 2025-26
Waste Diverted from Disposal	4,689	5,458.98
Waste Recycled	2,606	3,041.60
Waste Reused	2,087	2,417.38
Waste Directed to Disposal	5.67	6.72
Incineration (Bio-medical waste – Without Energy recovery)	5.67	6.72

Waste Management Initiatives

We are striving to achieve zero waste to landfill across our facilities, offices, and warehouses, with pilot programmes extended to select retail stores. Our approach focuses on diverting waste from landfills, ensuring that waste undergoes appropriate recycling processes, and preventing contamination across the waste management lifecycle.

Key initiatives include the transition to sustainable

packaging by replacing plastics and adopting reusable crates for the transportation of finished goods. Additionally, we leverage optimised, digitised tools for garment marking and cutting, which has significantly reduced waste generation in our manufacturing processes.

Packaging Management

We continuously strive to strengthen our systems and processes and, as a leader in the apparel retail sector, have committed to using 100% sustainable packaging material by 2030. Our packaging strategy focuses on design optimisation, reduction and recycling; to reduce pollutant content.

PACKAGING MIX		
	Total Weight (MT)	Recycled Material (% of total weight)
Wood and Paper	7,425 MT	48%

We ensure responsible recycling of packaging waste through stringent compliance and monitoring. As a registered Brand Owner under the Plastic Waste Management

Rules, 2022, with the CPCB, we uphold rigorous recycling standards.

To ensure this, we partner with authorised recyclers after thorough due diligence and compliance verification. Our waste collection approach is aligned with regulatory requirements and has been formally submitted to the CPCB.

Plastic Packaging	FY 2025-26
Total Weight of Plastic Packaging (MT)	1,841
% of recyclable plastic packaging	100%
% of compostable plastic packaging	46.1%
% of recycled content within plastic packaging	27.6%

Raw Material Management

Responsible sourcing of raw materials is fundamental to minimising environmental impact and sustaining ethical supply chains within the apparel retail sector. We are committed

to increasing the use of sustainable materials, supported by strong standards of social responsibility and environmental stewardship.

We have developed an internal framework for sustainable attributes that encompasses sustainable raw materials, production processes, manufacturing facilities, packaging, and sustainable livelihoods. A consolidated target has been established for the proportion of sustainable and recycled raw materials, with performance monitored and reported on both a half-yearly and annual basis. In FY 2025-26, 93% of our products had at least one sustainable attribute. By 2030, we aim to incorporate at least one sustainable attribute across 100% of our garments, by volume.

As part of this commitment, we source high-quality raw materials with a focus on minimising environmental and social impacts across the value chain. Guided by recognised tools and standards, we prioritise the use of responsibly sourced and lower-impact materials, including BCI Cotton, Liva Eco, FSC-certified Birla Modal, and recycled fibres, while maintaining high standards of quality, performance, and ethical manufacturing. We also drive sustainable product innovation through initiatives such as Van Heusen’s Move Labs Collection and Louis Philippe’s Green Crest denims, which

FIVE-PRONGED APPROACH TO SUSTAINABLE PACKAGING

Strategy	Our Approach
Innovative and Alternative Solutions	- Standardised packaging across product categories to reduce the packaging ratio per product and eliminated non-functional packaging items such as metal pins and product boxes - Launched the “One Garment, One Tag” initiative at lifestyle brands to minimise wastage and label expenditure - Collaborated with CAIF through the #BetterThanPlastic challenge to explore sustainable packaging solutions which led to the replacement of HDPE/PP polybags with compostable poly-bags made from biodegradable PLA - Replaced collar traveller and butterfly with compostable materials at lifestyle brands - Removed button-to-button spacer to maximise resource efficiency
Recyclable Packaging	100% recyclable plastic packaging is used across brands
Reusable Packaging	Deployed reusable collapsible plastic crates instead of cardboard boxes at select locations.
Eliminating Single-Use Packaging	- Adopted plastic-free shirt packaging at Louis Philippe Green Crest and Simon Carter - Phased out plastic carry bags and replaced them with paper bags across retail stores
Integrating Recycled Materials in Packaging Solutions	- Integrated recycled plastics in M-clips, U-clips, and hangers in stores - Transitioned to recycled paper for tags at Louis Philippe

SUSTAINABLE RAW MATERIALS AT ABLBL

Material	Description
Birla Modal Fibre	- Eco-friendly viscose innovation derived from renewable natural resources - Ensures garments are fully biodegradable - Incorporated into the women’s wear category as modal blended fabrics for style and sustainability
Birla Cellulose LIVA Eco Fibre	- Crafted from responsibly sourced viscose - Blockchain-enabled tracking ensures transparency and accountability across the supply chain - Low environmental impact with minimal greenhouse gas emissions
Recycled Materials	- Integrated GRS-certified recycled polyester into products - Reduces landfill waste, energy consumption, GHG emissions, and reliance on virgin materials - Supports a closed-loop production cycle to maximise sustainability
Better Cotton Initiative	- Collaborated with BCI to prioritise sustainable cotton sourcing - Mitigates the environmental impact of conventional cotton production - Addresses challenges of chemical and water-intensive cultivation - Enhances global cotton production for the well-being of growers, the environment, and the industry’s future.
Leather Working Group	- Global network of brands, retailers, suppliers, and manufacturers focused on sustainable leather sourcing - Audits and certifies tanneries to determine environmental and social impact - Louis Philippe imports shoes from a Gold Rated Tannery certified by LWG

incorporate eco-friendly materials and resource-efficient production processes. To support continuous improvement, we use a cradle-to-grave Life Cycle Assessment (LCA) approach to evaluate environmental and social impacts, identify opportunities for greater resource efficiency, and strengthen sustainability across our value chain.

We have internally identified cotton as a priority raw material due to its widespread use and environmental footprint. Considering cotton’s high-water consumption and vulnerability to climate variability, we alleviate its environmental impact by reducing reliance on water-intensive irrigation methods and promoting responsible cotton sourcing such as Better Cotton Initiative (BCI), Supima etc.

Product Sustainability

We integrate sustainability into product design by prioritising responsibly sourced fabrics, recycled fibres, and biodegradable materials. Our optimised production processes reduce waste while improving product durability and recyclability.

To evaluate environmental impact, we conduct comprehensive Lifecycle Assessments (LCA) from cradle to grave, analysing energy consumption, GHG emissions, water usage, and waste generation. These assessments help identify key hotspots, including Scope 3 emissions, and guide innovation in sustainable product development.

We have identified ten key impact categories and continuously refine our practices to lower our environmental footprint while meeting rising consumer expectations for sustainability. LCA studies have been completed for casual and formal shirts, T-shirts, and denim jeans, covering 40% of

our turnover, along with a defined set of associated risks and mitigation measures.

Biodiversity Management

Biodiversity plays an important role in sustaining apparel manufacturing under fashion industry by ensuring the availability of key natural raw materials such as cotton, wool, and leather, while maintaining ecological balance across sourcing and production ecosystems.

At ABLBL, biodiversity considerations are integrated across our apparel manufacturing operations, from raw material sourcing to factory-level processes.

Guided by our [Biodiversity Policy](#) and the Aditya Birla Group’s biodiversity management framework, aligned with the Convention on Biological Diversity—we adopt a structured and proactive approach to managing biodiversity impacts. We recognise that apparel manufacturing has upstream and operational dependencies on biodiversity, hence we are committed to minimising our impact on ecosystems by avoiding operations in ecologically sensitive areas and integrating biodiversity considerations into our overall business strategy.

Our Approach to Biodiversity Conservation

To systematically manage biodiversity-related risks and opportunities, we have developed a Biodiversity Roadmap based on the LEAP framework. This roadmap enables us to identify, assess, and respond to biodiversity challenges across our operations.

This plan enables us to identify, assess, and address

biodiversity challenges across our textile manufacturing operations. Going forward, we will evaluate our dependence on key raw materials such as cotton, fibres, and chemicals, while assessing our impact on land use change, climate change, resource extraction, and pollution.

These insights will guide targeted conservation and mitigation efforts across our facilities, surrounding ecosystems, and throughout our supply chain, including tier 1 and tier 2 suppliers. Our roadmap is structured around short-, medium-, and long-term goals, ensuring continuous progress in strengthening biodiversity management within our value chain.

Biodiversity Assessment & Mitigation

We undertook an initial biodiversity assessment using the Integrated Biodiversity Assessment Tool (IBAT), an elaborate framework which enables the identification of key biodiversity areas surrounding our operations and species from the IUCN Red List. The findings provide the base for our biodiversity management plan, aligned with the Convention on Biological Diversity and guided by the LEAP approach. The assessment was undertaken using a location specific approach across 11 manufacturing facilities, 2 offices, and 3 warehouses. IBAT drew on multiple databases, including the IUCN Red List of Threatened Species and the Threats Classification Scheme, to generate the results. Our biodiversity strategy is also designed to align with the Task Force on Nature-related Financial Disclosures (TNFD) requirements.

We assess the biodiversity and ecosystem service risks associated with existing and planned activities to support informed planning and execution. And the potential impacts are managed through the mitigation hierarchy, prioritising avoidance and minimisation, followed by restoration, and offsetting residual impacts where required.

Biodiversity Conservation Initiatives

Our mitigation efforts include plantation initiatives to restore green spaces and enhance biodiversity. At the Van Heusen Innerwear warehouse in Bangalore, a Miyawaki forest has been developed to accelerate growth and improve soil health through mixed-species planting. We also carry out afforestation and reforestation drives across operational sites, planting native species to support ecosystems, facilitating better air quality and sequester carbon.

Through these initiatives, biodiversity is systematically

embedded into our manufacturing strategy, enabling responsible production while protecting the natural ecosystems that support long-term business resilience.

Sustainable Infrastructure

At ABLBL, we focus on creating sustainable infrastructure by aligning our facilities with globally recognised green building standards, enabling us to reduce environmental impact while improving operational performance. Five of our facilities are certified by the Indian Green Building Council (IGBC) and the US Green Building Council (USGBC), reflecting our adoption of eco friendly materials, efficient technologies, and sustainable design practices.

USGBC LEED Platinum Certification	IGBC Green Rating -Silver	IGBC Green Rating -Platinum
Haritha Apparels	Crafted Clothing	Innerwear warehouse
Fashion Craft	IGBC Green Rating - Gold	
	Little England Apparels	

We drive energy efficiency through initiatives such as enhanced insulation, optimal use of natural light, improved ventilation, motion sensors, variable frequency drives (VFDs), and solar rooftop systems. At the same time, we strengthen water stewardship by harvesting excess water and treating wastewater on-site for reuse.

In addition to all the initiatives, we pursue a green building strategy focused on resource-efficient design, low-carbon materials, and healthier spaces for people and the planet, supported by LEED certifications with a focus on zero water and zero waste. At least 70% of regularly occupied spaces are designed to receive natural light and fresh air, in alignment with ASHRAE standards to minimise exposure to harmful gases. We also prioritise sourcing a minimum of 50% locally manufactured materials and continuously track resource performance through advanced metering systems. As of today, over 8.97 lakh sq. ft. of our built environment is Green Building Certified, reaffirming our commitment to future-ready infrastructure.



Green Retail at Aditya Birla

The Green Retail for Aditya Birla (GRAB) initiative is aimed at assessing, monitoring, and enhancing the sustainability performance of retail stores, in alignment with our sustainability commitments and the Science-Based Targets initiative (SBTi). The GRAB Store Checklist incorporates national and international green building standards such as LEED and IGBC, while being adapted to regional and industry-specific practices. Covering both environmental and safety parameters, it facilitates comprehensive evaluations by internal teams.

Stores are evaluated against GRAB standards through a structured scoring system that recognises sustainability efforts and provides benchmarks for improvement. The ratings track progress and highlight areas for further development, ensuring the continuous refinement of sustainability initiatives. During FY 2025-26, 34 stores of ABLBL went through GRAB Assessment.

Rating	Score
• Platinum	≥ 80%
• Gold	≥ 60%
• Silver	≥ 50%
• Certified	≥ 40%
• Not Certified	< 40%

As we move forward, we aim to strengthen environmental performance through several key improvements. We plan to optimise air-conditioning efficiency to reduce energy consumption while maintaining thermal comfort. Independent energy monitoring for HVAC and lighting systems is a priority, enabling better control and overall reduction in usage. We also strive to implement smart lighting solutions, including occupancy sensor-based systems for non-occupied areas, to minimise unnecessary energy expenditure.

Expanding the adoption of renewable energy remains central to our vision, with an increased focus on solar energy integration. We seek to enhance water conservation by installing more efficient washroom fixtures and increasing the reuse of treated water. Our efforts will also extend to sustainable branding and packaging, as we work towards using fully recycled material carry bags, eliminating single-use plastic bottles, and expanding the take-back programme. Additionally, we aim to further refine cooling systems to improve efficiency and reduce overall energy consumption.

These advancements will drive continued progress towards achieving our sustainability objectives and reinforce responsible retail practices.



LOUIS PHILIPPE SPORT

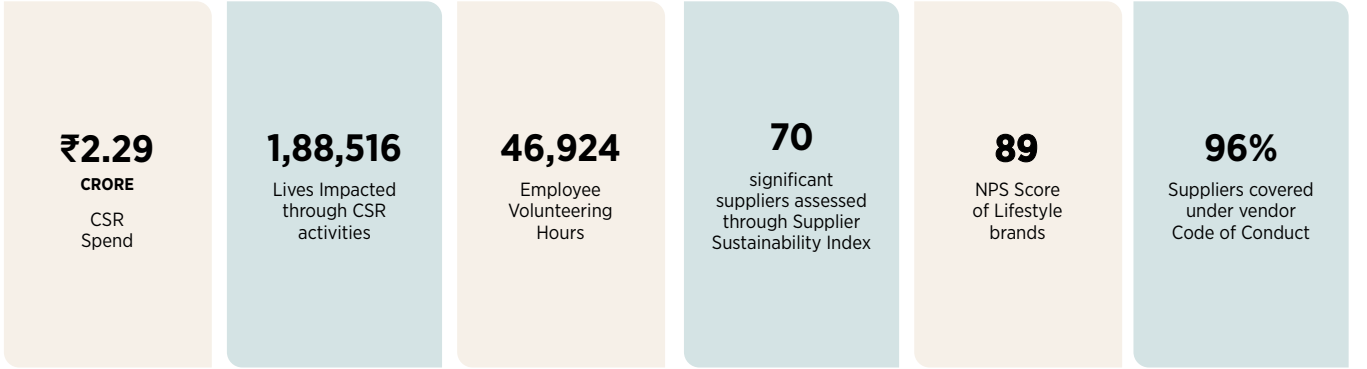


Social and relationship Capital

FOCUS AREAS



KEY HIGHLIGHTS



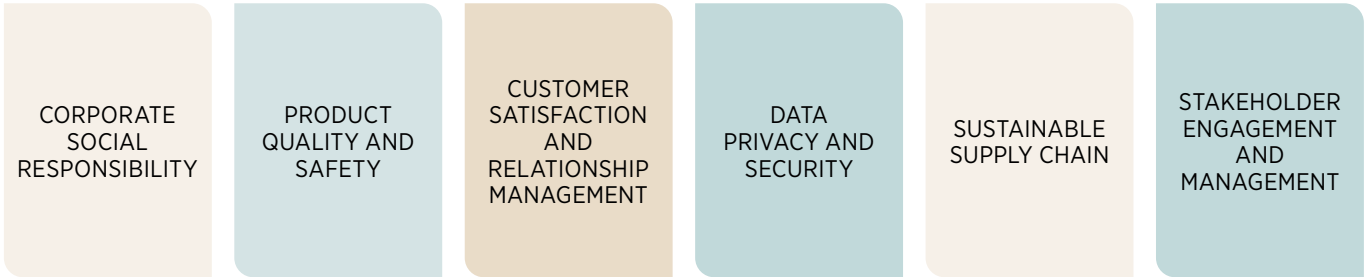
CONTRIBUTION TO UN SDGS



INTERLINKAGE WITH OTHER CAPITALS

- › Manufactured Capital
- › Human Capital
- › Financial Capital

MATERIAL TOPIC LINKAGE





Vision

“To actively contribute to the social and economic development of the communities in which we operate and beyond. In sync with the UN SDGs our endeavor is to lift the burden of poverty weighing down the underserved and foster inclusive growth. In doing so, build a better, sustainable way of life for the weaker, marginalised sections of society and enrich lives. Be a force for good.”

Mrs. Rajashree Birla
Chairperson, Aditya Birla Centre for
Community Initiatives and Rural Development



Mission

To make a meaningful impact on the lives of individuals in communities around us by developing model villages through our focus on Education, Health & Sanitation, Sustainable Livelihood, Water & Watershed, and Digitalisation.
To facilitate a culture of caring in the organisation through employee volunteering.

Tailoring Impact for Communities

As a responsible organisation, we are conscious of the impact our actions have on the society and environment around us. We firmly believe that embedding social responsibility within our operations enables us to create meaningful and lasting value for the communities we serve. Through our Corporate Social Responsibility (CSR) initiatives, we focus on driving inclusive development and addressing key societal needs. Our interventions are thoughtfully designed to create a positive and tangible difference in the lives of community members, reflecting our commitment to responsible and sustainable growth.

Our CSR Approach

We follow the Aditya Birla Group’s Corporate Social Responsibility (CSR) Policy which aims at reaching out to under-served communities and a firm conviction in the Trusteeship concept, which entails transcending business interests and working towards making a meaningful difference to those communities. We undertake CSR interventions in Karnataka,

Tamil Nadu, Odisha and Andhra Pradesh through Aditya Birla Fashion and Retail Jan Kalyan Trust (ABFR-JKT).

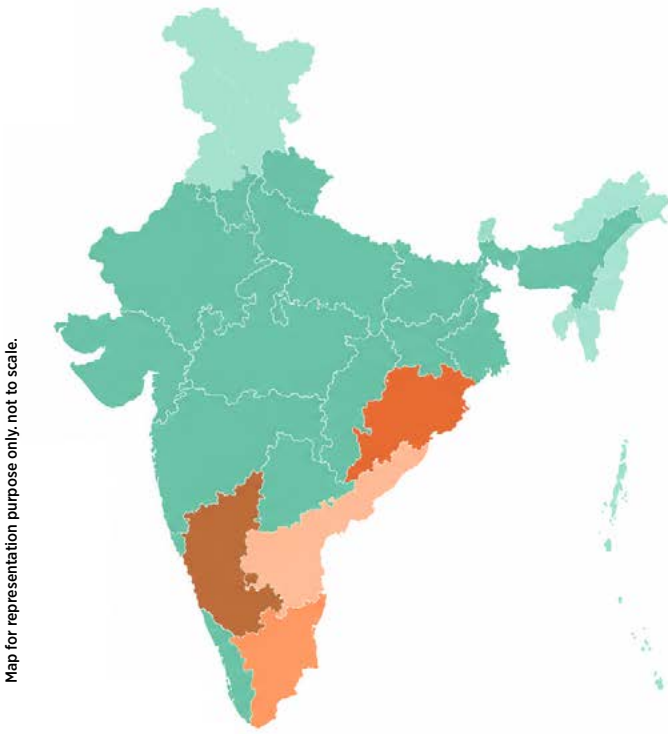
The Aditya Birla Centre for Community Initiatives and Rural Development provides the vision under the leadership of its Chairperson, Mrs. Rajashree Birla. The Centre provides strategic direction and thrust areas for our work, while ensuring effective performance management. This vision underlines all CSR activities. We have an exclusive CSR team that also receives guidance from Dr. Pragnya Ram, the Group Executive President - CSR, Legacy Documentation & Archive, who guides and ensures systematic implementation of its CSR initiatives.

Our continuous focus is to create sustainable and impactful CSR programmes that are aligned to the Group’s CSR Vision. Aditya Birla Fashion and Retail Jan Kalyan Trust focuses its CSR initiatives under five pillars i.e. Education, Health & Sanitation, Sustainable Livelihood, Water & Watershed and Digitalization. These pillars are the guiding thematic areas for the projects. The projects, 1) Village Development Project, Karnataka and Tamil Nadu, 2) Village Development Project, Odisha and 3) Village Development Project, Andhra Pradesh.

We strongly encourage voluntary employee participation in the CSR activities and has a policy in place to facilitate em-

CSR presence

We have extended our footprint across 19 states through employee volunteering initiatives, while our CSR programmes are implemented across 4 states.



Presence and Project

PRESENCE
• Presence through Employee Volunteering in 19 States • CSR Program presence in 4 States
KARNATAKA
• Village Development Project
ODISHA
• Village Development Project
ANDHRA PRADESH
• Village Development Project
TAMIL NADU
• Village Development Project

ployee volunteering.

Total CSR Spend	FY 2025-26
Community Expenditure	₹ 2.29 Crore

CSR spending on focus areas and beneficiaries in ₹Crore for FY 2025-26

Focus Area	CSR Spend (₹ Crore)
Education	0.78
Health and Sanitation	0.33
Sustainable Livelihood	0.16
Water and Watershed	0.36
Digitalisation	0.22
Other Initiatives	0.38

CSR Policy and Governance

Our [Corporate Social Responsibility \(CSR\) Policy](#) is anchored in our commitment to contribute meaningfully to the social and economic development of the communities in which we operate. In line with the provisions of the Companies Act,

2013 and guided by the Aditya Birla Group’s philosophy of trusteeship, we go beyond business objectives to address the quality-of-life challenges faced by underserved communities. Through a structured and disciplined approach, our policy outlines the framework for planning, implementation and monitoring of CSR initiatives, ensuring alignment with national priorities and the United Nations Sustainable Development Goals. We remain committed to creating sustainable and inclusive impact while upholding the highest standards of responsibility and governance.

Furthermore, our steadfast CSR governance underpins effective implementation of our initiatives.

PERMANENT INVITEES

Mrs. Rajashree Birla
Chairperson of Aditya Birla Centre for Community Initiatives and Rural Development

Dr. (Mrs.) Pragnya Ram
Group Executive President – CSR, Legacy Documentation of Archives

Board of Directors	Oversees the CSR activities of the company and monitors the compliance of the CSR Policy	• Approve the CSR Policy • Ensure that the activities included in the CSR policy are undertaken by the company • Ensure the Company spends in every financial year, at least two percent of the average net profits of the company made during the three immediately preceding financial years
CSR Committee	CSR Committee reports on the progress on CSR activities to the Board	• Ensure compliance of CSR Initiatives with the law of the land • Provide strategic direction for CSR initiatives • Approve the CSR plan and monitor its progress
ABLBL MANCOM	MANCOM and Aditya Birla Fashion and Retail Jan Kalyan Trust	• Ensure alignment of CSR initiatives to ABG's CSR policy • Provide direction and funds • On-board new partners and ensures execution as per the Board approved CSR plan
Aditya Birla Fashion and Retail Jan Kalyan Trust	Aditya Birla Fashion and Retail Jan Kalyan Trust work parallelly under the CSR Committee	• Ensure the alignment of CSR activities with its stated mission and objectives • Ensure compliance with applicable trust laws and regulations • Oversee the financial management of the trust, and ensure transparency and accountability in all decision-making processes • Seamless cross - functional deliverables • Periodically review CSR initiatives • Provide guidance and direction in programme implementation
CSR Team	Reports Progress to MANCOM	• Ensure execution of the CSR plan • Monitor CSR partners • Formulate MOUs with partners (in consultation with Legal and Finance teams)

CSR COMMITTEE

Mr. Ashish Dikshit
(Chairperson – Managing Director)

Mr. Nish Bhutani
(Member – Independent Director)

Ms. Preeti Vyas
(Member – Independent Director)

Mr. Yogesh Chaudhary
(Member – Independent Director)

Community Consultation and Engagement Process

Community Engagement Process

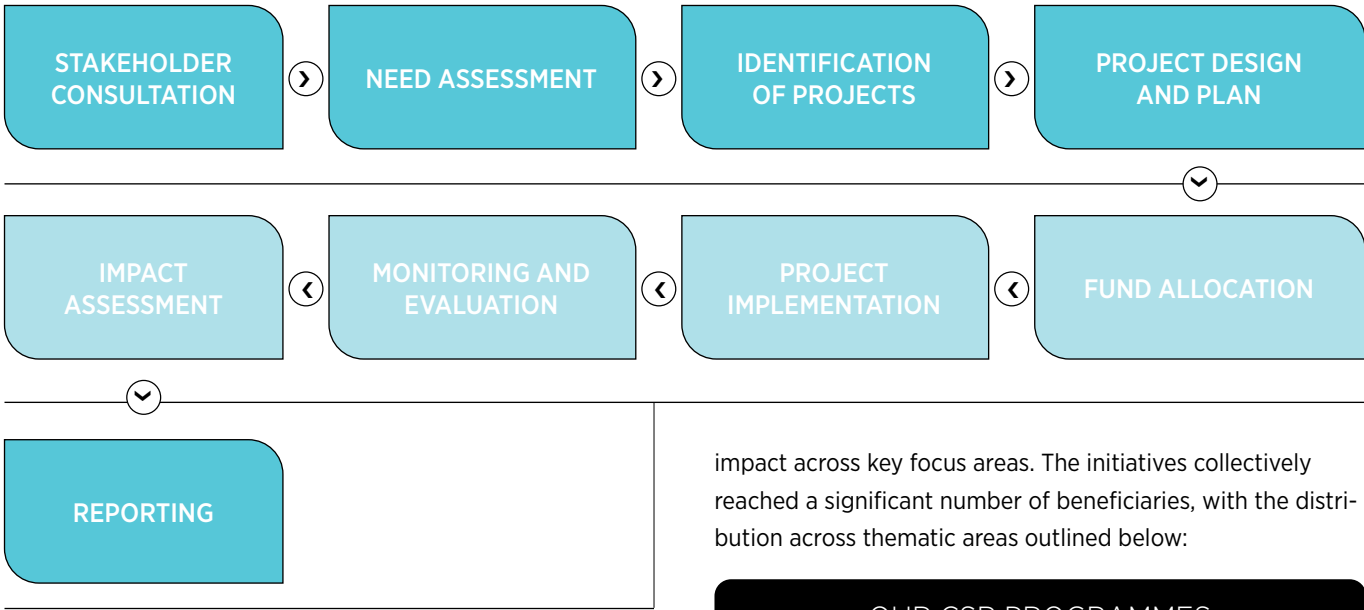
We believe that meaningful community development is built on inclusive engagement and active participation. Our CSR initiatives are grounded in a participatory approach, where we work closely with local communities to understand their

specific needs, challenges and aspirations. Through structured needs assessments and ongoing dialogue with village panchayats and key stakeholders, we identify and prioritise interventions that are relevant and impactful.

Each year, we develop a comprehensive Annual Action Plan that outlines defined activities, timelines, responsibilities and resource allocation. This ensures that our initiatives are well-directed, efficiently executed and aligned with our broader development objectives. Projects are implemented in collaboration with community members and trusted partners, with progress monitored through robust tracking mechanisms.

We undertake regular impact assessments to evaluate outcomes and drive continuous improvement. The insights from these assessments are transparently communicated through our corporate disclosures, including our annual reports and other stakeholder platforms. Across all our locations, we maintain a structured approach to community engagement, supported by clearly defined impact metrics.

We place a strong emphasis on building constructive and long-term relationships with the communities surrounding its operations. Our community engagement approach is anchored in participatory dialogue, regular consultation and



a structured grievance redressal mechanism to ensure that local concerns are identified and addressed in a timely and collaborative manner.

During the reporting period, there were no significant adverse impacts recorded in the communities where we operate, reaffirming our commitment to responsible and inclusive growth.

Community Relations and Grievances

We have established a structured community engagement mechanism through the CSR Committee, Village Development Committees (VDCs) and local governing bodies to collectively identify, address and resolve community grievances. Through continuous stakeholder dialogue and participatory engagement, we aim to ensure that community concerns are addressed transparently, responsibly and in a timely manner, while fostering trust and strengthening long-term relationships with local communities.

Notably, no grievances were reported during the reporting period, reflecting the strength of our community relationships and proactive engagement approach.

Our CSR Programmes - Village Development Project

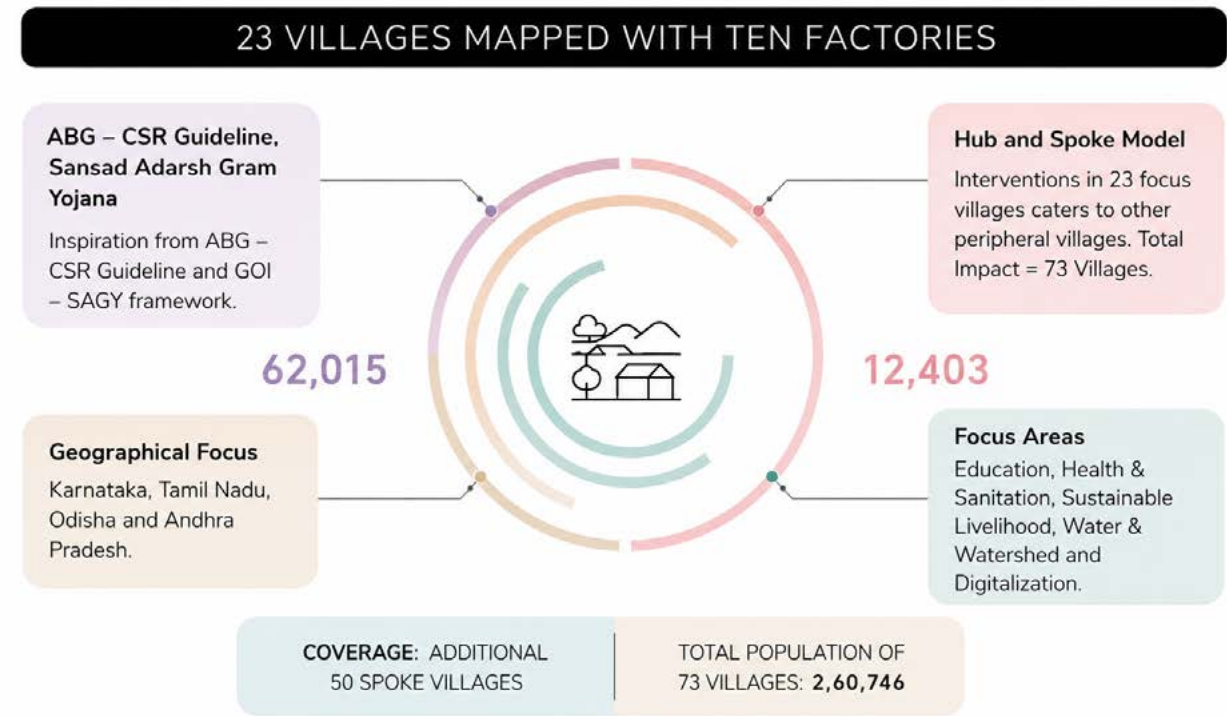
During the financial year 2025–26, our Corporate Social Responsibility (CSR) programmes delivered meaningful social

impact across key focus areas. The initiatives collectively reached a significant number of beneficiaries, with the distribution across thematic areas outlined below:

OUR CSR PROGRAMMES		
Education 16,234 beneficiaries	Health and Sanitation 87,372 beneficiaries	Sustainable Livelihood 1,303 beneficiaries
Water and Watershed 40,588 beneficiaries	Digitalisation 35,032 beneficiaries	Other initiatives 7,987 beneficiaries

The Village Development Project is a distinctive and transformative initiative, centered around our five key focus areas. Since its inception in 2017, the project has been implemented across eight villages in Karnataka and Tamil Nadu. It was subsequently expanded to three villages in Odisha in 2019, followed by a further three villages in Andhra Pradesh in 2023, reflecting our commitment to scaling impact across geographies.

Aligned with the Sansad Adarsh Gram Yojana (SAGY) guidelines, the project framework seeks to preserve the essence of rural India while enabling access to essential services and empowering communities to shape their own development journey. As part of our efforts to develop model villages, 10 villages achieved 100% relevant attributes in FY 2025–26, in line with SAGY and National Urban Livelihood Mission (NULM)/Smart City guidelines.



Our efforts have also received recognition from reputed institutions. Villages such as **Sollepura (Tamil Nadu), Madiwala (Karnataka) and Uttaramundamunha (Odisha) have been recognised as Platinum Green Villages, while Basavanapura (Karnataka) has been awarded the Gold Green Village rating by the Confederation of Indian Industry (CII)–Indian Green Building Council (IGBC) under the Green Village Guidelines.** This recognition underscores the positive impact of our initiatives in enhancing the quality of life in these communities.

Further strengthening this model, **23 villages across Karnataka, Tamil Nadu, Odisha and Andhra Pradesh now function as ‘hub’ locations, extending their impact to 73 neighbouring ‘spoke’ villages**, thereby amplifying the reach and sustainability of our interventions. Through our focused water and watershed interventions, **we have also contributed to the conservation and recharge of approximately 63,760 KL of water.**

SDG Linkages with Village Development Project

Our programmes are closely aligned with the Sustainable Development Goals (SDGs), enabling us to address several critical areas of development. We promote inclusive education by fostering lifelong learning opportunities and priori-

tising the education of the girl child, impacting over 16,234 community members. Our health and sanitation initiatives address essential healthcare needs—through interventions such as eye care camps and cancer screening—reaching more than 87,372 community members.

We enhance employability and promote entrepreneurship through targeted skilling programmes, while also empowering women through financial support to Self-Help Groups, thereby uplifting marginalised communities and benefiting over 1,303 individuals. Our water and watershed initiatives focus on effective water management, improving groundwater recharge and promoting sustainable agricultural practices, positively impacting 40,588 community members.

In addition, we advance digital inclusion by strengthening digital infrastructure through village information centres, smart classrooms and free Wi-Fi access, benefiting 35,032 community members.

We also undertake complementary initiatives such as the installation of solar streetlights and solar power systems, along with waste management programmes. These efforts promote environmental stewardship and encourage active community participation in addressing pressing sustainability challenges.

Village Development Project, Karnataka and Tamil Nadu

This project was launched in eight villages around our factory locations in Karnataka and Tamil Nadu to expand ongoing initiatives and introduce new ones that support village development. These villages serve as a ‘Hub’ to nearby ‘Spoke’ villages, collectively serving a total of 65 villages. In the journey to become a Model Village, eight villages achieved 100% relevant attributes as per SAGY, NULM/ Smart City Guidelines as of March 2026.

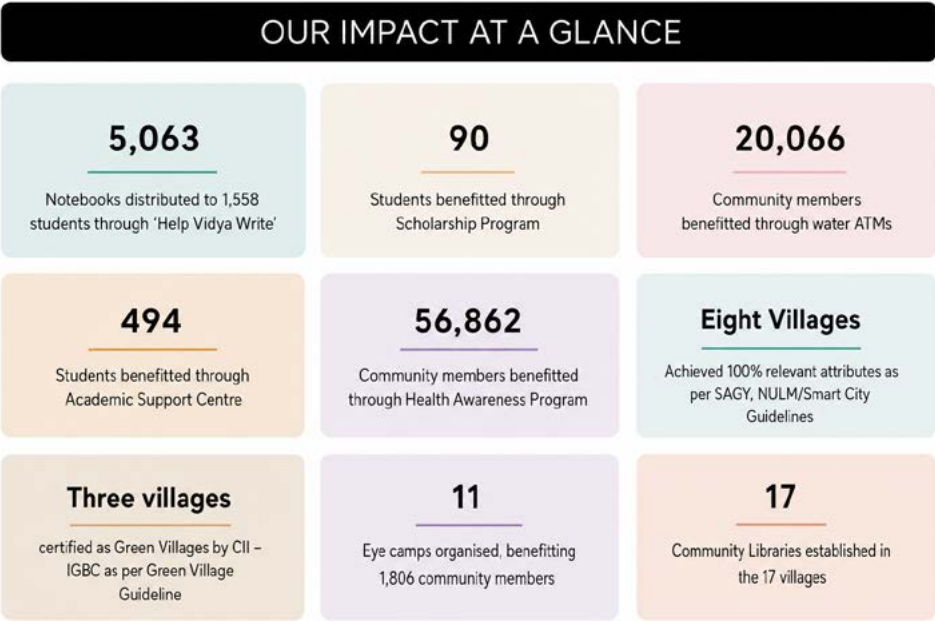
Under our Education initiatives, we continue to strengthen access to quality learning through a range of targeted interventions. We operate Academic Support Centres across 17 villages to support underprivileged and first-generation learners from Classes 1 to 7, where 949 students benefited during the year, with 98.34% achieving grade-specific competencies. We also provide merit-based scholarships to students from economically disadvantaged backgrounds, supporting 90 students in pursuing higher education in FY 2025–26. To encourage holistic development, we supported cluster-level competitions across the Anekal Taluka and Mayaganahalli clusters, engaging around 4,500 students in academic, cultural and sports activities.

Through our Help Vidya Write initiative, we distributed 5,063 notebooks to 1,558 students across 20 government schools, strengthening their learning experience. We cele-



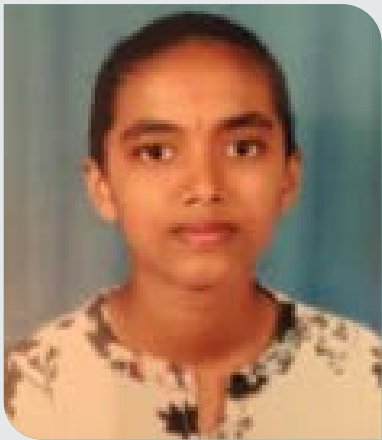
brated Children’s Day across 18 schools, reaching 1,784 children through engaging activities. We also promoted creative and extracurricular learning through initiatives such as music classes in Bytarayanadoddi village, benefiting 30 children, and the School Library Programme implemented across 17 schools, reaching 1,531 students and fostering reading habits. In addition, we supported educational trips to enhance experiential learning opportunities, and conducted the ART Excel Yoga Training Programme in partnership with IAHV across six schools, benefiting 1,081 children and promoting physical and mental well-being.

IN FY 2025-26,
WE TOUCHED THE LIVES OF 1,45,351
COMMUNITY MEMBERS
THROUGH THE VILLAGE
DEVELOPMENT PROJECT
IN KARNATAKA AND
TAMIL NADU.



Prarthana G’s Journey to Excellence

Prarthana G, a student from Lakkenahalli Village, embarked on her academic journey with the ABLBL Merit Scholarship in FY 2023–24 after completing Class 10. Coming from a farming family, with her father engaged in agriculture and her mother a homemaker, she faced financial constraints that could have hindered her educational aspirations. With the support of the scholarship, Prarthana was able to continue her studies without financial burden and focus on achieving her academic goals. This support translated into exceptional performance. In the FY 2025–26 Second PUC Board examinations, she secured an outstanding score of 594 out of 600 (99%), marking a near-perfect achievement and reflecting her dedication and perseverance.



Our Sustainability Accelerator Programme further strengthens environmental awareness among young learners, impacting 2,500 students during the year. As part of this initiative, 20 students participated in the second cohort of the week-long Sustainability Accelerator Internship Programme, gaining hands-on exposure to sustainability practices. This immersive seven-day programme encourages active participation in climate action, builds awareness on the role of technology in creating a greener future, provides workplace exposure to corporate sustainability practices, and offers mentorship from industry leaders to help students develop and present innovative, sustainability-focused solutions.

Under our Health and Sanitation initiatives, we conduct extensive awareness programmes to sensitise community members on preventive healthcare and resilience-building practices, reaching 56,862 individuals during the year. We also organise targeted health interventions, including cancer awareness and screening camps to promote early detection among rural women, benefiting 670 individuals across nine camps. In addition, our partnership-led eye care initiatives have enabled us to conduct 11 eye camps, supporting 1,806 individuals with services such as free spectacles and cataract surgeries. We also marked International Yoga Day across 17 government schools, benefiting 1,213 children.

In the area of Sustainable Livelihoods, we focus on strengthening economic resilience by supporting women’s empowerment and income generation. During the year, we provided training and financial assistance to Self-Help Groups

undertaking diverse activities such as livestock rearing and small enterprises. As a result, 38 SHGs comprising 771 members are now actively engaged in livelihood initiatives. We have also implemented an inclusive livelihood programme for Persons with Disabilities, enabling 100 individuals to initiate income-generating activities.

Our Water and Watershed initiatives are designed to promote sustainable water management and enhance community resilience. We have enabled access to safe drinking water through Water ATMs across 10 villages, benefiting 20,066 community members. Our integrated watershed programme has supported groundwater recharge, improved agricultural productivity and benefited 12,340 individuals, while overall contributing to water conservation of approximately 63,760 kilolitres, impacting 33,906 community members. In addition, community pond renovations have strengthened local water resources, benefiting 1,500 individuals.

Through our Digitalisation efforts, we are advancing digital inclusion in rural communities by establishing Village Information Centres equipped with essential facilities and operated by trained digital champions. These centres provide access to e-services, education, financial inclusion and employment opportunities, benefiting 26,507 community members during the year.

We have also undertaken several supporting initiatives aimed at improving quality of life and promoting environmental sustainability. These include the installation of solar streetlights and solar power systems, development of community infrastructure such as parks, promotion of solid

waste management practices, and tree plantation drives. We further celebrated International Women’s Day across our intervention villages, fostering community engagement and participation among 686 women.

LIGHTING THE PATH TO GREENER VILLAGES IN KARNATAKA AND TAMIL NADU

We are implementing the Village Development Project in the areas surrounding its manufacturing units in Karnataka and Tamil Nadu, with the objective of developing model and green villages. As part of this initiative, 445 solar streetlights have been installed across 10 villages, significantly enhancing safety and night-time visibility while reducing reliance on conventional energy sources. This intervention is expected to generate substantial environmental and economic benefits, includ-



ing annual electricity savings of approximately 37,380 kWh, a reduction of 272 tCO₂ emissions, and cost savings of around ₹2.1 lakh per year over the lifecycle of the lights. Through this initiative, we are advancing the adoption of clean energy solutions while improving living conditions and strengthening safety within local communities.

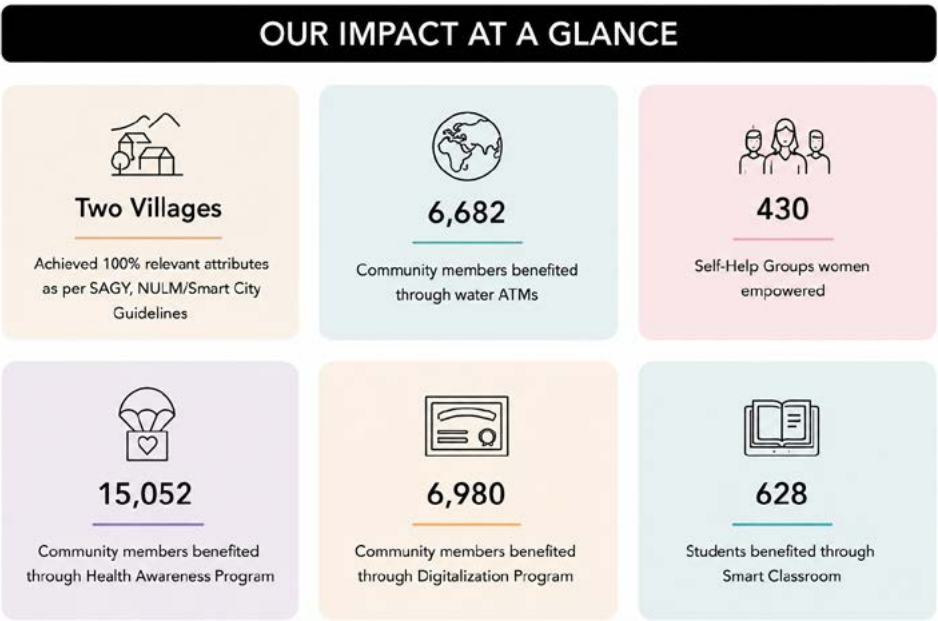
Village Development Project, Odisha

Based on a comprehensive need assessment in Janla Gram Panchayat, located in the Khordha district of Odisha, the Village Development Project was initiated in three villages. These project interventions created a positive impact not only in the selected villages but also in neighbouring communities. On the journey to become a Model Village, two villages achieved 100% relevant attributes as per SAGY Guidelines as of March 2026.

In FY 2025-26, we touched the lives of 29,962 community members through the Village Development Project, Odisha.

Under our Education initiatives, we continue to strengthen access to quality learning through targeted interventions. Our Academic Support Centres provided structured academic assistance to 90 underprivileged students, with end-line assessments indicating that 86% achieved grade-specific competencies. To enrich learning environments, we established three school libraries benefiting 628 children, complemented by the distribution of study materials and active support from local governance

IN FY 2025-26, WE TOUCHED THE LIVES OF 29,962 COMMUNITY MEMBERS THROUGH THE VILLAGE DEVELOPMENT PROJECT, ODISHA.





institutions. We further enhanced school infrastructure by enabling smart classroom facilities, including the provision of smart boards and improved seating arrangements. Engagement activities such as Children’s Day celebrations fostered holistic development, while programmes like Kishori Sambad sensitised 60 adolescents on health and well-being.

Our Health and Sanitation efforts included the organisation of eye care camps in collaboration with healthcare partners, benefiting 180 community members through screenings, free spectacles and referrals for surgeries. We also strengthened local waste management systems by providing e-rickshaws for efficient collection and disposal, benefiting 8,074 individuals across multiple villages. Additionally, awareness initiatives such as Mother’s Day celebrations focused on maternal health and nutrition, reaching 67 mothers and Anganwadi workers.

In the area of Sustainable Livelihoods, we supported 43 Self-Help Groups through financial assistance and capacity-building interventions, enabling 430 members to engage

in income-generating activities such as fishing and allied livelihoods.

Our Water and Watershed interventions focused on improving access to safe drinking water through the installation of solar-powered water units in select villages, benefiting 3,341 community members and ensuring sustainable operations through Panchayat-led management.

Through the Digitalisation efforts, we established Village Information Centres that provide essential e-services, digital literacy and access to online platforms, benefiting 6,980 community members during the year.

In addition, we undertook several environment-focused initiatives, including large-scale tree plantation drives in collaboration with employee volunteers and local institutions, with over 1,000 saplings planted under the “Ek Ped Maa Ke Naam” initiative. World Environment Day was also observed through plantation activities, reinforcing our commitment to environmental stewardship and community participation.

Village Development Project, Andhra Pradesh

In FY 2023-24, we launched our CSR programs in Pullivendula, Andhra Pradesh to address the critical needs of the seven mandals in the Pulivendula Division of YSR Kadapa district. Our project is designed to tackle the most pressing issues in these areas and provide meaningful support to the local community. YSR Kadapa district is recognised as an aspirational district by the Government of India and is widely regarded as one of the most underdeveloped districts in Andhra Pradesh.

Empowering Women in SHGs

We provide financial support to encourage Self-Help Group (SHG) members to undertake income-generating activities. With this support, Mrs K. Eswaramma from Yerraballi Harijanawada, Pulivendula, received a loan of ₹75,000 from the Aditya Birla Fashion and Retail Jan Kalyan Trust to establish a small retail shop in her village. As a result, she has transitioned from daily wage labour to running her own enterprise, now earning a steady monthly income of ₹10,000–15,000. This has brought greater financial stability and enhanced dignity to her family’s life.



Under our Education initiatives, we continue to strengthen learning outcomes for underserved communities through focused interventions. Our Academic Support Centres provide after-school academic assistance to first-generation learners, benefiting 70 children from nearby villages. We also organised Parent-Teacher Meetings to build awareness and encourage parental involvement, with 92 community members participating. To enhance access to learning resources, we supported a community library at Yarraballe Harijanawada, while engagement activities such as Children’s Day celebrations in multiple government schools promoted holistic development. Additionally, the distribution of teaching aids and sports materials to schools and Anganwadi Centres benefited 82 children, supporting both academic and physical development.

In the area of Health and Sanitation, we conducted awareness programmes on water, sanitation and hygiene (WASH), along with basic health check-ups, reaching 2,358 community members. We also organised an eye care camp in collaboration with Pushpagiri Eye Hospital, benefiting 104 individuals and facilitating referrals for advanced treatment. Our support to public health initiatives extended to the

Pulse Polio campaign, where community mobilisation efforts helped ensure immunisation coverage. A dental camp was also conducted in collaboration with Government Dental College and Hospital, Kadapa, across three government schools.

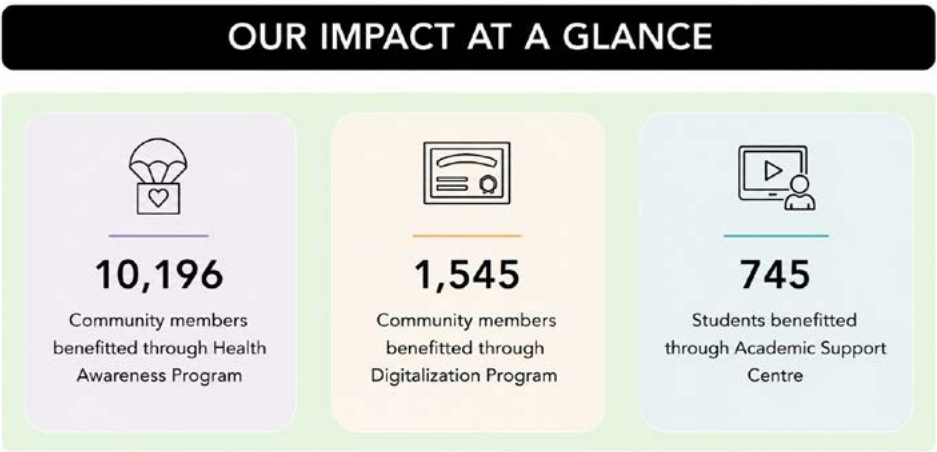
Our Sustainable Livelihood initiatives focused on strengthening the capacities of Self-Help Groups (SHGs) through targeted training and financial assistance. During the year, six SHGs received capacity-building support, and three groups were provided revolving funds to undertake income-generating activities such as agriculture and dairy, thereby enhancing household incomes and economic resilience.

Through our Digitalisation efforts, we established a Village Information Centre at Krishnamgaripalli to promote digital inclusion. The centre provides access to essential e-services, including government schemes, banking services, employment-related documentation, and digital learning resources, benefiting 1,545 community members during FY 2025–26.

Employee Volunteering Initiatives

At ABLBL, we recognise the significant role our employees can play in creating meaningful community impact and remain committed to providing them with opportunities to contribute through structured volunteering initiatives. Since FY 2016–17, our employees have actively engaged in volunteering programmes, cumulatively contributing over **3,05,467** hours through participation from **58,736** employees. In FY 2025–26, over **7,938** employees from more than **55** cities across the country participated in volunteering activities, collectively contributing **46,924** hours.

IN FY 2025-26, **WE TOUCHED THE LIVES OF 13,203 COMMUNITY MEMBERS** THROUGH THE VILLAGE DEVELOPMENT PROJECT, ANDHRA PRADESH



Our employees are involved in a wide range of initiatives, including teaching English, delivering guest lectures, conducting soft skills training, mentoring women entrepreneurs, providing career guidance to rural youth, supporting library programmes, and organising retail exposure sessions and mock interviews for students. They also actively participate in community outreach efforts such as notebook distribution, blood donation drives, cleanliness campaigns, and health and safety awareness programmes. Following are key notable campaigns that we have done during FY 2025-26

Road Safety and Awareness Campaign: During the year, our CSR team, along with employee volunteers, conducted road safety awareness campaigns in collaboration with local organisations and law enforcement authorities. In addition, dengue awareness campaigns were organised across 35 villages near our manufacturing units, engaging 4,087 employees who contributed 20,435 volunteering hours.

Joy of Giving: Our employees also came together to celebrate festivals such as Diwali, Christmas and New Year with children and the elderly, in partnership with community organisations, spreading joy and strengthening community bonds.

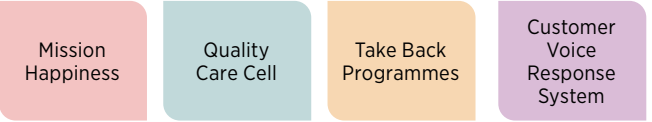
Customer Relationship Management

We focus on building strong and enduring relationships with our customers by delivering quality products, seamless experiences and responsive services. We have established a robust customer relationship management framework designed to effectively manage customer interactions, feedback and grievances, while continuously improving the overall customer experience. Customers can access multiple support channels, including an AI-based chatbot, online submission platforms and direct email, dedicated helplines and in-person assistance at our outlets. Insights gathered through these channels are systematically analysed and integrated into our product development processes, enabling continuous improvement.

Our approach is inclusive by design, ensuring that all customers are seamlessly supported. We also maintain a structured grievance redressal mechanism that ensures timely acknowledgement of complaints, transparent communication on resolution timelines and adherence to defined protocols. Our complaint handling procedures are externally verified by third-party. We further uphold responsible marketing practices, data privacy, and transparent communication to build

trust and strengthen customer loyalty.

We continue to enhance customer engagement and create lasting value, reinforcing our commitment to delivering superior customer experiences through following customer engagement and retention mechanism:



Mission Happiness

The Mission Happiness initiative was introduced across our lifestyle brands in 2014 with the objective of standardising processes for addressing customer feedback and complaints, while ensuring a consistent and positive customer experience. Since its inception, the initiative has played a pivotal role in systematically capturing, analysing and integrating customer feedback into our operations.

We gather feedback at multiple touchpoints, including in-store interfaces such as iPads, SMS/ WhatsApp-based interactions and surveys hosted on our digital platforms. These mechanisms enable us to gain comprehensive insights into the customer journey, covering aspects such as order confirmation, post-delivery experience, refund processes and overall product satisfaction.

The feedback received is closely monitored and analysed to identify trends and areas for improvement, with our teams trained to respond in a timely and effective manner. In addition, our robust Customer Relationship Management (CRM) framework supported by loyalty programmes and a streamlined grievance redressal mechanism enhances our ability to serve customers efficiently.

Through these customer-centric practices, we continue to elevate service standards, ensuring that our customers feel valued, heard and consistently engaged across all touchpoints.

Customer Voice Response System

To enhance transparency and effectively manage customer grievances, we have implemented a Customer Voice Response System (CVRS) supported by an online Complaint Management System. This platform enables customers to share their experiences, feedback, and concerns, providing valuable insights to identify improvement areas and

strengthen overall customer satisfaction.

Through the CVRS, we have established a structured mechanism to ensure timely resolution of product- and service-related complaints, with a committed turnaround time of 24 hours. This approach supports prompt issue resolution and reinforces customer trust and confidence in the brand.

Customer Complaints Redressal Mechanism

We have established a structured and accessible customer complaints redressal mechanism to ensure timely and effective resolution of concerns. Customers can raise complaints through multiple channels, including a dedicated toll-free number, email and an AI-enabled chatbot. All complaints received are centrally tracked and managed through the ‘D-365’ platform, enabling efficient resolution, transparent monitoring and consistent service delivery across touchpoints.

FY 2025-26			
	Received during the year	Pending resolution at end of year	Remarks
Data privacy	-	-	-
Advertising	-	-	-
Delivery of essential services	-	-	-
Restrictive Trade Practices	-	-	-
Unfair Trade Practices	1	1	Total – 1 case is pending in consumer court (No previous case before Financial year 2025-26)
Others	-	-	-

Revolutionising E-commerce with Hyperlocal Capability Customer satisfaction

We conduct periodic customer satisfaction surveys and capture real-time feedback across multiple channels to identify improvement opportunities and drive continuous enhancement of our products and services. Our strong focus on customer experience is reflected in our Net Promoter Scores (NPS), with our lifestyle brands achieving a score of 89% and

Van Heusen Innerwear recording 83%.

To further strengthen our feedback mechanisms, we have deployed CRM-integrated, iPad-based surveys across our stores. All buyer survey responses captured in-store are seamlessly mapped to billing and customer data, enabling advanced analytics and deeper insights into customer preferences, behaviour and satisfaction levels. These insights support data-driven decision-making and allow us to deliver more personalised and responsive customer experiences.

Omnichannel Expansion

In line with its digital-first strategy, we have continued to strengthen our omnichannel capabilities. Our “Buy Online, Ship from Store (BOSS)” model enhances inventory optimisation across the retail network, improves fulfilment timelines, and reduces logistical inefficiencies.

Internal Audit Mechanism

We conduct internal audits at regular intervals in accordance with a defined audit schedule. These audits are carried out by trained internal auditors and focus on evaluating compliance with our Quality Management System (QMS) procedures across both manufacturing and functional operations. By covering all critical processes, the audits ensure consistent adherence to established quality standards while enabling the identification of opportunities for continuous improvement.

Product Quality Management

At ABLBL, we are committed to delivering products that consistently meet defined quality standards, regulatory requirements and customer expectations. Our comprehensive Product Quality Assurance framework is embedded across the value chain from supplier selection and factory assessments to final product delivery ensuring excellence at every stage.

Our quality assurance programme follows a multi-layered approach that begins with supplier and manufacturing process evaluations and extends through rigorous product testing, pre-production reviews, inline inspections, pre-final audits and final audits. Each product undergoes thorough quality verification prior to shipment to ensure adherence to brand specifications. In addition, we conduct warehouse and retail store audits to monitor product quality across the sup-

ply chain and drive continuous improvement. During FY 2025–26, we conducted 39,766 pre-final audits, 30,021 final audits, 3,100 re-audits, 4,164 warehouse audits and 216 store audits, reflecting the scale and robustness of our quality oversight.

We adopt a preventive quality management approach to ensure that non-conforming products are identified and addressed well before reaching customers. Products are assessed at multiple checkpoints, including raw material testing, product performance evaluation, inline quality audits and final inspections. Any deviations from prescribed standards are promptly segregated, investigated and subjected to corrective actions prior to release. This systematic approach significantly reduces the risk of defects and potential product recalls.

We also leverage digital technologies and data-driven systems to enhance quality management. Customer feedback, including post-purchase insights gathered through the Mission Happiness platform, is integrated into our Quality Assurance Inspection Portal, providing real-time visibility to suppliers, auditors and internal stakeholders. This enables early identification of recurring issues, proactive corrective actions and continuous refinement of product quality. Digital dashboards and automated reporting tools further support performance monitoring across the supply chain.

To ensure accountability and continuous improvement, we have established clearly defined quality performance metrics, including a Quality Performance Index (QPI) target of $\geq 85\%$, defective percentage below 5%, audit failure rate below 10% and a Post Purchase Mission Happiness (PPMH) score of $\geq 60\%$. These indicators are regularly monitored through management reviews to drive consistent improvement across brands and partners.

Our quality governance is supported by robust internal and external assurance mechanisms. Internal audits are conducted by trained and certified quality auditors who undergo structured competency development programmes. These audits ensure adherence to quality standards, identify process gaps and enable continuous enhancement. In addition, independent third-party agencies carry out verification audits across sourcing locations using globally recognised standards such as ANSI/ASQ Z1.4 for sampling and inspection, ensuring objectivity and consistency in quality assessments.



We place strong emphasis on building capabilities across our ecosystem. Regular training programmes are conducted for internal stakeholders covering inspection methodologies, defect identification, root cause analysis and corrective and preventive action (CAPA) processes. Our suppliers and manufacturing partners are required to comply with our stringent quality standards, technical specifications and testing protocols, and are continuously evaluated through audits, inspections and performance metrics.

We have also established robust mechanisms for external stakeholders to report product quality concerns. Customers can register complaints through multiple channels, including customer care centres, retail stores, digital platforms and helplines. All complaints are systematically tracked, investigated and addressed by our Quality Assurance team. Corrective actions may include product replacement, process improvements, supplier interventions and enhanced quality controls. Trends are reviewed periodically through structured review mechanisms to prevent recurrence.

Product quality incidents such as material defects, workmanship issues, sizing deviations or packaging non-conformities are carefully documented and analysed. We follow a structured CAPA framework to address such incidents, involving root cause analysis, supplier corrective actions, process improvements, employee training and strengthened inspection protocols. This ensures not only resolution of

issues but also sustained prevention of recurrence.

Through this integrated and proactive approach, we continue to strengthen our quality management systems, enhance customer satisfaction and uphold our commitment to delivering superior products that reflect the trust placed in us by our customers.

Customer Health and Safety

We uphold the highest standards of consumer health and safety, adhering strictly to OSHA guidelines and product-specific compliance standards. Our products are rigorously tested for quality and safety during the design and development stages.

At ABLBL, no products are made which can impact on Health or safety as per the OSHA standards. 5-6% of our denim products, are tested for pH parameter through random checks.

Additionally, every product is tagged with clear care and cautionary instructions to ensure safe handling. We continue to monitor market feedback and regulatory updates to address potential issues proactively. In FY 2025-26, there were no incidents of product recalls or non-compliance, fines, penalties and non-compliance with voluntary code with health and safety regulations.

Marketing and Labelling

We uphold high standards of ethical, transparent and consumer-centric marketing practices to delivering clear, accurate, and balanced product information to our customers. Our Responsible Marketing and Advertising Commitment ensures that our content is fair, honest, and aligned with consumer rights which is to protect vulnerable market segments, and never compromise customers' privacy. For 100% of our products, we refrain from comparative advertising including exaggerated claims about the social and environmental impact of our products and guarantee that all product claims are accurate, verifiable, and non-deceptive. We abstain from disinforming customers on any competitors' products. We educate our customers on the safe and responsible usage of products, including guidelines for product handling (wash care, drying and ironing instructions for all our apparel products). Additionally, key product such as raw materials, finishes, or other significant attributes are disclosed beyond

mandatory requirements through hangtags, exemplified by labels like LIVA and Giza Cotton.

Our apparel labels adhere to the 16 CFR 423 standard, clearly mentioning:

- Country of Origin
- Style and Product Details
- Date of Manufacture
- Manufacturer Code
- Fibre Content (in order of predominance)
- Care Instructions
- Cautionary Details
- Disposal Guidelines for Packaging

Over the past few years, there has been a significant increase in amendments under the Indian Legal Metrology Act and Rules, along with enhanced scrutiny by the authorities through inspections and issuance of notices. In light of this, and to ensure strict compliance while avoiding substantial penalties, the Legal team has taken proactive steps.

Multiple training sessions have been conducted for the relevant Sourcing and Brand teams to build awareness and reinforce understanding of the legal requirements relating to price tags and declarations on products. Additionally, the Legal team has developed a comprehensive, category-wise ready reference document that includes sample tags for various product categories. This document has been shared with all concerned teams for easy reference and implementation

During FY 2025-26, 12 incidents of non-compliance related to labelling standards were reported, resulting in a penalty of ₹6.00 lakhs. There were zero incidents of non-compliance, fines, penalties concerning marketing communications, reaffirming our integrity in customer engagement.

We provide comprehensive information about all our brands on our company website (<https://www.ablbl.in>). In addition, each of our brands maintains its own website, where updates on offerings are regularly shared. We also actively leverage various social media and digital platforms to engage with consumers and disseminate relevant updates.

Supply Chain Management

In the fast-evolving fashion landscape, we recognise that a strong, agile, and responsible supply chain is fundamental to our ability to create sustained value. We, therefore adopt a holistic approach to supply chain management that integrates operational efficiency with ethical sourcing and

environmental stewardship. By embedding sustainability considerations across our sourcing and supplier ecosystem, we seek to minimise risks, improve cost efficiencies and reinforce our brand strength, while consistently delivering products that meet the highest benchmarks of quality, safety and accountability.

SUPPLIER NETWORK AT ABLBL

At ABLBL, sustainability is embedded across all aspects of our supply chain. We recognise that strong and responsible supplier partnerships are critical to creating long-term value and delivering meaningful impact. Through a collaborative approach, shared accountability, and a focus on continuous improvement, we strive to enhance ethical, environmental, and social performance across our operations.

Our commitment extends beyond responsible sourcing to actively promoting fair labour practices, safe working conditions, and sustainable processes throughout the value chain, ensuring alignment with both organisational values and global sustainability standards.

SUSTAINABLE SOURCING

Our Sustainable Supply Chain and Procurement Policy reflects our commitment to responsible and ethical sourcing practices. We prioritise local procurement, where feasible, to reduce logistics-related emissions and support regional economic development. Through performance-driven and sustainability-focused partnerships with our suppliers, we strive to strengthen a responsible procurement ecosystem that aligns with our long-term environmental and social objectives.

Breakdown of Input Material Sourced from Suppliers

FY 2025-26	
Directly sourced from MSMEs/ Small Producers	49.51%
Directly from within India	74.84%

Vendor Code of Conduct

We uphold stringent ethical and legal standards across our supply chain through our Vendor Code of Conduct. All suppliers are required to formally acknowledge and adhere to this Code, which is aligned with Indian labour laws as well as



internationally recognised frameworks such as ILO conventions, SA 8000 and WRAP standards.

The Code encompasses key areas including legal compliance, workplace health and safety, fair wages, non-discrimination and anti-harassment practices. During the reporting year, 96% of our tier-1 suppliers complied with the requirements of the Code, including adherence to safeguards against child labour, forced or involuntary labour, workplace discrimination and sexual harassment, while ensuring fair remuneration and safe working conditions.

Supplier ESG programmes

Our Supplier ESG Programme, under the oversight of senior leadership, adopts a structured approach to identifying, evaluating and mitigating environmental, social and governance (ESG) risks across the supply chain. Its key components include:

Periodic ESG risk assessments and supplier audits

Training and capacity-building initiatives to enhance sustainability practices and ensure alignment with industry standards

Integration of responsible purchasing practices, including periodic reviews for alignment with the Vendor Code of Conduct

We have defined a comprehensive set of minimum ESG requirements within our Vendor Code of Conduct Manual. Adherence to these requirements is mandatory for suppliers to participate in tender processes and to be considered for contract awards. Suppliers meeting the required compliance standards are eligible for assessment, and those with better ESG performance are prioritised during the selection process.

To promote transparency and accountability, we have established a dedicated grievance mechanism that enables suppliers to report concerns. All grievances are actively monitored and addressed by our team. Notably, no complaints were reported by our supply chain partners over the past two years.

Furthermore, our internal process stakeholders oversee compliance with statutory obligations across the value chain. This includes quarterly audits to ensure timely deduction and remittance of statutory dues by partners, reinforcing strong governance and regulatory compliance.

Supplier Screening and Assessment

SUPPLIER SCREENING

Our Social Compliance and Quality teams conduct a comprehensive initial audit during vendor onboarding, followed by annual surveillance audits for all active suppliers to ensure ongoing adherence to required standards. A total of 863 Tier-1 suppliers are covered under Vendor Code of Conduct.

Our supplier screening process is structured to identify key suppliers within the value chain by evaluating a broad range of parameters, including environmental, social, governance (ESG), quality, and compliance metrics. In addition, critical business considerations such as price competitiveness, product quality, and delivery timelines are assessed. The process also incorporates risk factors specific to countries, sectors, and commodities.

This structured approach enables the identification of potential sustainability-related risks, which are subsequently addressed through detailed supplier assessments to enhance visibility and strengthen risk mitigation.

Supplier Assessment

During the year, 64 suppliers were assessed for social and environment impacts in the supply chain. Of these, 7 suppliers were identified with significant actual or potential nega-

tive impacts on social criteria and 4 for environment criteria. Corrective action plans were agreed and implemented by 100% of these suppliers, while relationships were terminated with 4 of these suppliers due to the findings. Out of 4 suppliers, 3 suppliers were terminated due to social impact and 1 supplier was terminated due to environment impacts.

We have also developed a Supplier Sustainability Index (SSI) to evaluate the social and environmental performance of Tier-1 and Tier-2 suppliers. The SSI, based on global standards and self-assessments, scores suppliers across Quality, Social, and Environmental parameters. Higher scores indicate stronger performance, lower risk of disruption, and improved supply chain resilience. During the reporting period, 70 significant suppliers were assessed using the SSI. For the suppliers who were assessed, we did not further identify if they have any actual or potential impacts. Of the suppliers assessed, 49 were certified with Higg FEM.

Supplier Development and Collaboration

We continue to invest in the growth and capability development of our supplier base through a range of targeted initiatives, including:

- Support for corrective actions and remote advisory
- Ongoing monitoring and periodic performance reviews
- Thematic workshops on circular fashion, chemical management, and adherence to our Code of Conduct
- The Green Channel Partnership Programme
- The Partner Innovation Summit

Topics covered under the training (FY 2025-26)	Total number of awareness programmes held
Vendor Code of Conduct Capability training	7
CMS training (7 suppliers covered)	1
Supplier Sustainability Index	1

Our Green Channel Partnership Programme further strengthens relationships with high-performing suppliers by streamlining sourcing processes and enhancing operational efficiency. In FY 2025–26, 15.6% of fabric and 11.9% of garments by volume were sourced through Green Channel partnerships, reflecting their growing contribution to our supply chain.

Higg Index Adoption

We have been a committed member of the Cascal community (formerly the Sustainable Apparel Coalition) for over a decade, leveraging the Higg Index as a key framework to assess and enhance sustainability performance across our operations. Our nine manufacturing facilities are evaluated annually using the Higg Facility Environmental Module (FEM 4.0) and the Facility Social & Labour Module (FSLM), with select facilities undergoing independent third-party verification to strengthen credibility and transparency.

The FEM 4.0 assessment covers critical environmental parameters such as energy consumption, emissions, water usage, waste management and chemical handling, while the FSLM focuses on social dimensions including worker rights, health and safety, wages and community well-being. Our facilities have achieved an average self-assessment score of 76 under FEM 4.0, reflecting steady progress in environmental performance.

Collectively, these tools enable us to benchmark performance, set measurable improvement targets and drive continuous progress, while reinforcing accountability and responsible practices across our value chain.

Chemical Management System

Since 2016, we have consistently strengthened our chemical management framework across the supply chain. We have implemented comprehensive protocols, including adherence to MRSL and RSL requirements, along with stringent wastewater management practices, to ensure the use of safer chemical inputs and to minimise overall chemical consumption.

As a ZDHC-approved contributor, we have onboarded 15 Tier-1 laundry units onto the ZDHC Gateway, enabling improved transparency and real-time monitoring of chemical usage and wastewater compliance. In parallel, structured capacity-building initiatives for suppliers, brands, and sourcing teams have been undertaken to enhance awareness, ensure compliance, and drive continuous improvement across the value chain.

Logistics

Our logistics network plays a vital role in enabling efficient product movement and seamless supply chain operations



across its businesses. Our logistics infrastructure supports inbound and outbound transportation, warehousing, and distribution activities, ensuring timely delivery and operational agility across markets.

With strategically located warehouses and a multimodal transportation network comprising road, air and sea routes, we focus on maintaining responsiveness, inventory efficiency, and customer satisfaction. The logistics framework is aligned with requirements of the diverse business segments and is continuously strained through technology integration, process optimisation, and improved connectivity across the value chain company also remained focused on enhancing supply chain resilience and operational efficiency while supporting sustainable logistics practices across its operations.

Policy Advocacy

We recognise that collaborative efforts and cocreation are essential for driving innovation and achieving sustainability goals. By focusing on circularity, sustainability sourcing and low carbon economy, we stand committed to accelerate advocacy efforts and explore innovative solutions. Our strategic collaborations and participations have enabled us to bench-



mark our sustainability performance against domestic and global peers and align ourselves with the global as well as national sustainability agenda.

POLICY ADVOCACY INITIATIVES

We have established a robust framework to monitor and review policy advocacy efforts, supported by a clearly defined structure of roles and accountabilities across teams based in our Bengaluru and Mumbai offices. The designated team operates under the oversight of the Chief Sustainability Officer (CSO), who provides regular updates to the Management Committee, comprising key members of the leadership team, on progress across critical industry-related matters.

We publicly communicate our commitment to the Paris Agreement through disclosures available on our website. We aspire to accelerate our decarbonisation efforts in alignment with global climate goals and have established a defined emissions calculation methodology. We have further committed to Science Based Targets initiative (SBTi)-validated near-term targets, reinforcing its approach to climate action.

We also expect our trade associations and business partners to demonstrate a similar level of commitment towards climate alignment. In instances of misalignment, has instituted a governance framework to address such gaps, which may include engagement, corrective measures, or, where necessary, the discontinuation of partnerships with entities that do not align with the Paris Agreement.

ABLBL's advocacy efforts were focused on the following key areas:

Circular Fashion and Economy

COLLABORATION WITH CAIF

We have partnered with the Circular Apparel Innovation Factory (CAIF) to accelerate the development of sustainable fashion solutions and foster a circular textile ecosystem. This collaboration is aimed at advancing innovative ideas and scalable solutions that strengthen our sustainability initiatives and reinforce our commitment to driving circularity across the value chain.

We also actively collaborate with national and global industry platforms and organisations, including RECEIC, BIS, Textile Exchange, ICC, WBCSD, and ESG Task Forces, to contribute to industry-wide sustainability priorities, share best practices, and advance responsible and sustainable business practices.

Collaboration with the Ellen MacArthur Foundation

We partnered with the Ellen MacArthur Foundation to advance the principles of a circular economy through its Make Fashion Circular initiative. This collaboration is focused on reimagining the future of fashion by collectively driving higher industry ambitions, strengthening priority actions, and supporting aligned initiatives. Through this engagement, we aim to accelerate progress towards a shared vision of a more sustainable and regenerative fashion ecosystem.



GRI Standards Content Index						
STATEMENT OF USE			Aditya Birla Lifestyle Brands Ltd. has reported in accordance with the GRI Standards for the period 1st April 2025 and 31st March 2026			
GRI 1 used			GRI 1: Foundation 2021			
GRI Standards	DISCLOSURE	LOCATION	PAGE NUMBER	OMISSION		
				REQUIREMENT(S) / OMITTED	REASON	EXPLANATION
GRI 2: General Disclosures 2021	2-1 Organizational details	Our Businesses at a Glance	8-9			
	2-2 Entities included in the organization's sustainability reporting	About the Report	3-4			
	2-3 Reporting period, frequency and contact point	About the Report	3			
	2-4 Restatements of information	About the Report	4			
	2-5 External assurance	Assurance Statement	254			
	2-6 Activities, value chain and other business relationships	Our Businesses at a Glance	8-9			
	2-7 Employees	Human Capital	53			
	2-8 Workers who are not employees	Human Capital	53			
	2-9 Governance structure and composition	Corporate Governance	207			
	2-10 Nomination and selection of the highest governance body	Corporate Governance	211			
	2-11 Chair of the highest governance body	Corporate Governance	-			Chairperson is not the senior executive in the orgnazation
	2-12 Role of the highest governance body in overseeing the management of impacts	Natural Capital TCFD Alignment	90-91 3-4			
	2-13 Delegation of responsibility for managing impacts	Corporate Governance	213			
	2-14 Role of the highest governance body in sustainability reporting	Natural Capital TCFD Alignment	90-91 3-4			
	2-15 Conflicts of interest	Corporate Governance	196-206			
	2-16 Communication of critical concerns	Corporate Governance TCFD Alignment	3-4			

GRI Standards	DISCLOSURE	LOCATION	PAGE NUMBER	OMISSION		
				REQUIREMENT(S) / OMITTED	REASON	EXPLANATION
	2-17 Collective knowledge of the highest governance body	Corporate Governance	196-206			
	2-18 Evaluation of the performance of the highest governance body	Corporate Governance TCFD Alignment	209 3-4			
	2-19 Remuneration policies	Corporate Governance	211, 214			
	2-20 Process to determine remuneration	Corporate Governance	214			
	2-21 Annual total compensation ratio	Directors Report	181			
	2-22 Statement on sustainable development strategy	TCFD Alignment	3-4			
	2-23 Policy commitments	Corporate Governance	220-221			
	2-24 Embedding policy commitments	Corporate Governance	220-221			
	2-25 Processes to remediate negative impacts	Corporate Governance Human Capital	218-219			
	2-26 Mechanisms for seeking advice and raising concerns	Corporate Governance	218			
	2-27 Compliance with laws and regulations	Natural Capital	90			
	2-28 Membership associations	Social and Relationship Capital	122-123			
	2-29 Approach to stakeholder engagement	Stakeholder Engagement and Materiality Assessment	31			
	2-30 Collective bargaining agreements	Human Capital	69			
	GRI 3: Material Topics 2021					
	3-1 Process to determine material topics	Stakeholder Engagement and Materiality Assessment	31			
	3-2 List of material topics	Stakeholder Engagement and Materiality Assessment	32-35			
MATERIAL TOPICS-RESOURCE MANAGEMENT- ENERGY AND WATER						
GRI 302: Energy 2016	3-3 Management of material topics	Natural Capital	92-93			
	302-1 Energy consumption within the organization	Natural Capital	93			

GRI Standards	DISCLOSURE	LOCATION	PAGE NUMBER	OMISSION		
				REQUIREMENT(S) / OMITTED	REASON	EXPLANATION
	302-2 Energy consumption outside of the organization	Natural Capital	-	Omitted	Information unavailable/incomplete	Monitoring Mechanism under progress
	302-3 Energy intensity	Natural Capital	93			
	302-4 Reduction of energy consumption	Natural Capital	94			
	302-5 Reductions in energy requirements of products and services	Natural Capital	-	Omitted	Not Applicable	Our products do not consume direct energy
MATERIAL TOPICS-RESOURCE MANAGEMENT- ENERGY AND WATER						
GRI 303: Water And Effluents 2018	3-3 Management of material topics	Natural Capital	95			
	303-1 Interactions with water as a shared resource	Natural Capital	95			
	303-2 Management of water discharge-related impacts	Natural Capital	-	Omitted	Not Applicable	ABLBL does not discharge to local water bodies
	303-3 Water withdrawal	Natural Capital	95			
	303-4 Water discharge	Natural Capital	95			
	303-5 Water consumption	Natural Capital	95			
MATERIAL TOPIC - CLIMATE CHANGE						
GRI 305: Emissions 2016	3-3 Management of material topics	Natural Capital	92-93			
	305-1 Direct (Scope 1) GHG emissions	Natural Capital	94			
	305-2 Energy indirect (Scope 2) GHG emissions	Natural Capital	94			
	305-3 Other indirect (Scope 3) GHG emissions	Natural Capital	94			
	305-4 GHG emissions intensity	Natural Capital	94			
	305-5 Reduction of GHG emissions	Natural Capital	94			
	305-6 Emissions of ozone-depleting substances (ODS)	Natural Capital	95			
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Natural Capital	95			
MATERIAL TOPIC - WASTE MANAGEMENT AND CIRCULAR ECONOMY						
GRI 306: Waste 2020	3-3 Management of material topics	Natural Capital	96-97			

GRI Standards	DISCLOSURE	LOCATION	PAGE NUMBER	OMISSION		
				REQUIREMENT(S) / OMITTED	REASON	EXPLANATION
	306-1 Waste generation and significant waste-related impacts	Natural Capital	97			
	306-2 Management of significant waste-related impacts	Natural Capital	97-98			
	306-3 Waste generated	Natural Capital	97-98			
	306-4 Waste diverted from disposal	Natural Capital	98			
	306-5 Waste directed to disposal	Natural Capital	98			
MATERIAL TOPIC - SUSTAINABLE PRODUCT						
GRI 308: Supplier Environmental Assessment 2016	3-3 Management of material topics	Social and Relationship Capital	121			
	308-1 New suppliers that were screened using environmental criteria	Social and Relationship Capital	121			
	308-2 Negative environmental impacts in the supply chain and actions taken	Social and Relationship Capital	121			
MATERIAL TOPIC - OCCUPATIONAL HEALTH AND SAFETY						
GRI 403: Occupational Health And Safety 2018	3-3 Management of material topics	Human Capital	72-73			
	403-1 Occupational health and safety management system	Human Capital	74-75			
	403-2 Hazard identification, risk assessment, and incident investigation	Human Capital	74			
	403-3 Occupational health services	Human Capital	76			
	403-4 Worker participation, consultation, and communication on occupational health and safety	Human Capital	72-73			
	403-5 Worker training on occupational health and safety	Human Capital	76-77			
	403-6 Promotion of worker health	Human Capital	76-77			

GRI Standards	DISCLOSURE	LOCATION	PAGE NUMBER	OMISSION		
				REQUIREMENT(S) / OMITTED	REASON	EXPLANATION
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Human Capital	77			
	403-8 Workers covered by an occupational health and safety management system	Human Capital	72			
	403-9 Work-related injuries	Human Capital	75			
	403-10 Work-related ill health	Human Capital	-	Omitted	Not applicable	Our operation involved only cutting stitching related work and our employees are not exposed to hazardous conditions that could result in work-related health issues. As a result, we do not experience work-related ill health within our operations
MATERIAL TOPIC - SUSTAINABLE PRODUCT						
GRI 414: Supplier Social Assessment 2016	3-3 Management of material topics	Social and Relationship Capital	121			
	414-1 New suppliers that were screened using social criteria	Social and Relationship Capital	121			
	414-2 Negative social impacts in the supply chain and actions taken	Social and Relationship Capital	121			
QUALITY						
GRI 416: Customer Health And Safety 2016	3-3 Management of material topics	Social and Relationship Capital	119			
	416-1 Assessment of the health and safety impacts of product and service categories	Social and Relationship Capital	119			
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Social and Relationship Capital	119			
MATERIAL TOPIC - PRODUCT QUALITY AND SAFETY						
GRI 417: Marketing And Labeling 2016	3-3 Management of material topics	Social and Relationship Capital	119			
	417-1 Requirements for product and service information and labeling	Social and Relationship Capital	119			



GRI Standards	DISCLOSURE	LOCATION	PAGE NUMBER	OMISSION		
				REQUIREMENT(S) / OMITTED	REASON	EXPLANATION
	417-2 Incidents of non-compliance concerning product and service information and labeling	Social and Relationship Capital	119			
	417-3 Incidents of non-compliance concerning marketing communications	Social and Relationship Capital	119			
OTHER MATERIAL TOPIC						
GRI 201: Economic Performance 2016	3-3 Management of material topics	Financial Capital	39			
	201-1 Direct economic value generated and distributed	Financial Capital	40			
	201-2 Financial implications and other risks and opportunities due to climate change	TCFD REPORT	3-7			
GRI 202: Market Presence 2016	3-3 Management of material topics	Human Capital	60			
	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Human Capital	60			
	202-2 Proportion of senior management hired from the local community	Human Capital	60			
GRI 413: Local Communities 2016	3-3 Management of material topics	Social and Relationship Capital	106			
	413-1 Operations with local community engagement, impact assessments, and development programs	Social and Relationship Capital	111			
GRI 418: Customer Privacy 2016	3-3 Management of material topics	Intellectual Capital	86-87			
	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Intellectual Capital	87			

SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB)



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TOPIC	METRIC	CATEGORY	CODE	REFERENCE	PAGE NO.
Management of Chemicals in Products	Discussion of processes to maintain compliance with restricted substances regulations	Discussion and Analysis	CG-AA-250a.1	Social and Relationship Capital Chemical Management System	122
	Discussion of processes to assess and manage risks and/or hazards associated with chemicals in products	Discussion and Analysis	CG-AA-250a.2	Social and Relationship Capital Chemical Management System Natural Capital Product Sustainability	122
Environmental Impacts in the Supply Chain	Percentage of (1) Tier 1 supplier facilities and (2) supplier facilities beyond Tier 1 in compliance with wastewater discharge permits and/or contractual agreement	Quantitative	CG-AA-430a.1	Social and Relationship Capital Supply Chain Management	120-121

TOPIC	METRIC	CATEGORY	CODE	REFERENCE	PAGE NO.
	Percentage of (1) Tier 1 supplier facilities and (2) supplier facilities beyond Tier 1 that have completed the Sustainable Apparel Coalition's Higg Facility Environmental Module (Higg FEM assessment or an equivalent environmental data assessment	Quantitative	CG-AA-430a.2	Social and Relationship Capital Supply Chain Management	120-122
Labour Conditions in the Supply Chain	Percentage of (1) Tier 1 supplier facilities and (2) supplier facilities beyond Tier 1 that have been audited to a labour code of conduct, (3) percentage of total audits conducted by a third-party auditor	Quantitative	CG-AA-430b.1	Social and Relationship Capital Supply Chain Management	120-122
	Priority non-conformance rate and associated corrective action rate for suppliers' labour code of conduct audits	Quantitative	CG-AA-430b.2	Social and Relationship Capital Supply Chain Management	120-122
	Description of the greatest (1) labour and (2) environmental, health, and safety risks in the supply chain	Discussion and Analysis	CG-AA-430b.3	Social and Relationship Capital Supply Chain Management	120-122
Raw Materials Sourcing	(1) List of priority raw materials; for each priority raw material: (2) environmental or social factor(s) most likely to threaten sourcing, (3) discussion on business risks or opportunities associated with environmental or social factors and (4) management strategy for addressing business risks and opportunities	Discussion and Analysis	CG-AA-440a.3	Natural Capital Raw Material Management	98-99
Activity Metrics	Number of (1) Tier 1 suppliers and (2) suppliers beyond Tier 1	Quantitative	CG-AA-000.A	Social and Relationship Capital Supply Chain Management	120-122

IFRS STANDARD – S2



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SR NO.	DISCLOSURE/STANDARD	LOCATION	PAGE NUMBER
SR NO.	DISCLOSURE/STANDARD	LOCATION	PAGE NUMBER
Governance			
5	The objective of climate-related financial disclosures on governance is to enable users of general purpose financial reports to understand the governance processes, controls and procedures an entity uses to monitor, manage and oversee climate-related risks and opportunities.	Natural Capital ESG Governance	91-92
6	To achieve this objective, an entity shall disclose information about:		
	(a) the governance body(s) (which can include a board, committee or equivalent body charged with governance) or individual(s) responsible for oversight of climate-related risks and opportunities. Specifically, the entity shall identify that body(s) or individual(s) and disclose information about:	Natural Capital ESG Governance	91-92
	(i) how responsibilities for climate-related risks and opportunities are reflected in the terms of reference, mandates, role descriptions and other related policies applicable to that body(s) or individual(s);	Natural Capital ESG Governance	91-92
	(iii) how and how often the body(s) or individual(s) is informed about climate-related risks and opportunities;	Natural Capital ESG Governance	91-92
	(iv) how the body(s) or individual(s) takes into account climate related risks and opportunities when overseeing the entity's strategy, its decisions on major transactions and its risk management processes and related policies, including whether the body(s) or individual(s) has considered trade-offs associated with those risks and opportunities; and	Natural Capital ESG Governance	91-92

SR NO.	DISCLOSURE/STANDARD	LOCATION	PAGE NUMBER
	(v) how the body(s) or individual(s) oversees the setting of targets related to climate-related risks and opportunities, and monitors progress towards those targets (see paragraphs 33–36), including whether and how related performance metrics are included in remuneration policies (see paragraph 29(g)).	Natural Capital ESG Governance	91-92
	(b) management’s role in the governance processes, controls and procedures used to monitor, manage and oversee climate-related risks and opportunities, including information about:	Natural Capital ESG Governance	91-92
	(i) whether the role is delegated to a specific management-level position or management-level committee and how oversight is exercised over that position or committee; and	Natural Capital ESG Governance	91-92
Strategy			
8	The objective of climate-related financial disclosures on strategy is to enable users of general purpose financial reports to understand an entity’s strategy for managing climate-related risks and opportunities.		
9	Specifically, an entity shall disclose information to enable users of general purpose financial reports to understand:		
	(a) the climate-related risks and opportunities that could reasonably be expected to affect the entity’s prospects	TCFD report Strategy	2
	(b) the current and anticipated effects of those climate-related risks and opportunities on the entity’s business model and value chain (see paragraph 13);	TCFD report Strategy	2
Climate-related risks and opportunities			
10	An entity shall disclose information that enables users of general purpose financial reports to understand the climate-related risks and opportunities that could reasonably be expected to affect the entity’s prospects. Specifically, the entity shall:		
	(a) describe climate-related risks and opportunities that could reasonably be expected to affect the entity’s prospects;	TCFD report Strategy	2
	(b) explain, for each climate-related risk the entity has identified, whether the entity considers the risk to be a climate-related physical risk or climate-related transition risk;	TCFD report Strategy	2
	(c) specify, for each climate-related risk and opportunity the entity has identified, over which time horizons—short, medium or long term— the effects of each climate-related risk and opportunity could reasonably be expected to occur; and	TCFD report Strategy	2
	(d) explain how the entity defines ‘short term’, ‘medium term’ and ‘long term’ and how these definitions are linked to the planning horizons used by the entity for strategic decision-making.	TCFD report Strategy	2
Business model and value chain			
13	An entity shall disclose information that enables users of general purpose financial reports to understand the current and anticipated effects of climaterelated risks and opportunities on the entity’s business model and value chain. Specifically, the entity shall disclose:		
	(a) a description of the current and anticipated effects of climate-related risks and opportunities on the entity’s business model and value chain; and	TCFD report Strategy	2
Strategy and decision-making			
14	An entity shall disclose information that enables users of general purpose financial reports to understand the effects of climate-related risks and opportunities on its strategy and decision-making. Specifically, the entity shall disclose:		
	(a) information about how the entity has responded to, and plans to respond to, climate-related risks and opportunities in its strategy and decision-making, including how the entity plans to achieve any climate-related targets it has set and any targets it is required to meet by law or regulation. Specifically, the entity shall disclose information about:	Natural Capital Energy Management Natural Capital Emission Management	90-95

SR NO.	DISCLOSURE/STANDARD	LOCATION	PAGE NUMBER
	(ii) current and anticipated direct mitigation and adaptation efforts (for example, through changes in production processes or equipment, relocation of facilities, workforce adjustments, and changes in product specifications);	Natural Capital Energy Management Natural Capital Emission Management	90-95
	(iii) current and anticipated indirect mitigation and adaptation efforts (for example, through working with customers and supply chains);	Manufactured Capital	46-49
	(v) how the entity plans to achieve any climate-related targets, including any greenhouse gas emissions targets, described in accordance with paragraphs 33–36.	Natural Capital Energy Management Natural Capital Emission Management	90-95
Climate resilience			
22	An entity shall disclose information that enables users of general purpose financial reports to understand the resilience of the entity’s strategy and business model to climate-related changes, developments and uncertainties, taking into consideration the entity’s identified climate-related risks and opportunities. The entity shall use climate-related scenario analysis to assess its climate resilience using an approach that is commensurate with the entity’s circumstances . In providing quantitative information, the entity may disclose a single amount or a range. Specifically, the entity shall disclose:		
	(b) how and when the climate-related scenario analysis was carried out, including:	TCFD report Risk Management	3-6
	(i) information about the inputs the entity used, including:	TCFD report Risk Management	3-6
	(1) which climate-related scenarios the entity used for the analysis and the sources of those scenarios;	TCFD report Risk Management	3-6
	(2) whether the analysis included a diverse range of climate-related scenarios;	TCFD report Risk Management	3-7
	(3) whether the climate-related scenarios used for the analysis are associated with climate-related transition risks or climate-related physical risks;	TCFD report Risk Management	3-7
	(4) whether the entity used, among its scenarios, a climaterelated scenario aligned with the latest international agreement on climate change;	TCFD report Risk Management	3-7
	(5) why the entity decided that its chosen climate-related scenarios are relevant to assessing its resilience to climate-related changes, developments or uncertainties;	TCFD report Risk Management	3-7
	(6) the time horizons the entity used in the analysis; and	TCFD report Strategy	2
Risk management			
	The objective of climate-related financial disclosures on risk management is to enable users of general purpose financial reports to understand an entity’s processes to identify, assess, prioritise and monitor climate-related risks and opportunities, including whether and how those processes are integrated into and inform the entity’s overall risk management process.		
25	To achieve this objective, an entity shall disclose information about:		
	(c) the extent to which, and how, the processes for identifying, assessing, prioritising and monitoring climate-related risks and opportunities are integrated into and inform the entity’s overall risk management process.	TCFD report Risk Management	3-7
Metrics and targets			
27	The objective of climate-related financial disclosures on metrics and targets is to enable users of general purpose financial reports to understand an entity’s performance in relation to its climate-related risks and opportunities, including progress towards any climate-related targets it has set, and any targets it is required to meet by law or regulation.		

SR NO.	DISCLOSURE/STANDARD	LOCATION	PAGE NUMBER
28	To achieve this objective, an entity shall disclose:		
	(a) information relevant to the cross-industry metric categories (see paragraphs 29–31);	Natural Capital Climate Strategy	91
	(b) industry-based metrics that are associated with particular business models, activities or other common features that characterise participation in an industry (see paragraph 32); and	Natural Capital Climate Strategy	91
	(c) targets set by the entity, and any targets it is required to meet by law or regulation, to mitigate or adapt to climate-related risks or take advantage of climate-related opportunities, including metrics used by the governance body or management to measure progress towards these targets (see paragraphs 33–37).	Natural Capital Climate Strategy	91
Climate-related metrics			
29	An entity shall disclose information relevant to the cross-industry metric categories of:		
	(a) greenhouse gases—the entity shall:		
	(i) disclose its absolute gross greenhouse gas emissions generated during the reporting period, expressed as metric tonnes of CO2 equivalent (see paragraphs B19–B22), classified as:		
	(1) Scope 1 greenhouse gas emissions;	Natural Capital Emission Management	94
	(2) Scope 2 greenhouse gas emissions; and	Natural Capital Emission Management	94
	(3) Scope 3 greenhouse gas emissions;	Natural Capital Emission Management	94
	(ii) measure its greenhouse gas emissions in accordance with the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (2004) unless required by a jurisdictional authority or an exchange on which the entity is listed to use a different method for measuring its greenhouse gas emissions (see paragraphs B23–B25);	Natural Capital Emission Management	94
	(iii) disclose the approach it uses to measure its greenhouse gas emissions (see paragraphs B26–B29) including:	Natural Capital Emission Management	94
	(1) the measurement approach, inputs and assumptions the entity uses to measure its greenhouse gas emissions;	Natural Capital Emission Management	94
	(2) the reason why the entity has chosen the measurement approach, inputs and assumptions it uses to measure its greenhouse gas emissions; and	Natural Capital Emission Management	94
	(3) any changes the entity made to the measurement approach, inputs and assumptions during the reporting period and the reasons for those changes;	Natural Capital Emission Management	94
	(iv) for Scope 1 and Scope 2 greenhouse gas emissions disclosed in accordance with paragraph 29(a)(i)(1)–(2), disaggregate emissions between:	Natural Capital Emission Management	94
	(v) for Scope 2 greenhouse gas emissions disclosed in accordance with paragraph 29(a)(i)(2), disclose its location-based Scope 2 greenhouse gas emissions, and provide information about any contractual instruments that is necessary to inform users’ understanding of the entity’s Scope 2 greenhouse gas emissions (see paragraphs B30–B31); and	Natural Capital Emission Management	94
	(vi) for Scope 3 greenhouse gas emissions disclosed in accordance with paragraph 29(a)(i)(3), and with reference to paragraphs B32–B57, disclose:	Natural Capital Emission Management	94
	(1) the categories included within the entity’s measure of Scope 3 greenhouse gas emissions, in accordance with the Scope 3 categories described in the Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard (2011); and	Natural Capital Emission Management	94
	(i) a description of whether and how climate-related considerations are factored into executive remuneration (see also paragraph 6(a)(v)); and	Natural Capital Emission Management	94

SR NO.	DISCLOSURE/STANDARD	LOCATION	PAGE NUMBER
Climate-related targets			
33	An entity shall disclose the quantitative and qualitative climate-related targets it has set to monitor progress towards achieving its strategic goals, and any targets it is required to meet by law or regulation, including any greenhouse gas emissions targets. For each target, the entity shall disclose:		
	(a) the metric used to set the target (see paragraphs B66–B67);	Natural Capital Climate Strategy	91
	(b) the objective of the target (for example, mitigation, adaptation or conformance with science-based initiatives);	Natural Capital Climate Strategy	91
	(c) the part of the entity to which the target applies (for example, whether the target applies to the entity in its entirety or only a part of the entity, such as a specific business unit or specific geographical region);	Natural Capital Climate Strategy	91
	(d) the period over which the target applies;	Natural Capital Climate Strategy	91
	(e) the base period from which progress is measured;	Natural Capital Climate Strategy	91
	(f) any milestones and interim targets;	Natural Capital Climate Strategy	91
	(g) if the target is quantitative, whether it is an absolute target or an intensity target; and	Natural Capital Climate Strategy	91
	(h) how the latest international agreement on climate change, including jurisdictional commitments that arise from that agreement, has informed the target.	Natural Capital Climate Strategy	91
34	An entity shall disclose information about its approach to setting and reviewing each target, and how it monitors progress against each target, including:	Natural Capital Climate Strategy	91
	(a) whether the target and the methodology for setting the target has been validated by a third party;	Natural Capital Climate Strategy	91
	(b) the entity’s processes for reviewing the target;	Natural Capital Climate Strategy	91
	(c) the metrics used to monitor progress towards reaching the target; and (d) any revisions to the target and an explanation for those revisions.	Natural Capital Climate Strategy	91
35	An entity shall disclose information about its performance against each climate-related target and an analysis of trends or changes in the entity’s performance.	Natural Capital Emission Management	91
36	For each greenhouse gas emissions target disclosed in accordance with paragraphs 33–35, an entity shall disclose:		
	(a) which greenhouse gases are covered by the target.	Natural Capital Climate Strategy	91
	(b) whether Scope 1, Scope 2 or Scope 3 greenhouse gas emissions are covered by the target.	Natural Capital Climate Strategy	91
	(c) whether the target is a gross greenhouse gas emissions target or net greenhouse gas emissions target. If the entity discloses a net greenhouse gas emissions target, the entity is also required to separately disclose its associated gross greenhouse gas emissions target (see paragraphs B68–B69).	Natural Capital Climate Strategy	91
	(d) whether the target was derived using a sectoral decarbonisation approach.	Natural Capital Climate Strategy	91
	(e) the entity’s planned use of carbon credits to offset greenhouse gas emissions to achieve any net greenhouse gas emissions target. In explaining its planned use of carbon credits the entity shall disclose information including, and with reference to paragraphs B70–B71:	Natural Capital Emission Management	91

Report Of The Board Of Directors

Dear Members,

Your Company’s directors hereby present the 2nd Annual Report in the form of 1st Integrated Report together with the Audited Financial Statements of the Company for the financial year ended March 31, 2026 (“year under review/ FY 2025-26”).

Management Discussion and Analysis

OVERVIEW

Global demand and economic activity remained resilient throughout 2025 and into early 2026, despite a more volatile operating environment. In 2025, the global economy experienced growth of around 3.4%, led by stronger-than-expected momentum in key economies, such as China and the United States.

However, early 2026 was marked by heightened uncertainty, driven by geopolitical tensions, commodity price spillovers and elevated inflation expectations. These factors created near-term pressure on trade, input costs and business sentiment.

At the same time, firmer growth and employment data, lower tariff rates than once anticipated, coupled with continued technology- and AI-led investment helped preserve the underlying growth trend.

Global growth over the next two years is expected to remain broadly

stable, though slightly slower, with expansion projected at 3.1% in 2026 and 3.2% in 2027. This suggests continuity in the economic cycle rather than a sharp break. Inflation and geopolitical risk remain watchpoints, but the current drag looks more cyclical than structural.

Indian Economy Overview

India remained well positioned within this global context, supported by a strong domestic economic base and relatively limited dependence on external demand. Real GDP growth is estimated at 7.7% for FY2025-26, with March-quarter growth of 7.8%, while the RBI’s FY2026-27 projection of 6.6% indicates continued resilience despite global uncertainty.

The growth momentum has been broad-based, led by private consumption and investment, with services remaining strong and manufacturing showing improvement. Steady public investment, better business activity and



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policy support through personal tax relief, GST-related changes and continued formalisation have further supported demand conditions.

For consumer-facing sectors such as fashion retail, the underlying environment remains constructive. Rising household spending, improving employment conditions, growing aspirations and deeper penetration beyond large metros are expanding the addressable consumer base. While demand may remain uneven in the near term, the medium-term consumption outlook remains structurally positive.

The key near-term risk stems from spillovers from the West Asia conflict, particularly through higher energy prices, freight costs and supply-chain disruptions. These pressures could increase input costs and weigh on

inflation and consumer sentiment in the short term. However, unless the conflict escalates materially or remains prolonged, it is unlikely to alter India's long-term growth trajectory, which continues to be supported by resilient domestic consumption and investment momentum.

Industry Review – Global Apparel Industry

The global apparel industry remains one of the largest consumer-facing sectors, supported by recurring demand, fashion-led replacement cycles and steady expansion of branded retail across developed and emerging markets. The market was estimated at USD 1.84 trillion in 2025 and is expected to reach around USD 1.9 trillion in 2026, implying growth of approximately 3.3%.

Asia Pacific remains the largest regional market, accounting for 40.8% of global apparel revenue in 2025, driven by the scale of consumption and manufacturing ecosystems across China, India and Southeast Asia.

In the near term, growth is expected to remain steady, though consumers are likely to remain value-conscious amid lingering inflation and global uncertainty. Over the medium to long term, the outlook remains constructive, with the global apparel market projected to reach USD 2.54 trillion by 2033, growing at a CAGR of 4.1% for 2026–2033. Overall, macro volatility may soften near-term momentum, but the long-term opportunity remains intact.

The sector is also undergoing a structural shift across products, channels and operating models. Digital commerce, AI-led product discovery, sharper inventory planning and sustainability-led innovation are becoming increasingly important for growth and margin protection. At the same time, physical retail continues to remain relevant, with offline channels retaining the largest share of global apparel sales, supported by consumer preference for touch-and-feel, fit trials and in-store experiences. .

Industry Review – Indian Apparel Industry

India's apparel industry has witnessed a period of moderate growth over the past few years, as inflationary pressures, uneven discretionary spending and increasing household debt affected demand across parts of the market. However, early signs of recovery are now evident, with consumers prioritising affordability, variety and a strong price-value proposition. Festive and wedding-led demand, improving con-

sumer sentiment and traction in value and mass-premium formats have also helped the category momentum turn a corner.

Despite near-term softness, India's apparel industry remains one of the most attractive structural consumption opportunities, supported by favourable demographics, rising household incomes, growing fashion consciousness and increasing preference for branded products. New collection launches, expanding occasion-led consumption and a young consumer base continue to support resilient demand across segments. The domestic apparel retail market is estimated to be around ₹10 lakh crore in FY2025-26.

The medium- to long-term opportunity is sizeable, with India's apparel retail market projected to reach more than ₹14 lakh crore by FY2029-30, growing at 9% CAGR, owing to rising

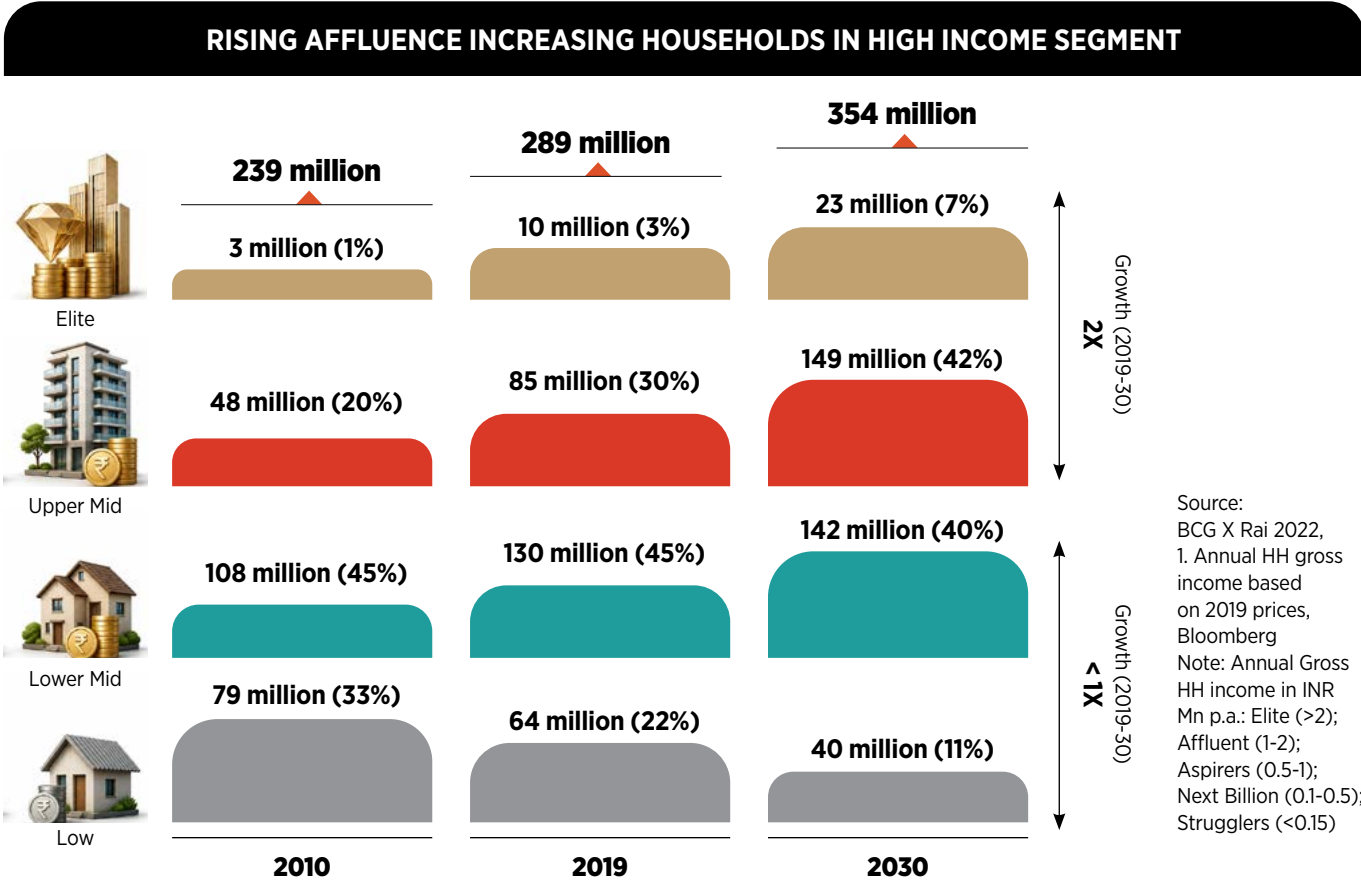
disposable incomes, increasing urbanisation, deeper penetration of branded apparel and the continued expansion of organised retail into Tier-II and Tier-III cities. This expansion is democratizing access to branded fashion, creating a larger addressable market across both premium and value segments.

At the same time, India's consumer landscape is undergoing a structural transformation, with a rapidly expanding affluent and upper-middle-income population. As household incomes rise, spending on branded fashion is expected to increase, creating significant opportunities across premium, aspirational and value segments. Your Company is uniquely positioned to serve these evolving consumer cohorts through its diversified portfolio of brands.

This shift in consumer affluence is complemented by another structural trend—the increasing movement from

unorganised to organised retail. The organised retail sector currently accounts for approximately 41% of India's apparel market and is expected to outpace the overall category, supported by branded formats, stronger retail infrastructure, international brand entry, digital commerce and omnichannel capabilities.

The sector is also evolving across formats, price points and operating models as consumers become more discerning, with demand increasingly shaped by fashion relevance, new usage occasions, convenience and brand experience. As a result, companies with diversified brand portfolios, strong supply chain capabilities, disciplined retail expansion, digital integration and the ability to serve multiple consumer segments are well positioned to capture the next phase of growth in India's apparel market.



Key Trends in the Indian Apparel Industry



India's apparel industry is entering a more aspirational phase. Consumers are increasingly brand-conscious, experience-oriented and digitally influenced, placing greater value on product quality, brand trust, design relevance and overall shopping experience than on price alone. Moreover, social media, influencer-led discovery and online commerce have accelerated trend adoption across urban and emerging markets, as consumers increasingly seek apparel that reflects lifestyle and identity.

Transition from Unorganized to Branded Retail

India's apparel market is steadily shifting from fragmented, unorganized retail towards organized and branded formats as consumers increasingly seek assurance around product quality, sizing consistency, service standards and brand credibility. In addition to already established Tier 1 markets, this transition is more pronounced in Tier II and Tier III cities, where rising aspirations, mall development, digital awareness and higher disposable incomes are driving strong demand for branded fashion.

Omni-Channel Integration

Customer journeys are no longer purely offline or online — consumers may discover a product on social media, check availability, try it in-store and purchase via an app, making omnichannel integration critical.

Leading players are integrating store data, website behaviour, app engagement, purchase history and post-purchase interactions to create a unified customer view. This has enabled better personalization, targeted offers, inventory allocation, assisted selling and seamless services such as click-and-collect, online returns, endless aisle and store-based fulfilment.

Next Gen Fashion Consumption

Gen Z and millennials are emerging as the most influential consumer groups in the Indian fashion playbook, viewing apparel less as a functional purchase and more as a medium of self-expression and identity, as their decisions are often trend-led.

This is pushing brands to accelerate product refreshes, collaborate with influencers and stay relevant to pop

culture, while building authenticity, story-telling and community into their brand strategy.

New Hyper-Personalized Customer Engagement Strategies

Personalization is becoming a key differentiator, with brands using customer data to recommend products based on browsing history, past purchases, preferred fits, price sensitivity, occasions and style preferences.

This shift is lifting conversion rates, reducing decision fatigue and driving repeat purchases. Personalized communication across WhatsApp, email, apps, loyalty programs and in-store interactions are becoming central to customer retention. The future of apparel retail will depend heavily on how well brands can understand and serve individual customer needs at scale and digital is expected to play a big role there

Faster Fashion Cycles and Speed-to-Market Initiatives

Trend cycles in India are shortening due to social media, celebrity influence, global exposure and fast-moving consumer preferences. Apparel brands now need to move from seasonal planning to faster, more responsive product development. Speed-to-market has gained importance in categories like youth fashion, women's western wear, streetwear, activewear and occasion-led collections. Brands that can quickly identify trends, manufacture in smaller batches, test demand and scale winning products are better positioned to reduce inventory risk.

Quick Commerce and Faster Fulfilment Expectations

Convenience is becoming an important

part of apparel shopping, especially in urban markets. Quick commerce is rapidly expanding beyond grocery, with non-grocery categories estimated to contribute **-₹28,000 Cr (29% of GMV)** in CY25, while fashion accounts for ~6% of non-grocery GMV. The non-grocery share of quick commerce is expected to increase to ~40% by 2030, with fashion emerging as one of the fastest-growing categories. While fashion has traditionally involved longer purchase cycles and higher return rates, consumers are increasingly expecting faster delivery for purchases of basics, occasion wear, innerwear, accessories and last-minute fashion needs.

Quick commerce and rapid delivery models are beginning to influence fashion retail, particularly for high-demand SKUs and metro consumers. This trend may push brands to rethink inventory placement, local warehousing, store-based fulfilment and city-level assortment planning.

Embedding Sustainability & ESG

Sustainability is moving from a marketing theme to a core business priority with the entire fashion ecosystem expecting visible shift towards responsible sourcing, ethical manufacturing, waste reduction, circularity and transparent ESG reporting. Brands are responding with eco-friendly fabrics, recycled materials, enhanced water management, responsible packaging, resale models, repair initiatives and improved supply-chain traceability – initiatives likely to become an important differentiator over the long term.

AI Adoption and Data-Led Decision Making

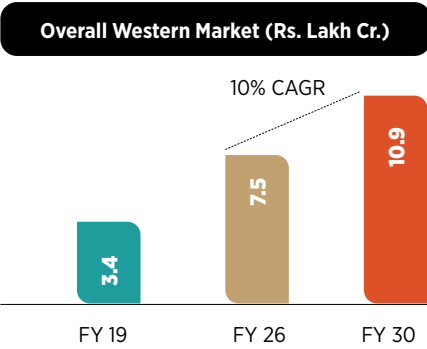
AI and data are becoming important

enablers across the apparel value chain empowering brands to forecast demand, plan assortments, personalize recommendations, optimize pricing, identify customer segments and improve marketing efficiency.

AI is also being explored in design inspiration, product tagging, virtual styling, size recommendations and customer service. As competition increases, this will become essential for improving profitability, reducing waste and delivering superior customer experiences.

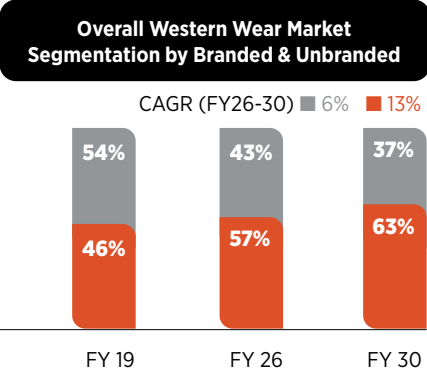
Business Overview

The overall western wear market is valued at Rs.7.5 lakh crores in FY26 and is projected to grow at a 10% CAGR, reaching Rs. 10.9 lakh crores by FY30. Your Company is a leading player in this space and is well positioned to capture the long term growth opportunity.

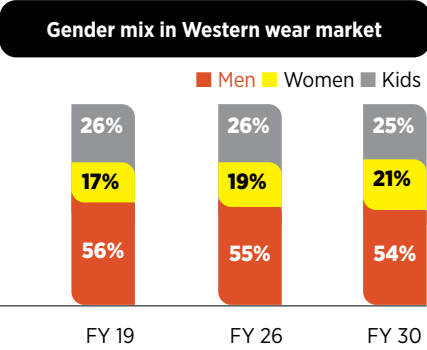


Note: Western Wear Market include Formal, Casual, Inner and Sports wear.

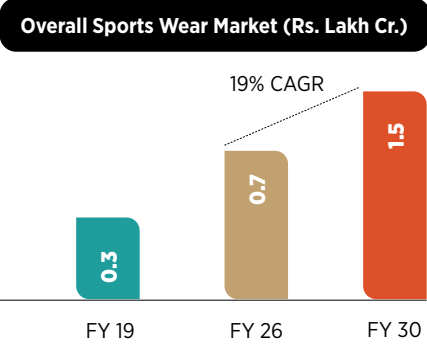
The branded market is estimated to be Rs. 3.8 lakh crores in FY26 and contributes to 57% of the overall western wear market. The market is expected to grow at CAGR of 13% to reach value of Rs. 6.9 lakh crores by FY30. Within western wear, casual wear is outpacing formal wear, growing at 11% compared to 7% for formal wear.



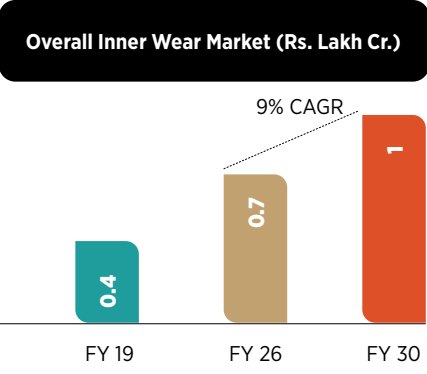
Men's and kids' wear remain the mainstay of India's western wear market, while women's wear is steadily gaining share.



Within western wear, innerwear and sportswear continue to outpace the broader market, supported by rising health and fitness consciousness, increasing preference for comfort and athleisure, premiumization and greater penetration of organized and branded offerings.



Note: Includes apparel and footwear. Also, within apparel it includes both activewear and athleisure wear.



Your Company's portfolio brings together some of India's most trusted and aspirational lifestyle brands, including Louis Philippe, Van Heusen, Allen Solly, Peter England, and Simon Carter, along with the denim-focused American Eagle, global sportswear brand Reebok, and the innerwear business under Van Heusen Innerwear.

These brands cater to a broad spectrum of consumer needs across formalwear, casualwear, occasion wear, youth fashion, sportswear, innerwear, footwear, accessories and kids wear.

Overall, FY26 was marked by revenue growth, improved profitability, continued expansion of the retail and distribution footprint, and successful management of key structural transitions.

Over the years, the business has established a strong leadership position in the Indian fashion and lifestyle market, supported by a consistent track record of

- Sustained revenue growth
- Stable profitability
- Positive cash flows and
- Healthy return on capital employed

Your Company combines sourcing scale, retail execution, omnichannel capabilities and deep market relationships to create a differentiated fashion platform.

ADITYA BIRLA LIFESTYLE AND BRANDS LIMITED — BUSINESS OVERVIEW

Acquisition of Madura Fashion & Lifestyle (a men's shirting company) by Aditya Birla Group

LIFESTYLE BRANDS

- Strong brand portfolio with 3 brands exceeding ₹1,500 crore in sales.
- Offerings cater to multiple consumer occasions: Formals, Casuals, Weddings, Evenings, Parties, Athleisure — across Men's, Women's and Kids' categories.
- Franchise-led expansion.



Core brands with robust business model & stable growth

YOUTH WESTERN WEAR

- Creating an aspirational brand in the innerwear, athleisure and activewear category.
- 2nd largest brand in the category with the right distribution muscle.



ACTIVWEAR & INNERWEAR

- Leveraging business partner equity to become the brand of choice.
- Driving expansion through retail and e-commerce channels.



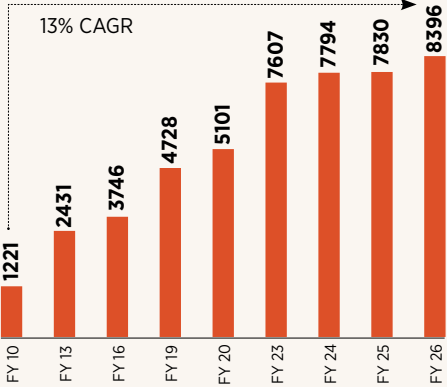
SPORTSWEAR

- Industry-leading brand in the high-growth sportswear category.
- India-specific innovation and retail expansion with an omni-channel focus to drive growth.



Future Growth Segments

15+ Years of Sustained Revenue Expansion



Sourcing & Manufacturing Excellence

- Global sourcing capabilities supported by a strong and diversified vendor ecosystem
- Dedicated manufacturing network of 10+ factories with robust quality standards
- Deep product-development exper-

tise and flexibility across design, sampling and production

Retail Execution at scale

- Demonstrated success in building and managing a pan-India retail footprint, supported by ~65% franchise-led stores
- Strong capabilities in store operations, assortment planning, allocation and replenishment
- Ability to consistently scale formats across the country while maintaining execution discipline

Digital & Omni capabilities

- Established BOSS (buy online ship from store) model, enabling online orders to be fulfilled through the store network
- Strong customer-centric culture embedded through the Mission Happiness initiative

- Structured measurement of service quality, product satisfaction and consumer experience

Deep Market Relationships

- Over three decades of experience in India's fashion and retail market
- Long-standing partnerships with MBOs, franchisees and large-format retailers
- Strong channel relationships that support broad distribution and market access.

Your Company's strategic priorities remain focused on strengthening its core brands, expanding its product portfolio, deepening consumer engagement and scaling its presence across channels. These initiatives are aimed at driving sustainable, long-term growth while enhancing brand equity and shareholder value.

Financial Performance in FY26



Particulars	FY25	FY26
Revenue	7,830	8,396
EBITDA*	1,269	1,429
EBIT*	564	634
PBT	83	220
PAT	60	171
EBITDA %	16.2%	17.0%
EBIT %	7.2%	7.5%
PBT %	1.1%	2.6%
PAT %	0.8%	2.0%
Capital Employed	4,038	4,322
ROCE	14.0%	14.7%
Net Debt Equity Ratio	0.6	0.5

FY26 was a defining year as your Company successfully navigated key structural milestones, including the demerger and listing process, along with the GST transition, with limited operational disruption.

During the year, the Company focused on strengthening retail execution, accelerating growth across wholesale and e-commerce channels, expanding relevant product categories, enhancing consumer engagement, and improving overall operational performance.

Your Company delivered a strong operating and financial performance, with revenue growing by 7% year-on-year to ₹8,396 crore. Growth momentum strengthened meaningfully in the second half, with the Company registering double-digit growth during H2. The retail business delivered a strong performance, supported by 9% like-to-like growth. Small-town markets witnessed a notable recovery, registering double-digit like-to-like growth and contributing meaningfully to overall retail momentum. Other channels also gained traction ssing strong momentum, particularly in primary sales. Secondary sales continued to remain healthy, reflecting sustained consumer demand and strong brand acceptance across channels.

EBITDA grew by 13% year-on-year, with EBITDA margin expanding by 80 basis points, supported by gross margin improvement and continued focus on

operational efficiencies.

Your Company continued to operate at significant scale across channels. During the year, Your Company added over 300 new stores, with net store expansion accelerating in the second half.

The Company now operates a retail footprint of over 4.9 million sq. ft., comprising 3,348 exclusive brand outlets. In addition, it has a presence across more than 39,500 multi-brand outlets,

YOUR COMPANY DELIVERED A STRONG OPERATING AND FINANCIAL PERFORMANCE, WITH REVENUE GROWING BY 7% YEAR-ON-YEAR TO ₹8,396 CRORE. GROWTH MOMENTUM STRENGTHENED MEANINGFULLY IN THE SECOND HALF, WITH THE COMPANY REGISTERING DOUBLE-DIGIT GROWTH DURING H2.

primarily in the innerwear category, and over 6,500 shop-in-shops in department stores across the country. The Company's brands also maintain a strong digital presence through leading e-commerce marketplaces, owned brand websites and mobile applications.

This extensive and diversified distribution network enables the Company to serve consumers across segments, geographies and channels.

Overall, FY26 was marked by strong revenue growth, improved profitability, continued expansion of the retail and distribution footprint and successful management of key structural transitions.

Lifestyle Brands

Lifestyle brands house India's largest apparel brands, namely, Louis Philippe, Van Heusen, Allen Solly and Peter England. The brands have consistently experienced steady growth over the years. We believe that this sustained success is attributable to focus on consumer-centric product innovation, which keeps the brands ahead of market trends. Additionally, we have strategically expanded into newer categories and geographies, continuously tapping into new growth opportunities. Revenue for this portfolio stood at Rs. 7154 Cr driven by strong retail performance, with FY26 like-to-like growth at 8%. Margin stood at 19.6%, 20 bps ahead of last year.

Lifestyle brands (KPIs)	FY20	FY21	FY22	FY23	FY24	FY25	FY26
Retail LTL value growth	5%	-20%	46%	40%	-8%	4%	8%
No. of Stores*	2,535	2,717	2,878	3,001	3,068	2,903	2,945
Total Retail Area* (Mn. sq.ft.)	3.2	3.4	3.7	4.0	4.3	4.2	4.4
Retail Share*	51%	61%	57%	61%	62%	65%	65%
*including value stores							



Lifestyle Brands: **Louis Philippe**



Louis Philippe is one of India's leading premium menswear brands, with strong equity in craftsmanship, refined styling and occasion-led dressing. The brand has a well-established presence across formalwear, ceremonial wear, smart casuals, footwear, and accessories, with a portfolio spanning shirts, trousers, suits, blazers, T-shirts, denims and footwear. While formalwear and occasion

dressing remain important anchors, Louis Philippe has successfully expanded into casualwear, reflecting its evolution into a broader premium lifestyle brand. The brand operates through a wide multi-channel network across retail, department stores and e-commerce, with retail continuing to be the largest channel, supported by over 650 stores across the country.

The brand continues to focus on strengthening essentials and best-selling categories by improving core product availability, replenishment cycles and visibility across channels. This supports repeat purchases, consumer confidence and improved inventory efficiency. Premiumisation remains central to the growth agenda, with premium lines and bridge-to-luxury propositions



helping the brand engage affluent and design-conscious consumers. The brand also continued to introduce trend-led products such as the 24 Hour Shirt, baggy cropped cargos, Permapress SOZO and ultra-light packable jackets, reflecting its focus on style, comfort, functionality and contemporary relevance. Strong go-to-market campaigns such as Royal Wedding, Raceday Revival

THE BRAND CONTINUES TO FOCUS ON STRENGTHENING ESSENTIALS AND BEST-SELLING CATEGORIES BY IMPROVING CORE PRODUCT AVAILABILITY, REPLENISHMENT CYCLES AND VISIBILITY ACROSS.

and Tales of Masai supported brand salience and consumer engagement, while reinforcing Louis Philippe's premium imagery and occasion-led proposition. Digital and e-commerce continue to be important enablers of consumer acquisition and brand visibility, supported by premium cataloguing, marketplace-specific ranges and creator-led communication.

Van Heusen



Van Heusen continues to occupy a distinctive position as one of India's leading premium workwear and lifestyle brands, anchored in its long-standing equity of sharp dressing, professional confidence and contemporary sophistication. The brand's core strength remains in men's formalwear, particularly shirts, suits, blazers, trousers and workwear-led categories. Over the years, it has also

expanded into casualwear, eveningwear, denim lifestyle, transit wear, womenswear, footwear and fashion accessories. While formalwear continues to remain the foundation of the brand, Van Heusen has broadened its offering to serve consumers across workwear and adjacent lifestyle occasions. From boardroom dressing and hybrid workwear to social evenings, festive occasions, travel,

and weekend dressing, the brand is broadening its relevance across multiple consumption moments. The brand's strategic agenda is centred on strengthening its core formalwear franchise while becoming more contemporary, occasion-relevant, and operationally agile. Product superiority in shirts, suits, blazers and trousers remains a key priority, supported by

continued focus on design, fit, fabric, and finish. Casualisation is emerging as an important growth driver for Van Heusen. The brand is building casualwear as a second anchor after formals, aligned with the broader consumer shift towards hybrid dressing. In menswear, this strategy is driven through V Sport, Denim Lifestyle, and Van Heusen Eveningwear, enabling the brand to participate more meaningfully in smart-casual, lifestyle, and occasion-led categories. The brand continued to drive product newness and innovation through offerings such as MAGIC Linen, Premium Intarsia flat knits, TECH 365, IQ Jeans and No Wash Jeans. These innovations reflect Van Heusen's focus on combining style, comfort, functionality and modern consumer needs across workwear, casualwear and lifestyle categories. Strong brand stories and go-to-market campaigns such as Born of Art, Elvis Lives, and Fables of Unicorn supported brand salience and consumer engagement. These initiatives helped reinforce Van Heusen's contemporary premium imagery while making the brand more relevant across newer lifestyle and occasion-led spaces. Womenswear is expected to play an important role in Van Heusen's growth architecture. The strategy includes sharper casualwear, stronger eveningwear propositions and accelerated growth in bags and footwear. The association with Taapsee Pannu as the womenswear brand ambassador further strengthens the brand's visibility and relevance among modern women consumers. On the retail front, Van Heusen is focused on improving productivity and transforming the consumer experience.



THE BRAND'S STRATEGIC AGENDA IS CENTRED ON STRENGTHENING ITS CORE FORMALWEAR FRANCHISE WHILE BECOMING MORE CONTEMPORARY, OCCASION-RELEVANT, AND OPERATIONALLY AGILE.

Store renovations, improved retail identity, elevated visual merchandising and enhanced service standards are expected to strengthen consumer engagement and store throughput. The brand's retail strategy also includes expansion through both owned and franchise models, supported by a network of over 600 stores across the country. As Van Heusen grows, digital and e-commerce are becoming increasingly central to consumer acquisition, brand visibility and category expansion. Sharper cataloguing, marketplace-specific assortments, creator-led storytelling and performance marketing will back this growth.

Allen Solly



Allen Solly continues to occupy a distinctive position at the intersection of modern workwear, smart casuals and occasion-led dressing. Built on the equity of making dressing up more expressive, relaxed and contemporary, the brand serves consumers across men's, women's, and juniors' wear, with a strong focus on trendy, everyday versatility and accessible premium fashion.

While smart casuals and workwear continue to remain important anchors, Allen Solly has been widening its relevance beyond traditional corporate dressing into leisure, travel, festive and youth-led occasions. This reflects

the brand's evolution into a broader lifestyle proposition that addresses the changing needs of modern consumers.

The brand's strategic agenda is centred on strengthening its established anchors while expanding into a wider set of occasions categories and consumer segments. The portfolio is being shaped to balance scale categories that drive everyday relevance with newer growth platforms that can support premiumisation, higher purchase frequency and incremental consumer reach.

Allen Solly continues to reinforce its core strengths in smart casuals, workwear and occasion wear, while building

sharper propositions in adjacencies such as bags, winterwear, womenswear, functional products, kids wear, accessories and lifestyle-led casualwear.

Product innovation remains an important growth driver for the brand. Allen Solly continued to introduce trend-led and functionality-led products such as Carpenter Pant, Queen of Hearts, Feather Shield and Travel Chinos. These innovations reflect the brand's focus on combining comfort, versatility, contemporary styling and everyday functionality.

Strong brand stories and go-to-market campaigns supported consumer



engagement and strengthened the brand's contemporary appeal. Campaigns / stories such as the Sania Mirza Handbags campaign, Velvet Glam, Legs Now Turn Heads, and Madagascar Trails helped reinforce Allen Solly's relevance across fashion, lifestyle, travel, and occasion-led consumption moments.

Retail and consumer experience form another major strategic pillar. Supported by a network of over 550 stores across the country, the brand is focused on further expanding its retail footprint while renovating existing stores to improve retail identity, visual merchandising, consumer engagement

and store throughput.

Allen Solly's wholesale and digital strategy is focused on improving the quality and profitability of growth across partner-led channels. Department stores will prioritise high-potential categories such as trousers, handbags, and boardroom dressing through sharper assortments, better displays, stronger in-store communication, and consumer activations. E-commerce and marketplaces will complement this by scaling reach through channel-specific assortments, stronger cataloguing and tighter inventory controls.

THE PORTFOLIO IS BEING SHAPED TO BALANCE SCALE CATEGORIES THAT DRIVE EVERYDAY RELEVANCE WITH NEWER GROWTH PLATFORMS THAT CAN SUPPORT PREMIUMISATION, HIGHER PURCHASE FREQUENCY AND INCREMENTAL CONSUMER REACH.

Peter England



Peter England continues to be one of India's most trusted menswear brands, built on the promise of premium quality at accessible pricing. The brand occupies a distinctive position in the middle of the market, offering dependable and well-made apparel to Indian men across workwear, everyday dressing, and social occasions. Its core equity lies in trust, value-for-money, formalwear credibility and wide national reach, supported by over 3,100 points of distribution across more than 800 cities and towns.

Over the years, Peter England has transitioned from a largely whole-sale-oriented business towards a more retail-led and controlled model. This

shift has helped the brand improve ownership of consumer experience, store execution, and brand presentation. The brand currently operates a network of over 900 stores, with a strong presence in smaller towns. These markets continue to offer meaningful growth potential, supported by rising brand awareness and increasing demand for accessible premium menswear.

During the year, Peter England made meaningful progress across key business and consumer metrics. The brand strengthened awareness, improved its awareness-to-trial ratio, and delivered strong digital performance through social media led campaigns. It

also made progress in product quality, sourcing capability and casualisation, with visible improvements across categories and stronger relevance beyond its traditional formalwear base.

Peter England's brand stories and campaigns gained sharper definition during the year. The Gentlemen's League and The Bollywood Wedding helped build stronger cultural anchors around cricket and weddings, two spaces with strong pan-India resonance. In addition, stories such as Art of Sashiko, Rio, and Imbachi x Peter England for Onam helped strengthen the brand's regional relevance, product storytelling and consumer engagement across occasions.



The market context continues to evolve, with premium brands owning aspiration, while digital-first and value-led players attract consumers through freshness, price and speed. Peter England's opportunity lies in converting its core strengths of trust, scale, quality and affordability into a sharper and more desirable proposition. The strategic intent is to move from being seen primarily as a trusted value brand to becoming an aspirational menswear brand for every occasion, while retaining its democratic pricing advantage.

The coming year will focus on strengthening brand identity, product differentiation, and retail execution. Product innovation and quality sto-

PETER ENGLAND'S OPPORTUNITY LIES IN CONVERTING ITS CORE STRENGTHS OF TRUST, SCALE, QUALITY AND AFFORDABILITY INTO A SHARPER AND MORE DESIRABLE PROPOSITION.

rytelling will be used to reinforce the promise of elevated products at accessible prices, helping the brand compete beyond price and build stronger desirability.

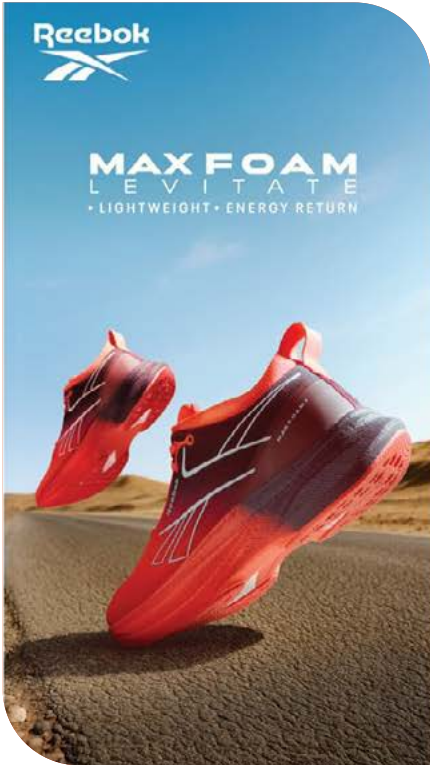
Retail productivity remains a key priority. Store renovations upgraded retail identity, sharper visual merchandising, better assortment planning, and stronger local-market activation are expected to improve consumer experience and store throughput. The brand will also continue to strengthen replenishment, supply planning, inventory discipline and discount control, supporting healthier growth and improved working capital efficiency.

Emerging Brands : Reebok



Reebok continues to occupy a strong position as a recognised sportswear brand in India, positioned at the intersection of performance, fitness and everyday athleisure. The brand's core equity rests on its global sports heritage, strong recall in footwear and growing relevance across apparel, womenswear, open footwear, and accessories.

During FY26, Reebok focused on strengthening the fundamentals of growth, with broad-based momentum across channels, improvement in brand salience, a stronger footwear innovation pipeline and early progress in building a more scalable apparel business. Momentum strengthened meaningfully



in the second half of the year, supported by improved retail execution and stronger consumer traction. The brand also posted double-digit retail like-to-like growth during FY26, reflecting healthy store-level performance and sustained demand.

Footwear continues to remain the largest part of the portfolio, while apparel and accessories are emerging as important growth engines. The brand continued to drive product innovation through launches such as Multi-Court One for All, Space Foam, Max Foam+, Runergy X, and Club C. These products reflect Reebok's focus on combining performance, comfort, versatility and



lifestyle relevance across sports and everyday wear.

The launch of Reebok small town model was an important development during the year, creating a focused format for sports-led retail expansion in smaller towns. The brand currently operates a network of over 210 stores and added more than 50 new stores during FY26, strengthening its retail reach and consumer accessibility. Alongside expansion, Reebok also focused on reducing retail discounting, improving store throughput and strengthening execution discipline.

In apparel, the brand continued to see sharper expansion, with womens-



wear, performance apparel, athleisure, and winterwear forming key growth pools. This is expected to support greater portfolio balance and improve the brand's relevance across fitness, lifestyle, and everyday dressing occasions.

Brand salience and consumer engagement also remained key priorities. The onboarding of Manu Bhaker as brand ambassador further strengthened Reebok's connect with young, performance-oriented consumers and reinforced its sports credibility. The brand also continued to build visibility through collaborations across marathons, sporting events and sports teams, supporting its position within India's growing fitness and active lifestyle ecosystem.

Digital and e-commerce continue to be important growth levers, driving consumer acquisition and brand visibility at scale. The brand will continue to sharpen its performance through targeted cataloguing, performance marketing, marketplace-specific assortments and stronger consumer engagement.



THE LAUNCH OF REEBOK SMALL TOWN MODEL WAS AN IMPORTANT DEVELOPMENT DURING THE YEAR, CREATING A FOCUSED FORMAT FOR SPORTS-LED RETAIL EXPANSION IN SMALLER TOWNS.

Overall, Reebok enters the coming year with a stronger retail footprint, improving brand heat, a strengthened footwear innovation pipeline and expanding opportunities across apparel, womenswear, sneakers, performance wear and accessories. The brand remains focused on strengthening core footwear, scaling high-potential categories, expanding Reebok small town model, improving channel productivity and investing in brand salience to drive sustainable and profitable growth in India's evolving sportswear market.

American Eagle



American Eagle has established itself in India as a youth-focused casualwear brand, with denim at the heart of its proposition. As the brand completes seven years in India, it has built a growing multi-channel presence across exclusive brand outlets, department stores and e-commerce platforms.

The brand has developed a strong position amongst young consumers through its casual, denim-led lifestyle offering. American Eagle currently operates a network of over 70 stores across the country and remains a strong profitable growth player within the portfolio.

The current focus is on improving store productivity, merchandise effectiveness, sourcing efficiency and inventory health. Future growth is expected to be driven by like-to-like improvement, selective new store expansion, stronger channel execution and better profitability.

Denim continues to be American Eagle's strongest strategic anchor.

Alongside denim, the brand continues to strengthen adjacent categories such as men's top wear and light winter-wear, making the overall casualwear offer more relevant for everyday youth dressing.

Product newness remains an important growth driver. Key launches such as flannel shirts, baggy jeans and pleated baggy jeans reflect the brand's

focus on contemporary fits, comfort and youth-led fashion trends. Brand campaigns and consumer engagement initiatives also supported American Eagle's relevance with young consumers. The Ananya x Lakshya campaign helped strengthen the brand's fashion-forward imagery and connect with the youth audience, while reinforcing its denim-led casualwear proposition.



Van Heusen Innerwear

Van Heusen Innerwear operates in one of India's largest and most habit-driven apparel categories, where comfort, fit consistency, trust and availability are key drivers of consumer choice. The broader innerwear market remains significantly unorganised, creating a strong opportunity for credible national brands to scale through dependable products, wider access and stronger consumer trust.

Within this context, Van Heusen Innerwear has built a meaningful platform, supported by the strength and credibility of the Van Heusen parent brand, improving product acceptance, and a consumer shift towards premiumisation. The brand is positioned as a premium, dependable and accessible innerwear and comfort-wear brand for consumers looking to upgrade everyday essentials without compromising on reliability.

The portfolio spans men's and women's innerwear, comfort-led outerwear categories, athleisure, activewear, socks, winterwear and shapewear. Men's innerwear continues to remain a core strength, while women's innerwear and selected outerwear segments are emerging as important growth drivers.

During FY26, the brand focused on reducing losses while strengthening the quality of growth across channels. Retail continued to gain momentum, supported by a network of over 100 stores and double-digit like-to-like growth during the year. This reflected healthy consumer traction and contin-



ued momentum in the retail channel.

E-commerce also remained an important growth channel, with the brand expanding its presence across newer formats, including quick commerce. The trade channel continued to scale distribution, with the brand now present across 38,000 outlets. The expansion of the Automated Replenishment System across distributors is expected to further improve availability, replenishment efficiency and channel productivity.

Through innovation-led product development, supported by a sharper product architecture, greater availability of proven styles, expanded retail and digital access and differentiated comfort-led offerings, the brand aims to become a more relevant part of consumers' everyday wardrobes.

VAN HEUSEN INNERWEAR HAS BUILT A MEANINGFUL PLATFORM, SUPPORTED BY THE STRENGTH AND CREDIBILITY OF THE VAN HEUSEN PARENT BRAND, IMPROVING PRODUCT ACCEPTANCE, AND A CONSUMER SHIFT TOWARDS PREMIUMISATION.

Strategic Priorities

Brand Portfolio Alignment with the Evolving Indian Wardrobe

Your Company's portfolio strength is that it is not built around a single category, occasion, or consumer archetype. Instead, it is designed around the evolving wardrobe of the Indian consumer. The Company participates across workwear, casualwear, celebration dressing, denim, sportswear, innerwear, footwear, accessories, and kids wear, enabling it to serve consumers across different life stages, occasions, and consumption moments. The established lifestyle brands provide strong depth in formalwear, premium dressing, and smart casuals, while emerging platforms such as Reebok, American Eagle, and Van Heusen Innerwear extend the Company's presence into activewear, youth fashion, denim, sportswear, and everyday comfort categories. This creates a portfolio that is broad in reach yet sharply positioned, capturing multiple wardrobe needs within the same household.

Exploring Fast-Growing Segments

Your Company is strengthening its long-term growth profile by building meaningful positions in fast-growing categories beyond its traditional core. Sportswear, sneakers, athleisure, youth denim, premium innerwear, comfort wear and accessories represent attractive growth spaces where the Company is developing stronger brand platforms.

These segments reflect evolving consumer behavior and provide fresh avenues for scale and premiumization. Importantly, these growth engines complement the established lifestyle business rather than dilute it. By combining the stability of core brands with the upside of emerging categories, the Company is creating a more balanced and future-facing portfolio capable of capturing both current demand and next-generation consumption shifts.

Expanding Into Large Market White Spaces

Your Company already has a large and diversified presence across cities, towns, and consumption channels, including exclusive brand outlets, department stores, e-commerce marketplaces and other partner-led formats.

At the same time, significant headroom for growth remains. New malls, high streets, small-town markets, and white spaces within existing cities and towns continue to offer attractive expansion opportunities. As consumer aspirations deepen beyond metros and large cities, the Company is well positioned to expand reach, improve accessibility, and capture a larger share of the growing apparel and lifestyle market.

Enabling Consumer Trade-Up Through a Strong Price Ladder

A key portfolio advantage for your Company is its well-structured price-

point ladder, which allows the Company to participate across affordability, aspiration, premium, and bridge-to-luxury consumption. Consumers can enter the portfolio through trusted value-premium propositions and progressively move towards more premium offerings as their income, lifestyle, and wardrobe aspirations evolve.

Brands such as Peter England provide strong access to value-premium consumers, while premium and bridge-to-luxury propositions such as Louis Philippe and Philippe by Louis Philippe enable the Company to participate at higher price points. This ladder is strategically powerful because it allows the Company to retain consumers through their upgrade journey, rather than losing them to competing brands as they move up the consumption curve.

By operating across multiple price bands, the Company is able to build scale in the mid-premium and premium segments, while also driving superior realization, margin expansion and value growth at the premium end of the portfolio.

Driving Operating and Inventory Efficiency

Operating efficiency remains a critical portfolio-level lever for converting growth into sustainable profitability. Across brands, your Company continues to focus on sharper demand planning, improved replenishment, stronger availability of winning



products, reduction of aged inventory, tighter discount control and disciplined working capital management.

These interventions are particularly important in a large multi-brand fashion business, where inventory freshness has a direct impact on margins,

cash flow, consumer experience and brand perception. The Company is also focused on improving efficiency across its manufacturing and sourcing ecosystem, with continuous, step-by-step improvements aimed at enhancing productivity, cost competitiveness and

responsiveness to market demand.

Strengthening Direct-To-Consumer Strategy

Your Company's direct-to-consumer strategy is focused on building deeper consumer relationships across both physical and digital touchpoints. The Company's retail network, brand websites, and Super App together create an integrated ecosystem that enables direct engagement with consumers across discovery, purchase, fulfilment and repeat interaction.

Retail continues to remain a key pillar of this strategy, offering brand-controlled experiences, stronger merchandising, improved service standards, and deeper local-market engagement. At the same time, digital channels are enabling wider reach, sharper personalisation, better consumer data, and more frequent engagement across the portfolio.

The Company will continue to strengthen its D2C capabilities through improved retail execution, enhanced digital journeys, loyalty and CRM-led engagement, cross-brand discovery through the

Super App, and stronger integration between stores and online channels. This approach is expected to improve consumer convenience, increase retention, support higher lifetime value, and build stronger brand affinity across the Company's portfolio.

Building a Technology-First and AI-Ready Ecosystem

Undertaking Digital-First Initiatives

Over the past few years, your Company has undertaken a comprehensive technology transformation journey to build a scalable, integrated, and future-ready digital foundation for the business. During FY26, the Company progressed several key initiatives across enterprise platforms, retail systems, omnichannel commerce, inventory visibility, workflow automation, and cloud infrastructure. These initiatives are helping create a modern technology architecture that supports the Company's diversified portfolio across lifestyle brands, sportswear, youth fashion, innerwear, footwear, accessories, and other emerging categories.

Implementing Tech-led Operational Efficiency

With the core technology backbone now largely in place, your Company is increasingly focused on leveraging digital capabilities to drive business growth, enhance consumer experiences, and improve operating efficiency. Across product development and merchandising, data, analytics, and AI-led capabilities are enabling sharper trend sensing, demand forecasting, assortment planning, and faster product lifecycle management. These capabilities support improved speed-to-market, greater product relevance, and more informed decision-making across brands and categories.

Responsive Supply Chains and

Inventory Efficiency

Within supply chain and planning, your Company continues to strengthen real-time inventory visibility, intelligent allocation and automated replenishment across its network. These initiatives are helping improve product availability, optimise inventory productivity, reduce markdowns, and create a more responsive supply chain capable of serving consumers seamlessly across physical and digital channels.

Enabling Omnichannel Retail Execution Playbook

Technology is also playing an increasingly important role in enhancing store operations and omnichannel execution. Advanced analytics, assisted selling tools, omnichannel fulfilment capabilities, and digital retail solutions are helping improve store productivity, strengthen execution, and create a more connected shopping experience. As the Company continues to expand its physical footprint alongside its digital presence, technology remains a key enabler of a seamless omnichannel ecosystem.

Deepening Direct-To-Consumer Ecosystem

Consumer engagement remains at the centre of your Company's digital strategy. The Company continues to strengthen its direct-to-consumer ecosystem through brand websites, mobile applications, marketplace

integrations, loyalty platforms and customer relationship management capabilities. The Company's Super App provides consumers with a more integrated digital experience, enabling seamless discovery and movement across brands within the portfolio. The Company will continue to leverage this platform to deepen engagement, improve cross-brand discovery, and strengthen consumer retention across touchpoints.

Establishing AI and Automation Capabilities

Artificial intelligence and automation are expected to play an increasingly important role in the next phase of your Company's transformation journey. The Company is leveraging AI-driven insights, workflow automation and advanced analytics to improve decision-making, simplify processes and enhance productivity across functions.

Outlook

Looking ahead, your Company's focus will be on maximising the value of its technology investments by driving greater agility, scalability, and consumer centricity across the enterprise. By combining strong digital capabilities with its portfolio of leading brands, extensive retail network, and growing omnichannel presence, the Company is building a technology-enabled fashion ecosystem designed to support sustainable growth and long-term value creation.

Human Resource: Sustaining a Future-Ready Organization

As your Company enters its next phase of growth, it remains focused on building an agile, high-performing and future-ready organisation capable of winning in a dynamic marketplace. Following the successful stabilisation of the post-demerger operating model, the focus is now on enhancing organisational effectiveness, accelerating decision-making and strengthening collaboration across businesses to drive greater speed, productivity and execution excellence.

Leveraging Portfolio Synergies

Your Company continues to unlock the benefits of its diversified portfolio by fostering greater collaboration across brands, formats and functions. Through shared capabilities, knowledge exchange and talent mobility, the Company aims to leverage the strength of its collective ecosystem while preserving the entrepreneurial focus of individual businesses. This approach is expected to create operational efficiencies, accelerate innovation and support sustainable value creation.

Building Leadership and Functional Capabilities

A strong leadership pipeline remains central to your Company's long-term success. During the year, the Company continued to invest in leadership development, succession planning and capability building to ensure that the organisation is equipped to navigate future opportunities and challenges.

The Company remains committed to nurturing internal talent while selectively bringing in external expertise to strengthen critical capabilities and support future growth ambitions.

Transformation Backed By Digital and AI

Digital enablement is increasingly becoming a key driver of organisational effectiveness. Building on the technology transformation undertaken over the past few years, your Company is embedding digital capabilities, data-driven decision-making, automation and AI-led tools across business processes. These initiatives are aimed at improving productivity, simplifying workflows, enhancing customer engagement and enabling more agile and informed decision-making across the enterprise.

Designing a People-First Culture

Your Company remains focused on building a strong talent pipeline and developing world-class functional capabilities across retail, merchandising, design, supply chain, marketing, digital and corporate functions. Through structured learning interventions, leadership development programmes and enhanced career mobility opportunities, the Company is creating an environment that supports continuous growth and prepares employees for evolving business needs.

Fostering Capability-Led Growth

Performance excellence continues to be a core element of Your Company's culture. The Company is focused on strengthening accountability, reinforcing meritocracy and fostering a culture of disciplined execution. By aligning goals, performance expectations and development opportunities, the Company seeks to create a high-performance organisation that consistently delivers superior outcomes for customers, shareholders and other stakeholders.

Enhancing Employee Value Proposition

As competition for talent intensifies, your Company is committed to strengthening its position as an employer of choice. The Company continues to invest in enhancing the employee value proposition, creating meaningful career opportunities, strengthening leadership visibility and fostering an inclusive and engaging workplace culture. These efforts are aimed at attracting, developing and retaining high-quality talent across the organisation.

Outlook

Looking ahead, your Company will continue to build a future-ready organisation by combining leadership depth, strong functional capabilities, digital enablement, and a performance-driven culture. These priorities will help the Company support its growth ambitions while creating a more agile, collaborative, and responsive workplace.

Sustainability: Transforming with Purpose

Embedding Sustainability as a Core Business Priority

Sustainability is deeply embedded in ABLBL's business strategy, reflecting its belief that long-term economic growth must go hand in hand with environmental and societal priorities. Over the past decade, the Company has evolved from a compliance-led approach to an integrated sustainability strategy spanning design, sourcing, manufacturing, operations and consumer engagement. Through its flagship ReEarth programme, launched in FY2013, ABLBL's Sustainability 1.0 journey focused on establishing strong foundations across regulatory compliance, resource efficiency, safety, risk management and organizational capability, embedding responsible practices across its manufacturing and warehousing operations. Building on these foundations, Sustainability 2.0 shifted the focus towards deeper integration, measurable impact and product-led sustainability. ABLBL strengthened ESG governance and disclosures, expanded renewable energy adoption, advanced responsible sourcing, digitized sustainability management through the ReEarth Portal, and achieved key milestones including Zero Waste to Landfill certification, ISO 50001 certification and SBTi validation of near-term emission reduction targets. As a standalone entity following the demerger from ABFRL in May 2025, ABLBL is now

progressing towards Sustainability 3.0, focused on enterprise-wide integration, accelerated climate action and circular business models to strengthen resilience, stakeholder trust and long-term value creation.

FY 2025–26, Your company's Sustainability Performance Highlights

For FY 2025–26, your company delivered strong sustainability outcomes, reinforcing its credentials as a responsible fashion leader. The following scorecard summarises key ESG metrics:

69.11%

Renewable Energy Consumption

72%

Wastewater Recycled

~93,000 KL

Rainwater Harvested

71%

Female in permanent Workforce

Zero

Fatalities across Operations

93%

Products with Sustainability Attribute

At Aditya Birla Lifestyle Brands Limited (ABLBL), sustainability is evolving from a focus on operational excellence to becoming a strategic enabler of

resilient growth, innovation, and long-term value creation. As consumer expectations, regulatory requirements, investor priorities, and climate-related challenges continue to reshape the business landscape, the Company is embedding sustainability more deeply into its strategy, operations, products, and stakeholder engagement. Building on the foundations established through Sustainability 1.0 and the impact delivered through Sustainability 2.0, ABLBL is transitioning towards Sustainability 3.0—a future-focused framework designed to accelerate transformation and create measurable environmental, social, and business value. The framework aligns with the Aditya Birla Group's vision of being a Force for Good and supports the Company's ambition of building future-ready brands, responsible products, climate resilience, and inclusive growth. The Sustainability 3.0 roadmap is anchored on five strategic themes that will guide the Company's journey towards 2030.

Sustainable Brands

Your company is working towards building future-ready brands by integrating sustainability into brand purpose, consumer engagement, and business priorities. As consumers increasingly seek responsible fashion choices, the Company will continue to strengthen initiatives that promote conscious consumption, enhance brand



VAN HEUSEN INNERWEAR

transparency, and support circular business models. Sustainability is expected to become an important differentiator across the brand portfolio, enabling stronger customer engagement and long-term brand value creation.

Product Stewardship

Your Company aims to advance responsible product ecosystems by strengthening the use of sustainable raw materials, circular design principles, responsible sourcing, and supply chain sustainability. Through its ReEarth platform and other circularity initiatives, ABLBL is working towards reducing material intensity, increasing resource efficiency, and promoting product life-cycle management practices that support reuse, recycling, and waste reduction. These efforts are intended to drive greater product transparency while supporting the transition towards a more circular fashion industry.

Net Zero and Decarbonization

Addressing climate change remains a strategic priority. Your Company

is advancing its decarbonization journey through increased renewable energy adoption, energy efficiency programmes, and value-chain engagement. Investments in renewable power infrastructure and operational improvements are expected to support the Company's ambition of significantly reducing greenhouse gas emissions across its operations while building long-term climate resilience. By integrating climate considerations into business planning and decision-making, ABLBL aims to contribute to the broader transition towards a low-carbon economy.

Health, Safety and Well-being

Your company remains committed to fostering a culture where safety, health, and well-being are integral to business excellence. The Company continues to strengthen its Zero Harm approach through robust safety systems, digital monitoring tools, compliance reviews, structured training programmes, and continuous improvement mechanisms. Beyond workplace safety, the focus

extends to holistic physical and mental well-being, diversity and inclusion, and creating an enabling environment where employees can thrive and contribute to sustainable business success.

Social Impact

Your company believes that long-term business success is intrinsically linked to community well-being and inclusive development. Through focused interventions in education, health and sanitation, sustainable livelihoods, water stewardship, and digital empowerment, ABLBL continues to create meaningful social impact across communities. Programmes such as Project Kaushalya and employee volunteering initiatives further strengthen the Company's commitment to enhancing livelihoods, building local capabilities, and supporting resilient communities. These initiatives contribute to broader societal progress while reinforcing the Company's role as a responsible corporate citizen.

Looking Ahead

As your company progresses towards 2030, Sustainability 3.0 will serve as the Company's strategic framework for accelerating transformation and creating long-term value for stakeholders. By embedding sustainability into growth, innovation, consumer engagement, and decision-making, the Company aims to strengthen business resilience while contributing meaningfully to the well-being of people, the planet, and the products it creates. Sustainability will remain a key driver of competitive advantage, enabling the Company to lead the transition towards a more responsible, circular, and future-ready fashion ecosystem.

Risk Management

Your Company recognizes the importance of a robust governance structure and effective risk management in ensuring sustained performance and growth. An integrated approach has been adopted, combining the COSO framework with the Task Force on Climate-related Financial Disclosures (TCFD), to strike a balance between financial, social, and environmental priorities. This approach aligns risk management with performance and strategy, delivering long-term value to stakeholders. To oversee the identified risks and mitigation plans, a dedicated Risk Management and Sustainability Committee (RMSC) has been established. The committee, supported by the Chief Risk Officer, Head of Sustainability, and Risk Management Committees, continuously monitors and evaluates risks from strategic, operational, financial, environmental, and compliance perspectives. Internal and external business environments are carefully monitored to identify potential risks and opportunities. Periodic assessments by the established committees and internal functions ensure ongoing evaluation of risks. Mitigation plans are implemented to manage key risks and minimize residual risks, safeguarding the company's interests. This proactive risk management approach provides the foundation for effective decision-making and resilience in the face of evolving challenges.

Risks

Impacts of Macro-economic Environment

Global economic uncertainty, inflationary pressures, elevated household indebtedness and fluctuations in consumer sentiment may impact discretionary spending. Prolonged demand softness could affect sales growth, profitability and inventory productivity across categories. Your Company seeks to mitigate this risk through a diversified portfolio spanning multiple consumer segments, categories and price points, supported by disciplined cost management and agile business planning. The Company continues to strengthen inventory management, working capital efficiency, sourcing flexibility and channel mix optimisation, enabling it to respond effectively to changing market conditions while supporting sustainable long-term growth.

Fast Evolving Consumer Behaviour

Rapidly changing consumer preferences, evolving lifestyles and increasing digital influence continue to reshape fashion consumption patterns. Failure to anticipate these shifts could impact product relevance, customer engagement and market share. Your Company continuously invests in consumer insights, product innovation, category expansion and digital capabilities to remain relevant across diverse consumer segments and occasions. The Company focuses on delivering a compelling value proposition through differentiated products, enhanced customer experiences and a balanced portfolio that caters to evolving consumer needs.

Information Security and Cyber Resilience

The increasing use of digital platforms, interconnected systems and consumer data heightens exposure to cybersecurity threats, data breaches and operational disruptions. Any significant incident could impact business continuity, stakeholder trust and brand reputation. Your Company maintains a comprehensive cybersecurity and resilience framework supported by robust security controls, continuous monitoring, disaster recovery and business continuity processes. The Company also undertakes regular employee awareness programmes, vulnerability assessments and governance reviews to strengthen cyber preparedness and safeguard critical information assets.

Retail Expansion and Occupancy Costs

Increasing competition for premium retail locations may constrain access to high-quality spaces and result in higher occupancy costs. This could affect expansion plans, store economics and profitability. Your Company leverages its strong market presence and long-standing relationships with developers and landlords to secure strategic retail locations. The Company also focuses on improving store productivity, optimising space utilisation and enhancing the in-store experience to maximise returns on its retail investments.

Talent Attraction, Retention and Capability Development Challenges

As the company scales across multiple verticals—design, retail, marketing, e-commerce, and more—there is an increasing need for skilled talent. In India's competitive fashion retail sector, attracting and retaining top professionals is a key challenge. Your Company continues to invest in leadership devel-

opment, succession planning, capability building and employee engagement initiatives. The Company focuses on creating a strong employee value proposition, fostering internal mobility and building a high-performance culture to attract and retain talent across its businesses. Being part of the Aditya Birla Group further strengthens the Company's talent advantage, providing access to a diverse and experienced talent pool in the consumer segment.

Competitive Intensity

The Indian fashion and lifestyle market remains highly competitive, with the presence of domestic players, international brands, digital-first businesses and emerging direct-to-consumer brands. Increased competition may lead to pricing pressures, higher customer acquisition costs and potential market share erosion. Your Company focuses on strengthening brand equity, enhancing product innovation, expanding consumer reach and delivering differentiated experiences across channels. Its di-

Road Ahead – Your Company's three Focus Pillars

Your Company enters the next phase with stronger brands, clearer strategic priorities, and the benefits of scale in India's branded fashion and lifestyle market. Having demonstrated healthy growth, improved profitability, and operating resilience through FY26, the Company is now focused on converting its brand strength, consumer reach, and distribution depth into a more productive and value-accretive business model.

Building India's Largest Western-Wear Branded fashion and lifestyle Portfolio : Over the next five years, the Company's ambition is to build India's largest western-wear branded portfolio. This will be achieved by addressing all meaningful wardrobe occasions across formalwear, casualwear, innerwear, athleisure, and sportswear, while expanding across apparel, footwear, and accessories. With established lifestyle brands and emerging platforms in sportswear, youth denim, and innerwear, the company is well positioned to serve evolving consumer needs across occasions, categories, and price points. Constant Product innovation, foray into newer consumption markets, roll out of new distribution models, continuous expansion of consumer wallet share will guide our growth strategy going forward.

Emphasis On Profitable and Efficient Growth : Concurrently, the Company will continue to place strong emphasis on profitable and

versified portfolio, omni-channel presence and deep consumer understanding help maintain competitiveness and support long-term growth.

Technology, Digital and AI Adoption Pursuits

The increasing reliance on digital platforms, automation, analytics and artificial intelligence presents risks relating to technology obsolescence, integration complexity, implementation challenges and evolving regulatory expectations. Failure to effectively adopt emerging technologies may impact operational efficiency and competitiveness. Your Company adopts a disciplined approach to technology transformation, focusing on scalable platforms, phased implementation and strong governance. The Company continues to invest in digital capabilities, data quality, process integration and responsible AI adoption, ensuring that technology enhances business agility, productivity, decision-making and customer engagement while maintaining appropriate oversight and controls.

efficient growth, with the aspiration to deliver double-digit growth in sales and EBITDA over the medium term. This will be supported by better demand planning, faster replenishment, healthier inventory turns, tighter discount control, stronger working capital discipline, and improved operating efficiency across brands and channels. The opportunity ahead remains substantial, supported by rising consumer aspirations, increasing preference for trusted brands, premiumisation and the broadening of wardrobe needs. Healthy cash flows, sustained profitability and strong return on capital employed provide the financial flexibility to invest behind brand building, retail expansion, product innovation, category extensions and digital capabilities.

Scaling High-Potential Growth Spaces : The strategy ahead will be anchored in strengthening core businesses while scaling high-potential growth spaces. The focus will be on constantly driving brand relevance, building sharper product propositions, enhancing retail productivity, expanding product categories, and deepening consumer engagement across physical and digital channels. Aggressive distribution expansion, driving reach and penetration into markets, across the portfolio will remain an important growth lever. Looking ahead, the Company's emphasis will be not only on growth, but on growth that is more efficient, cash generative and value-accretive for all stakeholders.



1. Financial Performance and Analysis

(Amount in ₹ Crore)

Particulars	Standalone		Consolidated	
	Year Ended March 31, 2026	Year Ended March 31, 2025	Year Ended March 31, 2026	Year Ended March 31, 2025
Revenue from Operations	8,373.14	7,829.73	8,395.81	7,829.96
Other Income	84.04	77.27	85.05	77.71
Total Income	8457.18	7907.00	8480.96	7907.67
EBITDA	1,372.46	1,268.12	1,429.06	1,269.47
Finance Costs	355.94	376.95	364.44	382.00
Depreciation	788.09	701.65	795.39	705.73
Profit/ (Loss) Before Tax	179.46	91.19	220.20	83.41
Current Tax	20.63	-	22.18	-
Deferred Tax Charge/(Credit)	24.23	22.19	26.97	23.81
Net Profit/ (Loss) After Tax	134.60	69.00	171.05	59.60

Standalone performance

(Amount in ₹ Crore)

Particulars	As at March 31, 2026	As at March 31, 2025
Net Working Capital ⁽¹⁾ (A)	1,477.39	1,417.10
Net Fixed Assets (including Capital work-in-progress) (B)	653.15	519.97
Deferred Tax Asset (C)	105.35	129.91
Capital Employed (D = A + B + C)	2,235.89	2,066.98
Investments ⁽²⁾ (E)	55.00	35.00
Right-of-use assets (F)	1,774.20	1,523.53
Goodwill ⁽³⁾ (G)	627.67	627.67
Total Capital Employed (H = D + E + F + G)	4,692.76	4,253.18
Net Worth	1,393.11	1,293.90
Debt	719.57	851.22
Lease Liability	2,184.40	1,980.26

Notes:

(1) Net working Capital

(Amount in ₹ Crore)

Particulars	As at March 31, 2026	As at March 31, 2025
Inventory	2,319.62	2,107.52
Trade Receivables	1,171.54	1,325.48
Cash and Bank Balances	88.98	53.06
Other Assets	676.14	616.65
Less: Trade Payables	2,236.11	2,118.27
Less: Other Liabilities	542.77	567.35
Net Working Capital	1,477.39	1,417.10

(2) Investments includes ₹ 55 Crore towards investments in Subsidiary (Previous year: ₹ 35 Crore).

(3) As on March 31, 2026, goodwill (after testing for impairment in accordance with the Ind AS - 36 issued by the Institute of Chartered Accountants of India) stands at ₹ 627.67 Crore.

Revenue

Your Company reported revenue of ₹ 8,373.14 Crore (previous year ₹ 7,829.23) during the financial year, recording a growth of 7 % over the previous year.

Earnings before interest, tax, depreciation and amortization (“EBITDA”)

The EBITDA of the Company is ₹ 1,372.46 Crore (previous year ₹ 1,268.12 Crore). The EBITDA margin for the Company improved from 16.20% to 16.39% during the year.

Borrowings

Borrowings have decreased from ₹ 851.22 Crore in the previous year to ₹ 719.57 Crore. The Company has raised ₹ 499.52 Crore through fresh borrowings and have repaid borrowings of ₹ 631.18 Crore during the year.

Credit Ratings

CRISIL Limited has assigned a new credit rating i.e., CRISIL AA+/Stable, on Non-Convertible Debentures. The details of Credit rating as on March 31, 2026 are disclosed in the ‘General Shareholder Information’ forming part of this Integrated Annual Report.

Non-Convertible Debentures (“NCDs”)

Redemption	Redeemed Series 1 NCDs of ₹ 500 Crore (Rupees Five Hundred Crores only) on January 30, 2026
Allotment	Issued and allotted 50,000 Listed, Unsecured, Rated, Redeemable Non-Cumulative, NCDs at face value of ₹ 1,00,000 (Rupees One Lakh only) each aggregating to ₹ 500 Crore (Rupees Five Hundred Crores only) with the coupon rate 7.22% p.a. on Private Placement Basis on March 18, 2026.

The details of outstanding NCDs as on March 31, 2026 are disclosed in the ‘General Shareholder Information’ forming part of this Integrated Annual Report.

Standalone Key financial ratios

Particulars	As at March 31, 2026	As at March 31, 2025
Debtors Turnover Ratio (times)	6.71	6.91
Inventory Turnover Ratio (times)	3.78	3.63
Interest Coverage Ratio (times)	2.43	1.67
Current Ratio (times)	1.25	1.08
Debt Equity Ratio (times)	0.35	0.39
EBITDA Margin (%)	16.39%	16.20%
Operating Profit Margin (%)	6.98%	7.23%
Net Profit Margin (%)	1.61%	0.88%
Return on Net Worth	9.66%	5.33%
Return on Average Capital Employed (%)	12.71%	10.89%

Note

(1) Company has excess liquid Investment and cash over its debt.



Details of significant changes (i.e., change of 25% or more as compared to the immediately previous financial year) in the key financial ratios:

Net Profit Margin (%): Increase in Profit After Tax compared to previous year
Return on Net Worth (%): Increase in EBIT with reduction in average capital employed

Consolidated performance

At consolidated level, your Company reported a revenue of ₹ 8,395.81 Crore (previous year ₹ 7,829.96 Crore) and EBITDA of ₹ 1,429.06 Crore with EBITDA margin at 17.02% (previous year ₹ 1,269.46 Crore with EBITDA margin at 16.21 %).

2. DIVIDEND

The Board of Directors have recommended a dividend of ₹ 0.50 (fifty paise) per equity share of face value of 10/- each aggregating to ₹ 61.03 Crore and dividend of 8% on the outstanding Non-Convertible Non-Cumulative Redeemable preference shares aggregating to ₹ 0.04 Crore for the financial year 2025-26. The dividend proposed is subject to approval of members in the ensuing Annual General Meeting of the Company.

The recommended dividend is in line with our Company’s Dividend Distribution Policy. The Company has fixed “Friday, August 7, 2026” as the Record Date for determining entitlement of Members for payment of dividend on equity shares & preference shares for FY 2025-26.

3. TRANSFER TO RESERVES.

The Board of Directors of the Company has decided not to transfer any amount to reserves out of the profits earned during FY 2025-26.

4. SHARE CAPITAL

Equity Share Capital - Subscribed and paid-up share capital	No. of Shares	Amount in ₹
At the beginning of the year, i.e., as on April 1, 2025	50,000	5,00,000
Increase during the year on account of Demerger scheme*	1,22,02,94,773	12,20,29,47,730
Increase during the year on account of ESOP allotment	2,26,876	22,68,760
Shares Cancelled during the year^	(50,000)	(5,00,000)
At the end of the year, i.e., as on March 31, 2026	1,22,05,21,649	12,20,52,16,490
Preference share capital		
At the beginning of the year, i.e., as on April 1, 2025	-	
Increase during the year#	5,55,000	55,50,000
At the end of the year, i.e., as on March 31, 2026	5,55,000	55,50,000

*Demerger Scheme : Scheme of Arrangement among Aditya Birla Fashion and Retail Limited (ABFRL) (Demerged Company) and Aditya Birla Lifestyle Brands Limited (Resulting Company) and their Respective Shareholders and Creditors under Sections 230 to 232 and other applicable provisions of the Companies Act, 2013.

^Pursuant to the Demerger Scheme, the entire share capital of the Company prior to the demerger stands cancelled.

#During the year under review, pursuant to Demerger Scheme, 5,55,000 8% non-cumulative non-convertible redeemable preference shares (“Preference Shares”) allotted to Birla Management Centre Services Private Limited (“BMCSPL”), on the same terms and conditions as the preference shares issued by the Demerged Company, and are scheduled for redemption on March 27, 2029.

5. DIRECTORS AND KEY MANAGERIAL PERSONNELS

a. Retirement by Rotation

In accordance with the provisions of the Companies Act, 2013 (“Act”) and the Articles of Association of the Company, Ms. Ananyashree Birla, Non-Executive Director (DIN: 06625036) is due to retire by rotation at the ensuing Annual General Meeting (“AGM”) and being eligible, has offered herself for re-appointment.

Resolution seeking her re-appointment alongwith her profile as required under Regulation 36(3) of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 (“SEBI Listing Regulations”) forms part of the Notice of the AGM.

b. Appointment of Directors

During the year under review Board of Directors have appointed the following:

Name	DIN	Designation	Date of Appointment
Mr. Ashish Dikshit	01842066	Managing Director	May 1, 2025
Mr. Vishak Kumar	09078653	Deputy Managing Director & CEO	May 1, 2025
Ms. Ananyashree Birla	06625036	Non-Executive Director	May 20, 2025
Mr. Aryaman Vikram Birla	08456879	Non-Executive Director	May 20, 2025
Mr. Arun Adhikari Kumar	00591057	Independent Director	May 20, 2025
Mr. Nish Bhutani	03035271	Independent Director	May 20, 2025
Ms. Preeti Vyas	02352395	Independent Director	May 20, 2025
Mr. Sunirmal Talukdar	00920608	Independent Director	May 20, 2025
Mr. Venkatesh Satyaraj Mysore	01401447	Independent Director	May 20, 2025
Mr. Yogesh Chaudhary	01040036	Independent Director	May 20, 2025
Mr. Pankaj Sood	05185378	Non executive Director	May 23, 2025

c. Cessation of Directors

During the year under review, Mr. Jagdish Bajaj (DIN: 08498055) and Mr. Anil Kumar Malik (DIN: 00170411) resigned from their positions as Non-Executive Directors of the Company w.e.f. the close of business hours on May 20, 2025, pursuant to the reconstitution of the Board in accordance with the Demerger Scheme.

The Board placed on record its sincere appreciation for the valuable contribution and services rendered by the Directors during their tenure with the Company.

d. Key Managerial Personnel (“KMPs”):

In accordance with the provisions of Section 203 of the Act, following are the KMPs of the Company as on date of this Report:

Sr. No.	Name	Designation
1.	Mr. Ashish Dikshit	Managing Director (appointed w.e.f. May 1, 2025)
2.	Mr. Vishak Kumar	Deputy Managing Director & CEO (appointed w.e.f. May 1, 2025)
3.	Mr. Dharmendra Lodha	Chief Financial Officer (appointed w.e.f. May 15, 2025)
4.	Mr. Rameez Shaikh	Company Secretary & Compliance Officer (appointed w.e.f. April 20, 2026)
5.	Mr. Rajeev Agrawal	Company Secretary & Compliance Officer (appointed w.e.f. May 15, 2025 till closure of business hours of November 30, 2025)
6.	Ms. Sonia Bhandari	Interim Company Secretary & Compliance Officer (appointed w.e.f. February 16, 2026 till closure of business hours of April 19, 2026)



e. **Nomination Policy and Executive Remuneration Policy/Philosophy**

In terms of Section 178 of the Act and Regulation 19 of the SEBI Listing Regulations, the Board, on recommendation of the Nomination and Remuneration Committee (“NRC”), had adopted a Nomination Policy, which inter alia enumerates the Company’s policy on appointment of directors, KMPs and senior management. Further, the Board, on recommendation of NRC, had also adopted a policy entailing Executive Remuneration Philosophy, which covers remuneration philosophy covering the directors, KMPs, senior management and other employees of the Company.

Both the aforesaid policies, as amended from time to time pursuant to the amendments in the applicable regulatory provisions, are available on the website of the Company i.e., <https://www.ablbi.in/wp-content/uploads/2025/06/Nomination-Policy.pdf>

Salient features of the aforesaid policies are as under:

- The **Nomination Policy** is enacted mainly to deal with the following matters, falling within the scope of the NRC to:
 - institute processes which enable the identification of individuals who are qualified to become Directors and who may be appointed as key managerial personnel and/or in senior management and recommend to the Board of Directors their appointment and removal from time to time;
 - devise a policy on board diversity;
 - review and implement the succession and development plans for managing director, executive directors and officers forming part of senior management;
 - formulate the criteria for determining qualifications, positive attributes and independence of directors;
 - establish evaluation criteria of Board, its committees and each director

This Policy supports the design of programmes that align executive rewards - including incentive programmes, retirement benefit programmes, promotion and advancement opportunities - with the long-term success of the Stakeholders of the Company.

- The **Executive Remuneration Policy** of the Company is designed to attract, retain, and reward talented executives who will contribute to our long-term success and thereby build value for our Members and intends to provide for monetary and non-monetary remuneration elements to our executives on a holistic basis and emphasize “Pay for Performance” by aligning incentives with business strategies to reward executives who achieve or exceed Group, business and individual goals.

f. **Annual evaluation**

The Board undertook an annual evaluation of its own performance, the performance of individual Directors, and the effectiveness of its Committees in Compliance with the Act and SEBI Listing Regulations and the Nomination Policy of the Company, as amended from time to time for the Financial year 2025-26. The evaluation of Non-Independent Directors and the Board as a whole was carried out by the Independent Directors.

The evaluation process consisted of:

Board as a whole	The function of the Board as a whole is evaluated by all the Board Members including its experience, qualification, its structure, effectiveness, strategic guidance to management, long term interest, sustainability strategy and vision etc.
Individual Directors	The evaluation of Individual Director is done by Board members, excluding the Director who is being evaluated including the individual investing his/her time invested in Company, contribution, attendance, decision making, action-orientation, external knowledge etc.
Committees	The evaluation of Committee is done by Board members considering their mandate, composition, decision-making support and contribution to the Board's functioning etc.

The Board at its meeting discussed the performance of the Board, as a whole, its Committees and Individual Directors. The Board expressed satisfaction on the overall functioning of the Board and its Committees. The Board was also satisfied with the contribution of the Directors, in their respective capacities, which reflected the overall engagement of the Individual Directors.

Further, pursuant to the applicable provisions of the Act, the performance evaluation criteria for the Independent Directors is disclosed in the Corporate Governance Report forming part of this Integrated Annual Report.

g. **Independent Directors**

The Company has received necessary declaration from each Independent Director of the Company stating that:

- (i) they meet the criteria of independence as provided in Section 149(6) of the Act and Regulation 16(1)(b) of the SEBI Listing Regulations (“said declarations”).
- (ii) they have registered their names in the Independent Directors’ Databank.

Based on the said declarations received from the Directors, the Board confirms, that the Independent Directors fulfill the conditions as specified under Schedule V of the SEBI Listing Regulations and are independent of the management.

h. **Number of Board Meetings**

The Board met 10 (Ten) times during the year under review. The details of such meetings are disclosed in the “Corporate Governance Report” forming part of this Integrated Annual Report.

i. **Committees of the Board**

The Board has constituted 5 (Five) Statutory Committees, viz. Audit Committee, Corporate Social Responsibility Committee, Risk Management and Sustainability Committee, Nomination and Remuneration Committee and Stakeholders’ Relationship Committee and is authorised to constitute other functional Committees, from time to time, depending on the business needs.

Details of all the Committees, along with their terms of reference, composition and meetings held during the year, are provided separately in the Corporate Governance Report forming part of this Integrated Annual Report.

j. **National Financial Reporting Authority**

The Board noted the guidance issued by the National Financial Reporting Authority (“NFRA”) vide its Circular dated January 7, 2026 (“said Circular”), on effective communication between Statutory Auditors and Those Charged with Governance (“TCWG”), including the Audit Committee. Pursuant to the said Circular, the Board has approved Guidance Note on framework for communication between TCWG and Statutory Auditors of the Company.

For the purpose of implementing the framework, the Board has designated the following as TCWG:

- i. All Members of the Audit Committee, with the Chairperson of the Audit Committee designated as the Nodal Officer and to chair TCWG meetings;
- ii. Managing Director (MD); and
- iii. Deputy Managing Director & Chief Executive Director (DMD & CEO)

6. **REMUNERATION OF DIRECTORS AND EMPLOYEES**

Disclosure comprising particulars with respect to the remuneration of Directors and employees, as required to be disclosed in terms of the provisions of Section 197(12) of the Act and Rule 5(1) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, is annexed as **Annexure I** to this Report.



The statement containing the particulars of top ten employees and particulars of employees as required under Rule 5(2) and (3) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, including amendment thereto, forms part of this Report.

Further, the Report and Accounts are being sent to the Members excluding the aforesaid annexure. In terms of the second proviso to Section 136(1) of the Act, any Member interested in obtaining the copy of the same may write to the Company Secretary at cs@ablbl.adityabirla.com.

7. **EMPLOYEE STOCK OPTION SCHEME (ESOS), RESTRICTED STOCK UNITS (RSU), PERFORMANCE STOCK UNIT (PSU) AND STOCK APPRECIATION RIGHTS (SAR)**

ESOS, RSUs and PSUs

Your Company regards employee stock options as instruments that would enable the employees to share the value, they create for the Company in the years to come. Accordingly, in terms of the provisions of applicable laws and pursuant to the approval of the Board and the members of the Company, the Nomination and Remuneration Committee (“NRC”) has duly implemented the:

- a. Aditya Birla Lifestyle Brands Limited Special Purpose Employee Stock Option Scheme (ABLBL ESOP Scheme 2017 & ABLBL TCNS ESOP Scheme)
- b. Aditya Birla Lifestyle Brands Limited Special Purpose Employee Stock Option Scheme (“ABLBL ESOP Scheme 2019”)
- c. Aditya Birla Lifestyle Brands Limited Employee Stock Option and Performance Stock Unit Scheme 2025 (“ABLBL ESOP Scheme 2025”)

to grant the stock options, in the form of Options, Restricted Stock Units (“RSUs”) and Performance Stock Unit (“PSU”), to the employees of the Company.

All the Schemes of the Company i.e. ABLBL ESOP Scheme 2017 & ABLBL TCNS ESOP Scheme, ABLBL ESOP Scheme 2019 and ABLBL ESOP Scheme 2025 are governed by the Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021 (“SEBI SBEB & SE Regulations”) and in terms of the approvals granted by the Members of the Company, the NRC inter alia administers, implements and monitors the aforesaid schemes, thereby governing the grant of share based benefits to its employees, in the form of RSUs.

The above Schemes are in compliance with the SEBI SBEB & SE Regulations and are available on the website of the Company at <https://www.ablbl.in/investors/employee-stock-option-schemes/>

In terms of the provisions of Regulation 14 and Part F of Schedule I of the SEBI SBEB & SE Regulations, details of the aforesaid schemes are available on the website of the Company i.e., www.ablbl.in.

A certificate from the Secretarial Auditor of the Company, confirming that the aforesaid schemes have been implemented in accordance with the SEBI SBEB & SE Regulations and will be open for inspection by the members at the ensuing Annual General Meeting.

SAR

Your Company has instituted Aditya Birla Lifestyle Brands Limited Special Purpose Stock Appreciation Rights Scheme (ABLBL SAR Scheme 2019 and ABLBL SAR Scheme 2024) and Aditya Birla Lifestyle Brands Limited Stock Appreciation Rights Scheme 2025 (“SAR Scheme 2025”) in the year 2025.

The SAR Schemes, do not give rise to any right towards any equity share of the Company and hence, they are not covered under the provisions of SEBI SBEB & SE Regulations. On exercise of the SARs granted under the said plan/scheme, the employee exercising the SARs becomes entitled to receive cash.

8. **DIRECTORS' RESPONSIBILITY STATEMENT**

The audited financial statements of your Company for the year under review (“financial statements”) are in conformity with the requirements of the Companies Act, 2013 read with the rules made thereunder (“Act”) and the Indian Accounting Standards. The financial statements reflect the form and substance of transactions carried out during the year under review and present your Company’s financial condition and results of operations, fairly and reasonably

Your directors confirm that:

- a) in the preparation of the annual accounts for the financial year ended March 31, 2026, the applicable accounting standards have been followed along with proper explanation relating to material departures;
- b) accounting policies selected have been applied consistently and reasonable & prudent judgments and estimates were made, so as to give a true and fair view of the state of affairs of your Company as at the end of the year under review and the profit of your Company for the year under review;
- c) proper and sufficient care has been taken for the maintenance of adequate accounting records in accordance with the provisions of the Act, for safeguarding the assets of your Company and for preventing and detecting fraud and other irregularities;
- d) the annual accounts of your Company have been prepared on a ‘going concern’ basis;
- e) adequate internal financial controls were laid down & followed by your Company and such internal financial controls were operating effectively and
- f) proper systems have been devised by your Company to ensure compliance with the provisions of all applicable laws and such systems were adequate and operating effectively.

9. **AUDITORS AND AUDITORS REPORT**

Auditor	Auditors Report
Statutory Auditor	■ Price Waterhouse & Co Chartered Accountants LLP (FRN: 304026E/E-300009), were appointed as the Statutory Auditors of the Company at the 1st Annual General Meeting (“AGM”), for a term of five consecutive years, till the conclusion of the 6th AGM to be held in the year 2030. ■ Further, the Auditors’ Report “with an unmodified opinion”, given by the Statutory Auditors on the financial statements of the Company for financial year 2025-26, forms part of this Integrated Annual Report. There has been no qualification, reservation, adverse remark or disclaimer given by the Statutory Auditors in their Report for the year under review. ■ The notes to the financial statements are self-explanatory and do not call for any further comments.
Secretarial Auditor	■ M/s Mitesh J. Shah & Associates, Company Secretaries (Firm registration no: P2025MH104700), were appointed as secretarial auditor of the Company for a term of 5 (five) consecutive years, i.e. from the conclusion of 1st AGM till the conclusion of the 6th AGM, covering the period from the Financial Year 2025-26 till Financial Year 2029-30. ■ The Secretarial Audit Report for Financial year 2025-26 given by M/s Mitesh J. Shah & Associates, Secretarial Auditor of the Company is annexed as Annexure II to this Report. There has been no qualification, reservation, adverse remark or disclaimer given by the Secretarial Auditor in his Report for the year under review.
Cost Auditor	■ During the year under review, your Company was not required to maintain cost records under Section 148(1) of the Act. Hence, the provisions related to appointment of Cost Auditor is not applicable on the Company.

Details in respect of frauds reported by auditors under Sub-Section (12) of Section 143 of the Companies Act, 2013

During the year under review, the Statutory Auditors have not reported any instances of fraud committed against the Company by its officers or employees to the Central Government under Section 143(12) of the Companies Act, 2013.



10. ACCOUNTING TREATMENT

The Accounting Treatment is in line with the applicable Indian Accounting Standards (IND-AS) recommended by the Institute of Chartered Accountants of India and prescribed by the Central Government, as may be amended from time to time.

11. SUBSIDIARY COMPANY

Pursuant to the provisions of Section 129(3) of the Act, read with the Companies (Accounts) Rules, 2014 and in accordance with applicable accounting standards, a statement containing the salient features of financial statements of your Company's subsidiary in Form No. AOC-1 is annexed as **Annexure III** to this Report.

In accordance with the provisions of Section 136 of the Act and the amendments thereto and the SEBI Listing Regulations, the audited financial statements, including the consolidated financial statements and related information of the Company and financial statements of your Company's subsidiary company is available on the website of the Company at <https://www.ablbi.in/investors/annual-general-meeting/>.

Your Company has formulated a Policy for determining Material Subsidiaries. The said policy is available on the website of the Company i.e., <https://www.ablbi.in/wp-content/uploads/2025/06/Policy-for-Determining-Material-Subsidiary.pdf>. However, the Company does not have any material subsidiary as defined under Regulation 16(1)(c) of the SEBI Listing Regulations.

12. INTERNAL CONTROL SYSTEMS AND THEIR ADEQUACY

Your Company has put in place adequate internal control systems that are commensurate with the size of its operations. Internal Control system comprise of policies and procedures are designed to ensure sound management of your Company's operations, safekeeping of its assets, optimal utilisation of resources, reliability of its financial information, and compliance.

13. RISK MANAGEMENT

Your Company has framed and implemented a Risk Management Policy in terms of the provisions of Regulation 21 of the SEBI Listing Regulations, for the assessment and minimization of risk, including identification therein of elements of risk, if any, which may threaten the existence of the Company.

The policy is reviewed periodically by the Risk Management and Sustainability Committee along with the key risks and related mitigation plans. More details on risks and threats have been disclosed hereinabove, as part of the Management Discussion and Analysis.

The Risk Management and Sustainability Committee Policy is available on the website of the Company at <https://www.ablbi.in/wp-content/uploads/2025/06/Risk-Management-Policy.pdf>.

Further, in view of the ever-increasing size and complexity of the business operations, your Company is exposed to various risks emanating from frauds. Accordingly, the Board, on recommendation of the Audit Committee, has adopted a Whistle Blower Policy, to put in place, a system for detecting and/or preventing and/or deterring and/or controlling the occurrence of frauds.

14. RELATED PARTY TRANSACTIONS ("RPTS")

All RPTs entered into during the year under review were approved by the Audit Committee, from time to time and the same are disclosed in the financial statements of your Company for the year under review. Pursuant to the provisions of the Act and the SEBI Listing Regulations, the Board has, on recommendation of its Audit Committee, adopted a Policy on RPT and the said policy is available on the website of the Company at <https://www.ablbi.in/wpcontent/uploads/2025/06/Related-Party-Transactions-Policy.pdf>

Further, in terms of the provisions of Section 188(1) of the Act read with the Companies (Meetings of Board and its Powers) Rules, 2014 and Regulation 23 of the SEBI Listing Regulations, all contracts/arrangements/transactions entered into by the Company with its related parties, during the year under review, were:

- in "ordinary course of business" of the Company,
- on "an arm's length basis" and
- not "material".

All transactions with related parties are in accordance with the policy on RPT formulated by the Company.

Accordingly, Form No. AOC-2, prescribed under the provisions of Section 134(3)(h) of the Act and Rule 8 of the Companies (Accounts) Rules, 2014, for disclosure of details of RPTs, which are "not at arm's length basis" and also which are "material and at arm's length basis", is not applicable and hence does not form part of this Report.

15. VIGIL MECHANISM

The Board, on recommendation of its Audit Committee, has adopted a Vigil Mechanism/Whistle Blower Policy and the details of which are provided in the 'Corporate Governance Report' forming part of this Integrated Annual Report.

Adequate safeguards are provided against victimization to those who avail the mechanism and direct access to the Chairperson of the Audit Committee is provided to them. The details of establishment of Vigil Mechanism are also available on the website of the Company at <https://www.ablbi.in/wpcontent/uploads/2025/06/Whistle-Blower-Policy.pdf>

16. ANNUAL RETURN

Pursuant to the provisions of Sections 92(3) and 134(3)(a) of the Act and the Companies (Management and Administration) Rules, 2014, the Annual Return in Form no. MGT-7 is available on the website of the Company at <https://www.ablbi.in/investors/annual-general-meeting/>.

17. COMPLIANCE WITH SECRETARIAL STANDARDS

The Directors state that the applicable Secretarial Standards, i.e., SS-1 and SS-2 relating to 'Meetings of the Board of Directors' and 'General Meetings', respectively have been duly followed by the Company.

18. CONSERVATION OF ENERGY, TECHNOLOGY ABSORPTION, FOREIGN EXCHANGE EARNINGS AND OUTGO

Your Company consciously makes all efforts to conserve energy across all its operations. A report containing details with respect to conservation of energy, technology absorption and foreign exchange earnings and outgo, required to be disclosed in terms of Section 134(3)(m) of the Act read with the Companies (Accounts) Rules, 2014, is annexed as **Annexure IV** to this Report.

19. CORPORATE SOCIAL RESPONSIBILITY ("CSR")

Pursuant to the Section 135 of the Act and Companies (Corporate Social Responsibility Policy) Rules, 2014, Company has constituted Corporate Social Responsibility Committee with a vision "to actively contribute to the social and economic development of the communities in which your Company operates and in doing so, build a better, sustainable way of life for the weaker sections of society and raise the country's human development index, Be a force for good". The company has adopted a CSR Policy which is available on the website of the Company at <https://www.ablbi.in/wp-content/uploads/2025/06/Corporate-Social-Responsibility-Policy.pdf>

The scope of the CSR Policy is as under:

- Planning Project or programmes which the Company plans to undertake falling within the purview of Schedule VII of the Act and



ii. Monitoring process of such project or programmes.

The CSR Policy of the Company inter alia includes the process to be implemented with respect to the identification of projects and philosophy of the Company, along with key endeavours and goals i.e.

- **Education** - to spark the desire for learning and knowledge;
- **Health care** - to render quality health care facilities to people living in the villages and elsewhere through our hospitals;
- **Sustainable livelihood** - to provide livelihood in a locally appropriate and environmentally sustainable manner;
- **Infrastructure development** - to set up essential services that form the foundation of sustainable development and
- **Social cause** - to bring about the social change we advocate and support.

CSR initiatives taken during the year

Your Company’s CSR activities are mainly focused towards Education, Health and Sanitation, Water, Digitisation, Sustainable livelihood, Institutional Building and Social Causes. An annual report on CSR activities of the Company for the financial year 2025-26 is annexed as **Annexure V** to this Report.

20. CORPORATE GOVERNANCE

Your Company is committed to maintain the highest standards of Corporate Governance and adheres to the Corporate Governance requirements set out by the SEBI. The report on Corporate Governance as stipulated under the SEBI Listing Regulations forms part of this Integrated Annual Report.

Your Company has duly complied with the Corporate Governance requirements as set out under Chapter IV of the SEBI Listing Regulations and M/s. Mitesh J. Shah & Associates, Company Secretaries, vide their certificate dated May 7, 2026, have confirmed that the Company is and has been compliant with the conditions stipulated in the Chapter IV of the SEBI Listing Regulations. The said certificate is annexed as **Annexure VI** to this Report.

21. DIVIDEND DISTRIBUTION POLICY

In terms of Regulation 43A of the SEBI Listing Regulations, your Company has formulated a Dividend Distribution Policy, with an objective to provide the dividend distribution framework to the Stakeholders of the Company. The policy sets out various internal and external factors, which shall be considered by the Board in determining the dividend pay-out. The policy is available on the website of the Company at <https://www.ablbi.in/wp-content/uploads/2025/06/Dividend-Distribution-Policy.pdf>

22. BUSINESS RESPONSIBILITY AND SUSTAINABILITY REPORT

Your Company’s sustainability initiatives are aligned with the Aditya Birla Group’s sustainability vision and Sustainable Business Framework. In accordance with our sustainability vision and in terms of Regulation 34(2)(f) of the SEBI Listing Regulations, a ‘Business Responsibility and Sustainability Report’ forms part of this Integrated Annual Report.

The Company’s BRSR includes our responses to questions about our practices and performance on key principles defined by SEBI Listing Regulations as amended from time to time, which cover topics across all ESG dimensions. Further SEBI vide its Master Circular HO/49/14/14(7)2025-CFD-POD2/I/3762/2026 dated January 30, 2026, updated the format of BRSR to incorporate BRSR core, a subset of BRSR indicating specific KPIs under nine principles of business responsibility which are subject to mandatory reasonable assurance by an independent assurance provider. In compliance with this requirement, the Company has received a certificate from BSI Group India Private Limited as the assurance provider for BRSR Core.

23. DISCLOSURES PURSUANT TO THE SEXUAL HARASSMENT OF WOMEN AT THE WORKPLACE (PREVENTION, PROHIBITION AND REDRESSAL) ACT, 2013

Your Company has in place a policy on Prevention of Sexual Harassment at Workplace, which is in line with requirements of the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 (“POSH Act”). The objective of this policy is to provide an effective complaint redressal mechanism if there is an occurrence of sexual harassment.

This policy is applicable to all employees, irrespective of their level and it also includes ‘Third Party Harassment’ cases i.e., where sexual harassment is committed by any person who is not an employee of the Company.

Your Company has also set up an Internal Complaints Committee at each of its administrative office(s) which is duly constituted in compliance with the provisions of the POSH Act. Further, the Company also conducts interactive sessions for all the employees, to build awareness amongst employees about the policy and the provisions of POSH Act.

The details of complaints related to sexual harassment, during the financial year 2025-26:

Sr. no.	Particulars	Pending as on March 31, 2025	Received during the year	Disposed off during the year	Pending for more than 90 days	Pending as on March 31, 2026
1	Employees (On roll)	0	5	5	0	0
2	Others (Off roll/3 rd party)	1	4	3	1	2
Total		1	9	8	1	2

24. COMPLIANCE WITH MATERNITY BENEFIT ACT, 1961

Your Company remains committed to supporting women employees by complying with the Maternity Benefit Act, 1961 and Code on Social Security, 2020 by introducing initiatives focused on their well-being, safety and career development.

The Aditya Birla Group’s Maternity Support Program is designed to support the health, well-being and worklife balance of women employees during and after pregnancy.

25. OTHER DISCLOSURES

In terms of the applicable provisions of the Act and SEBI Listing Regulations, your Company additionally discloses that, during the year under review:

- there was no change in the nature of business of your Company;
- there was no revision in the financial statements.
- it has not accepted any fixed deposits from the public falling under Section 73 of the Act read with the Companies (Acceptance of Deposits) Rules, 2014. Thus, as on March 31, 2026, there were no deposits which were unpaid or unclaimed and due for repayment, hence, there has been no default in repayment of deposits or payment of interest thereon;
- there were no material changes and commitment affecting financial position of the Company which have occurred between the end of the Financial year, to which the financial statement relates, and the date of the Report;
- it has not issued any shares with differential voting rights;
- it has not issued any sweat equity shares;
- no significant or material orders were passed by the regulators or courts or tribunals which impact the going concern status operations of your Company in future;
- it does not engage in commodity hedging activities;



- it has not made application or no proceeding is pending under the Insolvency and Bankruptcy Code, 2016 and
- it has not made any one-time settlement for the loans taken from the Banks or Financial Institutions.

It is further disclosed that:

- there is no plan to revise the financial statements or directors' report in respect of any previous financial year.
- particulars of the loans, guarantees and investments as required under Section 186 of the Act are disclosed in the financial statements of your Company for the year under review and
- details pertaining to unclaimed shares demat suspense account of your Company are disclosed in the 'General Shareholder Information' forming part of this Annual Report.

26. MATERIAL CHANGES OCCURRED DURING THE FINANCIAL YEAR 2025-26

- On April 22, 2025, Company received the certified copy of NCLT order dated March 27, 2025, sanctioning the Demerger Scheme;
- On May 1, 2025 the Demerger Scheme was effective, being first day of the month following the month in which all conditions precedents are satisfied.

27. ACKNOWLEDGEMENT

We take this opportunity to thank all the customers, members, investors, vendors, suppliers, business associates, bankers and financial institutions for their continuous support. We also thank the Central and State Governments and other regulatory authorities for their co-operation.

We acknowledge the patronage of the Aditya Birla Group and above all, we place on record our sincere appreciation for the hard-work, solidarity and contribution of each and every employee of the Company in driving the growth of the Company.

On behalf of the Board of Directors
For **Aditya Birla Lifestyle Brands Limited**

Place: Mumbai
Date: May 7, 2026

Sd/-
Ashish Dikshit
Managing Director
DIN: 01842066

Sd/-
Vishak Kumar
Deputy Managing Director & CEO
DIN: 09078653

ANNEXURE I

INFORMATION: REMUNERATION OF DIRECTORS & EMPLOYEES

Details pertaining to remuneration as required under Section 197(12) of the Companies Act, 2013
[read with Rule 5(1) of Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014]

- a) **Total number of permanent employees as on March 31, 2026:** 18,168
- b) **Median remuneration of employees for the financial year 2025-26:** ₹ 2,49,301
- c) **Percentage increase in the median remuneration of employees:** Nil⁽⁷⁾
- d) **Average percentile increase/(decrease) in the salaries of employees other than the managerial personnel for the financial year 2025-26:** Nil⁽⁷⁾
- e) **Average percentile increase/(decrease) in the salaries of the managerial personnel for the financial year 2025-26:** Nil⁽⁷⁾
- f) **Ratio of the remuneration of each director to the median remuneration of the employees; and percentage increase/(decrease) in remuneration of each Director, Chief Financial Officer, Chief Executive Officer, Company Secretary in the financial year 2025-26:**

Sr. no.	Name	Designation	Increase/ (decrease) %	Ratio to median remuneration ⁽³⁾
Non-Executive / Independent Directors ⁽²⁾				
1	Mr. Aryaman Vikram Birla	Non- Executive Director	-	1.20
2	Ms. Ananyashree Birla	Non- Executive Director	-	0.90
3	Mr. Arun Adhikari	Independent Director	-	4.40
4	Mr. Preeti Vyas	Independent Director	-	1.51
5	Mr. Sunirmal Talukdar	Independent Director	-	3.84
6	Mr. Yogesh Chaudhary	Independent Director	-	1.89
7	Mr. Venkatesh Mysore	Independent Director	-	1.51
8	Mr. Nish Bhutani	Independent Director	-	3.51
9	Mr. Pankaj Sood*	Non- Executive Director	-	-
Executive Directors ⁽²⁾				
10	Mr. Ashish Dikshit	Managing Director	-	137.20
11	Mr. Vishak Kumar	Deputy Managing Director & CEO	-	216.06
Key Managerial Personnel				
12	Mr. Dharmendra Lodha (w.e.f. May 15, 2025)	Chief Financial Officer	-	102.01
13	Mr. Rajeev Agrawal (w.e.f. May 15, 2025 till November 30, 2025)	Company Secretary	-	19.92
14	Ms. Sonia Bhandari (w.e.f. February 16, 2026)	Company Secretary	-	2.16

* Mr. Pankaj Sood has requested a waiver of any sitting fees and all other forms of remuneration.



ANNEXURE I

g) Affirmation that the remuneration is as per the Remuneration Policy of the Company:

It is hereby affirmed that the remuneration paid to Directors, Key Managerial Personnel and Senior Management is as per Executive Remuneration Philosophy/Policy of the Company.

Note:

- (1) Pursuant to the Scheme of Demerger, the Managerial Personnel and employees were transferred to the Company effective from May 1, 2025. Consequently, there are no comparable figures for the previous financial year.
- (2) All Directors have been appointed in the financial year 2025-26, hence there are no comparable figures for the previous financial year.
- (3) The figures include only the fixed salary component.

ANNEXURE II

FORM NO. MR-3
SECRETARIAL AUDIT REPORT
FOR THE FINANCIAL YEAR ENDED ON MARCH 31, 2026

[Pursuant to section 204(1) of the Companies Act, 2013 and Rule No.9 of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014]

To,
The Members,
Aditya Birla Lifestyle Brands Limited
Piramal Agastya Bldg 'A', 401, 403,
501, 502, LBS Road, Kurla,
Mumbai-400070, Maharashtra, India.

We have conducted the secretarial audit of the compliance of applicable statutory provisions and the adherence to good corporate practices by **Aditya Birla Lifestyle Brands Limited** bearing **CIN: L46410MH2024PLC423195**, having its registered office at Piramal Agastya Bldg 'A', 401, 403, 501, 502, LBS Road, Kurla, Mumbai-400070, Maharashtra, India (hereinafter called "the Company"). Secretarial Audit was conducted in a manner that provided us a reasonable basis for evaluating the corporate conducts/statutory compliances and expressing our opinion thereon.

Based on verification of the Company's books, papers, minute books, forms and returns filed and other records maintained by the Company and also the information provided by the Company, its officers, agents and authorized representatives during the conduct of secretarial audit, We hereby report that in our opinion, the Company has, during the audit period covering the financial year ended on **31st March, 2026** complied with the statutory provisions listed hereunder and also that the Company has proper board-processes and compliance-mechanism in place to the extent, in the manner and subject to the reporting made hereinafter:

We have examined the books, papers, minute books, forms and returns filed and other records maintained by the Company for the financial year ended on **31st March, 2026** according to the provisions of:

- i. The Companies Act, 2013 ("the Act") and the rules made thereunder;
- ii. The Securities Contracts (Regulation) Act, 1956 ("SCRA") and the rules made thereunder;
- iii. The Depositories Act, 1996 and the Regulations and Bye-laws framed thereunder;
- iv. Foreign Exchange Management Act, 1999 and the rules and regulations made thereunder to the extent of Foreign Direct Investment, Overseas Direct Investment and External Commercial Borrowings;
- v. The following Regulations and Guidelines prescribed under the Securities and Exchange Board of India Act, 1992 ("SEBI Act"):
 - a. The Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011;
 - b. The Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015;
 - c. Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021;
 - d. The Securities and Exchange Board of India (Registrars to an Issue and Share Transfer Agents) Regulations, 1993 regarding the Companies Act and dealing with client;



ANNEXURE II

- e. The Securities and Exchange Board of India (Depository and Participants) Regulations 2018;
- f. The Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018 and amendments from time to time;
- g. The Securities and Exchange Board of India (Issue and Listing of Non-Convertible Securities) Regulations, 2021;
- h. The Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2021; **(There were no events requiring compliance during the audit period)**
- i. The Securities and Exchange Board of India (Buyback of Securities) Regulations, 2018; **(There were no events requiring compliance during the audit period)**
- j. The Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.
- vi. The Management has identified and confirmed the following laws as specifically applicable to the Company:

1. The Employees Provident Fund and Miscellaneous Provisions Act, 1952.

2. The payment of Gratuity Act, 1972.

3. The Payment of Bonus Act, 1965.

4. The Employee State Insurance Act, 1948.

5. The Income Tax Act, 1961.

6. Shops and Establishment Act, 1953

7. The Consumer Protection Act, 2019

8. The Legal Metrology Act, 2009

9. The Factories Act of 1948 and the rules, notifications issued thereunder.

We have also examined compliance with the applicable clauses of the following:

- i. Secretarial Standards with regard to Meeting of the Board of Directors (SS-1), General Meeting (SS-2), Secretarial Standard on Dividend (SS-3) and Secretarial Standard on Report of the Board of Directors (SS-4) issued by The Institute of Company Secretaries of India.
- ii. The Listing Agreements entered into by the Company with Stock Exchange(s) read with the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015

During the period under review the Company has complied with the provisions of the Act, Rules, Regulations, Guidelines, Standards, etc. mentioned above.

We report that:

- The Board of Directors of the Company was duly constituted with proper balance of Executive Directors, Non-Executive Directors and Independent Directors. The changes in the composition of the Board of Directors that took place during the period under review were carried out in compliance with the provisions of the Act.
- Adequate notice was given to all Directors to schedule the Board Meetings, agenda and detailed notes on agenda were sent at least seven days in advance, and a system exists for seeking and obtaining further information and clarifications on the agenda items before the meeting for meaningful participation in the meeting.

- The decisions of the Board Meetings were carried out with requisite majority.
- As informed, the Company has responded appropriately to notices received from various statutory / regulatory authorities including actions for corrective measures, wherever found necessary.

We further report that there are adequate systems and processes in the company commensurate with the size and operations of the company to monitor and ensure compliance with applicable laws, rules, regulations and guidelines.

We further report that during the audit period, the Company had following specific events/actions having a major bearing on the Company's affairs:

1. Issuance of Commercial Paper

During the period under review, the Company at its Board Meeting held on May 20, 2025 has approved the issuance of Commercial Paper by the Company upto an amount not exceeding Rs. 500 Crore (Rupees Five Hundred Crore only) in one or more tranches, from time to time.

2. Listing of Equity Shares of the Company on BSE Limited & National Stock Exchange of India Limited (“Stock Exchanges”)

During the period under review, consequent to the Scheme of Arrangement between Aditya Birla Fashion and Retail Limited, Aditya Birla Lifestyle Brands Limited (“Company”) and their respective shareholders and creditors (“the Scheme”), effective from May 1, 2025, the Company was proposed to be listed on the BSE Limited & National Stock Exchange of India Limited (“Stock Exchanges”) and in accordance with the requirements of the Companies Act, 2013 (“Act”) & Securities and Exchange Board of India (Listing Obligation and Disclosure Requirements Regulations) 2015 and subsequently the Company got listed on the stock exchanges on June 23, 2025.

3. Issuance of Non-convertible Debentures (“NCDs”)

During the period under review, the Board of Directors of the Company at its Board Meeting held on February 02, 2026 has approved the issuance of Non-Convertible Debentures (“NCDs”), by way of private placement, for an aggregate amount of up to Rs. 500 Crore (Rupees Five Hundred Crore only).

4. Allotment of Equity Shares under Aditya Birla Lifestyle Brands Limited Special Purpose Employee Stock Option Scheme (ABLBL ESOP Scheme 2017 & ABLBL TCNS ESOP Scheme):

The Company at its meeting as mentioned below approved the following allotments under the ESOP Scheme:

Sr. No.	Type of Meeting	Date of Meeting	Number of Shares (Face value of Rs. 10/- each)
1.	NRC Meeting (through circular resolution)	October 16, 2025	2,09,236
2.	NRC Meeting (through circular resolution)	January 14, 2026	5,500
3.	NRC Meeting (through circular resolution)	March 4, 2026	12,140

For Mitesh Shah & Co.

(Company Secretaries)

Mitesh J. Shah

Partner
FCS No. 10070
C. P. No. 12891
FRN: P2025MH104700
Peer Review Certificate No. 6638/2025
UDIN: F010070H000294299

Date: May 7, 2026

Place: Mumbai

This Report is to be read with our letter of even date which is annexed as ‘Annexure A’ and forms an integral part of this report.



ANNEXURE II



Annexure A

Our report of even dated is to be read along with this letter:

Management’s Responsibility Statement

- i. Maintenance of secretarial records is the responsibility of the management of the Company. Our responsibility is to express an opinion on these secretarial records based on my audit.

Auditor’s Responsibility Statement

- ii. We have followed the audit practices and processes as were appropriate to obtain responsible assurance about the correctness of the contents of secretarial records. The verification was done on test basis to ensure that correct facts are reflected in secretarial records. I believe that the processes and practices that we follow provide a responsible basis for opinion.
- iii. We have not verified the correctness and appropriateness of financial records and books of accounts of the Company.
- iv. Wherever required, we have obtained the management representation about the compliance of laws, rules and regulations and happening of events etc.

Disclaimer

- v. The compliance of the provisions of corporate and other applicable laws, rules, regulations, standards is the responsibility of management. Our examination was limited to verification of procedures on test basis.
- vi. The secretarial audit report is neither an assurance as to the future viability of the Company nor the efficacy or effectiveness with which the management has conducted the affairs of the Company.
- vii. Due to the inherent limitations of an audit including internal, financial, and operating controls, there is an unavoidable risk that some misstatements or material non-compliances may not be detected, even though the audit is properly planned and performed in accordance with audit practices.

For Mitesh Shah & Co.
(Company Secretaries)

Mitesh J. Shah
Partner
FCS No. 10070
C. P. No. 12891
FRN: P2025MH104700
Peer Review Certificate No. 6638/2025

ANNEXURE III



From No. AOC-1
PURSUANT TO FIRST PROVISO TO SUB SECTION (3) OF SECTION 129 OF COMPANIES ACT, 2013
READ WITH RULE (5) OF COMPANIES (ACCOUNTS) RULES, 2014

Statement containing salient features of the consolidated financial statement of Subsidiaries or associate companies / Joint Ventures

Part “A” – Subsidiaries

Sr. No.	1
Name of the subsidiary companies	Aditya Birla Garments Limited
Date since when subsidiary was acquired	May 1, 2025
Reporting period	2025-2026
Reporting currency	INR (In Crore)
Share capital	55
Reserves & surplus	19.05
Total assets	292.02
Total liabilities	217.97
Investments	16.34
Turnover	247.99
Profit / (Loss) before taxation	40.77
Provision for taxation	4.28
Profit / (Loss) after taxation	36.49
Proposed Dividend	-
% of shareholding	100%

- 1. Names of subsidiaries which are yet to commence operations: None
- 2. Names of subsidiaries which have been liquidated or sold during the year: None

Part “B” – Associate and Joint Ventures: Nil. The Company does not have any associates or joint ventures

On behalf of the Board of Directors
For Aditya Birla Lifestyle Brands Limited

sd/-
Ashish Dikshit
Managing Director
(DIN: 01842066)

sd/-
Vishak Kumar
Deputy Managing Director & CEO
(DIN: 09078653)

sd/-
Dharmendra Lodha
Chief Financial Officer

sd/-
Rameez Shaikh
Company Secretary
& Compliance Officer
Membership No. A24939



ANNEXURE IV

DISCLOSURE OF PARTICULARS WITH RESPECT TO CONSERVATION OF ENERGY, TECHNOLOGY ABSORPTION AND FOREIGN EXCHANGE EARNINGS AND OUTGO AS PRESCRIBED UNDER RULE 8(3) OF THE COMPANIES (ACCOUNTS) RULES, 2014

A. CONSERVATION OF ENERGY

I. The steps taken or impact on conservation of energy:

- Energy conservation measures at your Company are looked at in synergy with Carbon Footprint and Green Building initiatives and your Company has taken actions to reduce its energy & carbon footprint.
- Your Company is in constant endeavour to reduce energy consumption and implemented various initiatives across our operations, including ensuring optimum internal and external lighting, installation of LED lights, VFDs and efficient equipment's and also designing new facilities and stores embracing green concepts.
- Your Company is also exploring innovative and scalable opportunities to further enhance operational efficiency across facility and retail spaces to cut down on overall energy usage and progress further in the decarbonization journey.

II. The steps taken by the Company for utilizing alternate sources of energy:

- ~69.1% of our total energy requirement is met through renewable energy sources with help of increasing use of renewable electricity and renewable fuel. Solar rooftop plant with capacity of 3.9 MWp has been operational across 10 facilities (i.e. 7 factories and 3 warehouses) enabling us to generate more than ~25.4 Lakh units (kWh) which resulted in reduction of 1870 tCO2e (tons of Carbon Dioxide equivalent) emissions.
- Further, usage of 6,820 Tons of briquettes (biomass and wood) in the boilers, as a renewable fuel for steam generation at the manufacturing units of the Company, has cut down significant amount of Greenhouse Gas emissions.

III. Capital Investment on energy conservation equipment:

Your Company has made not made any capital investment in energy conservation equipment during the financial year under review.

B. TECHNOLOGY ABSORPTION

In case of imported technology (imported during the last three years reckoned from the beginning of the financial year): There has been no import of technology in the financial year 2025-26.

C. FOREIGN EXCHANGE EARNINGS AND OUTGO

- Foreign exchange earnings for the year under review: ₹ 214.19 Crore (vis-à-vis ₹ 188.37 Crore during the previous year).
- Foreign exchange outgo for the year under review: ₹ 909.13 Crore (vis-à-vis ₹ 798.58 Crore during the previous year).

ANNEXURE V

ANNUAL REPORT ON CORPORATE SOCIAL RESPONSIBILITY ACTIVITIES FOR THE FINANCIAL YEAR 2025-26

1. Brief outline on CSR Policy of the Company:

- To actively contribute to the social and economic development of the communities in which the Company operates. In doing so, build a better, sustainable way of life for the weaker sections of society, to contribute effectively towards inclusive growth and raise the country's human development index.
- Projects of the Company focus on education, healthcare & sanitation, sustainable livelihood, water and digitization epitomising a holistic approach to inclusive growth.

2. Composition of CSR Committee:

Sr. No.	Name of Director	Designation*/ Nature of Directorship	Meetings held during the year	Meetings attended during the year
1.	Mr. Ashish Dikshit	Chairperson (MD)	1	1
2.	Mr. Jagdish Bajaj#	Member (NED)	1	1
3.	Mr. Anil Malik#	Member (NED)	1	1
4.	Mr. Nish Bhutani#	Member (ID)	0	0
5.	Ms. Preeti Vyas#	Member (ID)	0	0
6.	Mr. Yogesh Chaudhary#	Member (ID)	0	0

Permanent Invitees: Mrs. Rajashree Birla, Chairperson, Aditya Birla Centre for Community Initiatives and Rural Development and Dr. (Mrs.) Pragnya Ram, Group Executive President CSR, Legacy Documentation & Archives

Note:

* MD: Managing Director; NED: Non-Executive Director; ID: Independent Director;

#Due to reconstitution of the Committee by the Board on May 20, 2025, Mr. Jagdish Bajaj and Mr. Anil Malik ceased to be the members of the Committee and Mr. Nish Bhutani, Ms. Preeti Vyas and Mr. Yogesh Chaudhary were appointed as members.

3. Composition of CSR Committee, CSR Policy and CSR projects approved by the Board are disclosed on the website of the company as mentioned below:

- (i) Composition of CSR Committee : <https://www.ablbl.in/corporate-governance/>
- (ii) CSR Policy : <https://www.ablbl.in/wp-content/uploads/2025/06/Corporate-Social-Responsibility-Policy.pdf>
- (iii) CSR Projects : <https://www.ablbl.in/csr/>

4. Details of Impact assessment of CSR projects carried out in pursuance of sub-rule (3) of rule 8 of the Companies (Corporate Social Responsibility Policy) Rules, 2014, if applicable (attach the report). - Not Applicable

5. Details of the amount available for set off in pursuance of sub-rule (3) of rule 7 of the Companies (Corporate Social Responsibility Policy) Rules, 2014 and amount required for set off for the financial year, if any: Nil

6. Average net profit/(loss) of the company as per section 135(5): ₹ 91.19 Crore



ANNEXURE V

7.
- (a)

Two percent of average net profit of the company as per section 135(5): ₹ 1.82 Crore
- (b)

Surplus arising out of the CSR projects or Programmes or activities of the previous financial years: Nil
- (c)

Amount required to be set off for the financial year, if any: Nil
- (d)

Total CSR obligation for the financial year (7a+7b- 7c): ₹ 1.82 Crore
8.
- (a)

CSR amount spent or unspent for the financial year:

Total Amount spent for the Financial Year (₹ in Cr)		Amount Unspent (₹ in Cr)			
		Total Amount transferred to Unspent CSR Account as per section 135(6)		Amount transferred to any fund specified under Schedule VII as per second proviso to section 135(5)	
		Amount	Date of transfer	Name of the Fund	Date of transfer
	2.23			Not Applicable	

(b) Details of CSR amount spent against ongoing projects for the financial year:

Sr. No.	Name of the Project	Item from the list of activities in Schedule VII to the Act	Local area (Yes/ No)	Location of the project		Project durationq	Amount allocated for the project (in ₹)	Amount spent in the current financial Year (in ₹)	Amount transferred to Unspent CSR Account for the project as per Section 135(6) (in ₹)	Mode of Implementation- Direct (Yes/ No)	Mode of Implementation - Through Implementing Agency	
				State	District						Name	CSR Registration number
Not Applicable												

(c) Details of CSR amount spent against other than ongoing projects for the financial year:

Sr. No.	Name of the Project	Item from the list of activities in schedule VII to the Act	Local area (Yes/ No)	Location of the project		Amount spent for the project (₹ in Cr)	Mode of implementation- Direct (Yes/No)	Mode of implementation - Through implementing agency	
				State	District			Name	CSR registration number
1. Village Development Project, Karnataka and Tamil Nadu (“Project”)									
1.1	Education	(ii) & (vii)	Yes	Karnataka and Tamil Nadu	Bengaluru, Ramanagara and Krishnagiri	1.84	No	Aditya Birla Fashion and Retail Jan Kalyan Trust	CSR00005147
1.2	Health & Sanitation	(i)							
1.3	Sustainable Livelihood	(ii) & (iii)							
1.4	Water & Watershed	(iv)							
1.5	Digitalization	(X)							
1.6	Others	(X)							

Sr. No.	Name of the Project	Item from the list of activities in schedule VII to the Act	Local area (Yes/ No)	Location of the project		Amount spent for the project (₹ in Cr)	Mode of implementation-Direct (Yes/No)	Mode of implementation - Through implementing agency				
				State	District			Name	CSR registration number			
2. Village Development Project, Odisha (“Project”)												
2.1	Education	(ii)	Yes	Odisha	Khordha	0.24	No	Aditya Birla Fashion and Retail Jan Kalyan Trust	CSR00005147			
2.2	Health and Sanitation	(i)										
2.3	Sustainable Livelihood	(ii) & (iii)										
2.4	Water & Watershed	(iv)										
2.5	Digitalization	(X)										
3. Village Development Project, Andhra Pradesh (“Project”)												
3.1	Education	(ii)	Yes	Andhra Pradesh	YSR Kadapa	0.15						
3.2	Health and Sanitation	(i)										
3.3	Sustainable Livelihood	(ii) & (iii)										
3.4	Water & Watershed	(iv)										
3.5	Digitalization	(X)										
TOTAL						2.23						

- (d)
- Amount spent in Administrative Overheads: Nil
- (e)
- Amount spent on Impact Assessment, if applicable: Nil
- (f)
- Total amount spent for the Financial Year (8b+8c+8d+8e): ₹ 2.23 Cr
- (g)
- Excess amount for set off, if any:

Sr. No.	Particular	Amount (₹ in Cr)
(i)	Two percent of average net profit of the company as per section 135(5)	1.82
(ii)	Total amount spent for the Financial Year	2.23
(iii)	Excess amount spent for the financial year [(ii)-(i)]	0.41
(iv)	Surplus arising out of the CSR projects or programmes or activities of the previous financial years, if any	Nil
(v)	Amount available for set off in succeeding financial years [(iii)-(iv)]	0.41

9. a) Details of Unspent CSR amount for the preceding three financial years:

Sr. No.	Preceding Financial Year	Amount transferred to Unspent CSR Account under section 135 (6) (in ₹)	Balance Amount inUnspent CSR Account under section 135 (6) (in ₹)	Amount spent in the reporting Financial Year (in ₹)	Amount transferred to any fund specified under Schedule VII as per section 135(6), if any		Amount remaining to be spent in succeeding financial years (in ₹)	Deficiency, if any (in ₹)
					Amount(in ₹)	Date of transfer		
Nil								



ANNEXURE VI

(b) Details of CSR amount spent in the financial year for ongoing projects of the preceding financial year(s):

Sr. No.	Project ID	Name of the Project	Financial Year in which the project was commenced	Project duration	Total amount allocated for the project (in ₹)	Amount spent on the project in the reporting Financial Year (in ₹)	Cumulative amount spent at the end of reporting Financial Year (in ₹)	Status of the project- Completed/ Ongoing
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Not Applicable

10. Whether any capital assets have been created or acquired through Corporate Social Responsibility amount spent in the Financial Year (Yes/No): No If yes, enter the number of Capital Assets created/acquired: Not applicable
11. Specify the reason(s), if the company has failed to spend two percent of the average net profit as per section 135(5): Not Applicable

On Behalf of the Board of Directors
For Aditya Birla Lifestyle Brands Limited

Sd/-
Ashish Dikshit
Managing Director and
Chairperson of the CSR Committee
DIN: 01842066
Place: Mumbai
Date: May 7, 2026

COMPLIANCE CERTIFICATE ON CORPORATE GOVERNANCE
(In terms of Regulation 34(3) and Schedule V (E) of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015)

To,
The Members,
Aditya Birla Lifestyle Brands Limited
Piramal Agastya Bldg 'A', 401, 403,
501, 502, LBS Road, Kurla,
Mumbai-400070, Maharashtra, India

We have examined the compliance of conditions of Corporate Governance by Aditya Birla Lifestyle Brands Limited (hereinafter referred to as “the Company”), bearing Corporate Identification Number (CIN): L46410MH2024PLC423195, having its registered office at Piramal Agastya Bldg 'A', 401, 403, 501, 502, LBS Road, Kurla, Mumbai-400070, Maharashtra, India for the year ended on March 31, 2026, as stipulated in Regulation 17 to 27 and clauses (b) to (i) of sub-regulation (2) of regulation 46 and para C, D and E of Schedule V of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulation, 2015 ('Listing Regulations') pursuant to the Listing Agreement of the Company with Stock Exchanges.

The compliance of conditions of corporate governance is the responsibility of the management. Our examination was limited to the procedures and implementation thereof, adopted by the Company for ensuring compliance of the conditions of the corporate governance. It is neither an audit nor an expression of opinion on the Financial Statements of the Company.

In our opinion and to the best of our information and according to the explanations given to us, we hereby certify that the Company has complied with the conditions of Corporate Governance to the extent applicable, as stipulated in the provisions specified in chapter IV of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 read with Listing Agreement of the said Company with stock exchange.

We further state that such compliance is neither any assurance as to future viability of the Company nor the efficiency or effectiveness with which the management has conducted the affairs of the Company.

This certificate is issued solely for the purpose of complying with the aforesaid Regulations and may not be suitable for any other purpose.

For Mitesh Shah & Co.
(Company Secretaries)

Mitesh J. Shah
Partner
FCS No. 10070
C. P. No. 12891
FRN: P2025MH104700
Peer Review Certificate No. 6638/2025
UDIN: F010070H000294244

Date: 07th May, 2026
Place: Mumbai

CORPORATE GOVERNANCE REPORT

Company’s Philosophy on Corporate Governance

Aditya Birla Group (“Group/ABG”) is committed towards the adoption of the best Corporate Governance practices and its adherence in the true spirit, at all times. As a part of the Group, at Aditya Birla Lifestyle Brands Limited (“Your Company”/ “ABLBL”), we feel proud to belong to a Group whose visionary founders laid the foundation stone for good governance long back and made it an integral principle of the business. These are demonstrated in our Group Chairman’s Vision, Group’s purpose and values as mentioned below:



“At the core, good governance is about ensuring fair outcomes. The pre-requisite to achieving a fair outcome in the eyes of all stakeholders, is to first build trust. Trust is the foundation of corporate governance.”

Mr. Kumar Mangalam Birla
Chairman, Aditya Birla Group

“To enrich lives, by building dynamic and responsible businesses and institutions, that inspires trust.”
Aditya Birla Group Purpose

Five Values of the Group are encapsulated as:



Integrity

Acting and taking decisions in a manner that is fair and honest. Following the highest standards of professionalism and being recognised for doing so. Integrity for us means not only financial and intellectual integrity, but encompasses all other forms as are generally understood.



Commitment

On the foundation of integrity, doing all that is needed to deliver value to all stakeholders. In the process, being accountable for our own actions and decisions, those of our team and those on the part of the organisation for which we are responsible.



Passion

An energetic, intuitive zeal that arises from emotional engagement with the organisation that makes work joyful and inspires each one to give his or her best. A voluntary, spontaneous and relentless pursuit of goals and objectives with the highest level of energy and enthusiasm.



Seamlessness

Thinking and working together across functional groups, hierarchies, businesses and geographies. Leveraging diverse competencies and perspectives to garner the benefits of synergy while promoting organisational unity through sharing and collaborative efforts.



Speed

Responding to internal and external customers with a sense of urgency. Continuously striving to finish before deadlines and choosing the best rhythm to optimise organisational efficiencies.

Your Company’s philosophy on Corporate Governance lies in achieving the highest level of integrity, transparency, accountability, sustainability and ethical behaviour in all aspects. Your Company governance philosophy rests on five basic tenets viz, accountability towards all stakeholders, transparency and timely disclosures, strategic guidance and effective monitoring, high standards of ethics, equitable treatment and protection of minority interests and rights.

Your Company confirms compliance with the Corporate Governance requirements as stipulated in the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended from time to time (‘SEBI Listing Regulations’), the details of which are as set out hereunder:

The Board of Directors (“Board”)

The Board is at the core of the corporate governance system of the Company. The Board is committed towards adherence of sound principles of corporate governance and plays a crucial role in overseeing how the management serves the short and long-term interests of the members and other stakeholders. This belief is reflected in the governance practices of the Company, under which it strives to maintain an effective, informed and independent Board.

Composition of the Board

Your Company has a balanced and diverse Board, which includes independent professionals and conforms to the provisions of the Companies Act, 2013, (“the Act”) and the SEBI Listing Regulations.

The Directors possess the necessary qualifications, experience, and expertise in their respective functional areas, enabling them to effectively fulfil their responsibilities and provide strong leadership to the management. In structuring the Board, various factors are taken into account, including educational background, professional experience, gender diversity, skills, and overall knowledge, among others.

Our Company’s Board comprises of 11 (Eleven) Directors, out of which 6 (Six) are Independent Directors, 3 (Three) are Non-executive Directors and 2 (Two) are Executive Director. Our Company’s Board comprises of 2 (two) Women Directors, out of which 1 (One) is an Independent Director.

This composition reflects a balanced mix of executive and non-executive leadership, with a strong presence of Independent Directors.

The Company’s governance framework is anchored in the highest standards of business ethics and corporate governance. It is guided by well-defined principles that promote transparency, accountability, and fairness in all dealings.

Board Profiles

Brief profiles of the Directors, including their areas of expertise, other directorships, committee memberships, and shareholding in the Company, are provided below.

MS. ANANYASHREE BIRLA



Non-Executive Director

DIN: 06625036
Age: 31 years
Date of Appointment: May 20, 2025
Term ending date: Liable to retire by rotation
Inter-se Relationship: Yes <i>Sister of Mr. Aryaman Vikram Birla</i>
Shareholding: Nil
Board Memberships in other Indian listed companies
1. Aditya Birla Fashion and Retail Limited: Non-executive Director
2. Grasim Industries Limited: Non-executive Director
3. Hindalco Industries Limited: Non-executive Director
Directorship(s) in public companies: 4
Committee position: Chairperson — 1 Member — 2
Area of expertise
Corporate Governance, Legal & Compliance
Financial Literacy
General Management
Human Resource Development
Industry Knowledge
Technology, Digitisation & Innovation
Marketing
Risk Management
Strategic Expertise
Sustainability

Profile:

Ms. Ananyashree Birla is a businesswoman, artist and the fifth generation of the illustrious Birla family.

She started Svatantra Microfin at the age of 17. In one of the largest deals in the industry, Svatantra acquired Chaitanya India Fin Credit. Svatantra is the second largest and best performing microfinance institutions in India. With a team strength of over 24,500 across over 2100 branches spread over 20 states and a combined AUM of about 24,000 Cr. (as on 31st March 2026), Svatantra finances entrepreneurs who power India’s growth story. Svatantra secured the largest PE investment deal in the microfinance sector, amounting to INR 1930 Cr. (\$230 million), with investments from Advent International and Multiples. The AA graded organization (highest rating in the sector) was awarded the best microfinance organization of the year and has been placed in the top 25 best places to work in its segment by globally recognized Great Places To Work 2020. In addition, Svatantra MHFC, her micro housing arm, is the only housing institution to focus on the EWS/LIG segment, and to have a completely branchless model. It was also named as one of the top 50 Great Places to Work in the mid-size category.

Founded Birla Cosmetics, Birla AI Labs and Birla Studios and serves on the boards of Aditya Birla Management Corporation, Grasim, Aditya Birla Education Trust, Aditya Birla Fashion and Retail and Aditya Birla Lifestyle Brands. She is playing a pivotal role in shaping the way for key growth areas such as real estate and global commodities trading.

MR. ARYAMAN VIKRAM BIRLA



Non-Executive Director

DIN: 08456879
Age: 28 years
Date of Appointment: May 20, 2025
Term ending date: Liable to retire by rotation
Inter-se Relationship: Yes <i>Brother of Ms. Ananyashree Birla</i>
Shareholding: 2,68,000 Equity Shares
Board Memberships in other Indian listed companies
1. Aditya Birla Fashion and Retail Limited: Non-executive Director
2. Grasim Industries Limited: Non-executive Director
3. Hindalco Industries Limited: Non-executive Director
Directorship(s) in public companies: 5
Committee position: Chairperson — Nil Member — Nil
Area of expertise
Corporate Governance, Legal & Compliance
Financial Literacy
General Management
Human Resource Development
Industry Knowledge
Technology, Digitisation & Innovation
Marketing
Risk Management
Strategic Expertise
Sustainability

Profile:

Mr. Aryaman Vikram Birla is a seventh-generation member of the Birla family and part of the leadership team of the Aditya Birla Group. He leads the Group’s portfolio strategy agenda, alongside its Fashion, Renewables, Hospitality, and Venture Capital businesses. Aryaman has played a leading role in several of the Group’s most important strategic initiatives, spanning landmark acquisitions, primary capital raises, new consumer platforms, venture investments, and global partnerships. Most recently, he spearheaded the Group’s \$1.8 billion acquisition of Indian Premier League franchise Royal Challengers Bengaluru (RCB), alongside marquee partners including Blackstone, Bolt Ventures, and the Times Group. Following completion of the transaction, he will assume the Chairmanship of RCB. He has also helped shape the Group’s next phase of growth across high-potential sectors. In Renewables, he led Aditya Birla Renewables’ primary capital raise from Global Infrastructure Partners, part of BlackRock, one of India’s largest primary capital infusions in the renewable energy sector, helping scale the Group’s clean energy platform. In Hospitality and consumer lifestyle, he led the acquisition of KA Hospitality and the partnership to bring Joe & The Juice to India, strengthening the Group’s presence across premium hospitality and lifestyle brands. Through Aditya Birla Ventures, he has also led minority investments across emerging sectors including consumer products, space technology, fintech, and other high-growth new-age businesses.

He serves on the board of the Aditya Birla Management Corporation Private Limited, the Group’s apex decision-making body, and is also a director on the boards of several key Group companies. Aryaman holds an MBA with Honours from Harvard Business School. Prior to joining the Aditya Birla Group, he was a first-class cricketer.

MR. ASHISH DIKSHIT



Managing Director

DIN: 01842066
Age: 56 years
Date of Appointment: April 9, 2024
Term ending date: April 30, 2030
Inter-se Relationship: No
Shareholding: 4,45,733 Equity Shares
Board Memberships in other Indian listed companies
1. Aditya Birla Fashion and Retail Limited: Managing Director
Directorship(s) in public companies: 8
Committee position: Chairperson — Nil Member — 3
Area of expertise
Corporate Governance, Legal & Compliance
Financial Literacy
General Management
Human Resource Development
Industry Knowledge
Technology, Digitisation & Innovation
Marketing
Risk Management
Strategic Expertise
Sustainability

Profile:

Mr. Ashish Dikshit is an alumnus of IIT-Madras (Electrical Engineering), IIM-Bangalore (MBA) and Harvard Business School (Advanced Management Program). Has over 30 years of experience in diverse roles across industries and functions. Started his career at Asian Paints before moving to Madura Fashion and Lifestyle Division of the Company, where he worked in its various functions ranging from Sales, Brand Management, Supply Chain and Sourcing over 15 years. He was appointed President of its Lifestyle (MFL) Business in 2007 and went on to become its CEO in 2012. Served as the Principal Executive Assistant to the Chairman of Aditya Birla Group, where he built strong knowledge across Group’s various businesses in multiple industry sectors, ranging from manufacturing businesses such as Metals, Cement, Textiles and Specialty chemicals to consumer businesses such as Telecom, Financial Services and Retail.

Was honoured with the Outstanding Leader Award in the year 2011 by the Chairman of the Aditya Birla Group.

He took over as the Managing Director of Aditya Birla Fashion and Retail Limited in February 2018 and Aditya Birla Lifestyle Brands Limited in May, 2025.

MR. VISHAK KUMAR



Deputy Managing Director & Chief Executive Officer

DIN: 09078653
Age: 53 years
Date of Appointment: May 1, 2025
Term ending date: April 30, 2030
Inter-se Relationship: No
Shareholding: 3,53,871 Equity Shares
Board Memberships in other Indian listed companies — Nil
Directorship(s) in public companies:
Committee position: Chairperson — Nil Member — Nil
Area of expertise
Corporate Governance, Legal & Compliance
Financial Literacy
General Management
Human Resource Development
Industry Knowledge
Technology, Digitisation & Innovation
Marketing
Risk Management
Strategic Expertise
Sustainability

Profile:

Mr. Vishak Kumar is an IIM Bangalore alumnus and a computer engineer from BIT Ranchi

He was a CEO of Madura Fashion & Lifestyle (Madura), a business unit of Aditya Birla Fashion and Retail Limited.

He joined the Madura business in 1995 as a Management Trainee.

During his 30-year long stint, he has worked across functions and occupied various roles in sales, marketing and retail. Prior to his stint as CEO of Madura, he was the CEO of Aditya Birla Retail Limited, where he was instrumental in transforming the “More” Supermarket and Hypermarket business.

He has won multiple accolades for his stellar contribution to the fashion and retail industry. Within the ABG umbrella, in 2014, Vishak received the Aditya Birla Group ‘Chairman’s Award for Outstanding Leader’ for his exceptional contribution to the business. Vishak was honoured as “Leader of Leaders” at Aditya Birla Group’s Chairman’s Awards in 2022. In 2015, ABG conferred him with the prestigious ‘Aditya Birla Fellow’ title

MR. PANKAJ SOOD



Non- Executive Director

DIN: 05185378
Age: 50 years
Date of Appointment: May 23, 2025
Term ending date: Liable to retire by rotation
Inter-se Relationship: No
Shareholding: Nil
Board Memberships in other Indian listed companies: 1. Aditya Birla Fashion and Retail Limited: Nominee Director 2. Mphasis Limited: Nominee Director 3. Ather Energy Limited: Non-Executive Director
Directorship(s) in public companies: 5
Committee position: Chairperson — Nil Member — 1
Area of expertise
Corporate Governance, Legal & Compliance
Financial Literacy
General Management
Human Resource Development
Industry Knowledge
Technology, Digitisation & Innovation
Marketing
Risk Management
Strategic Expertise
Sustainability

Profile:

Mr. Pankaj Sood, is a post-graduate from Indian Institute of Management Calcutta (1999).

Mr. Sood holds Bachelor’s degree in Chemical Engineering from Indian Institute of Technology Kharagpur (1996).

He also heads the Private Equity (Direct Investments) business of GIC Singapore in India and Africa and has over 26 years of experience in private equity and M&A transactions in India.

Prior to joining GIC, he was an investment banker in India in Kotak Investment Bank, Ernst & Young and SBI Capital Markets.

MR. ARUN ADHIKARI



Independent Director

DIN: 00591057
Age: 72 years
Date of Appointment: May 20, 2025
Term ending date: January 19, 2029
Inter-se Relationship: No
Shareholding: Nil
Board Memberships in other Indian listed entities 1. Aditya Birla Fashion and Retail Limited: Independent Director 2. Aditya Birla Capital Limited: Independent Director 3. Voltas Limited: Independent Director 4. Hindalco Industries Limited: Independent Director
Directorship(s) in public companies: 5
Committee position: Chairperson — 1 Member — 8
Area of expertise
Financial Literacy
General Management
Marketing
Corporate Governance, Legal & Compliance
Risk Management
Strategic Expertise
Sustainability
Human Resource Development

Profile:

Mr. Arun Adhikari graduated with a B. Tech. (Chemical Engineering) degree from IIT, Kanpur; MBA from IIM Calcutta; Advanced Management Program at The Wharton School, University of Pennsylvania, USA.

He joined Hindustan Unilever Limited as Management Trainee in 1977 and was with Unilever throughout his full career and retired from Unilever in January 2014 as Senior Vice-President for Unilever Laundry Category across Asia and Africa (Singapore)

He has worked with McKinsey & Company in India as Senior Advisor from May 2014 for 4 years, supporting the Consumer Practice and working extensively with McKinsey clients across Consumer and non-Consumer businesses on Marketing and Sales strategy related areas.

Currently he serves as an Independent Director on the Boards of Aditya Birla Fashion and Retail Limited, Aditya Birla Lifestyle Brands Limited, Hindalco Industries Limited, Aditya Birla Capital Limited, Voltas Limited and Aditya Birla Sunlife Insurance Company Limited.

MR. NISH BHUTANI



Independent Director

DIN: 03035271
Age: 59 years
Date of Appointment: May 20, 2025
Term ending date: May 19, 2030
Inter-se Relationship: No
Shareholding: Nil
Board Memberships in other Indian listed companies — 1. Aditya Birla Fashion and Retail Limited: Independent Director
Directorship(s) in public companies: 1
Committee position: Chairperson — Nil Member — 2
Area of expertise
Financial Literacy
General Management
Marketing
Technology, Digitisation & Innovation
Risk Management
Strategic Expertise
Sustainability
Human Resource Development

Profile:

Mr. Nish Bhutani holds a degree in MBA (Honors) from Harvard University, and B.S. and M.S degrees in Engineering from Stanford University.

Has over 34 years of experience with digital and technology companies in Silicon Valley, UK and India.

He is a founder and serves as a CEO of Indiginus Learning Pvt. Ltd. and a Founder of Indiginus Inc.

MS. PREETI VYAS



Independent Director

DIN: 02352395
Age: 69 years
Date of Appointment: May 20, 2025
Term ending date: May 19, 2030
Inter-se Relationship: No
Shareholding: Nil
Board Memberships in other Indian listed companies 1. Aditya Birla Fashion and Retail Limited: Independent Director 2. Aditya Birla Real Estate Limited: Independent Director
Directorship(s) in public companies: 6
Committee position: Chairperson — 2 Member — 7
Area of expertise
Industry Knowledge
General Management
Marketing
Strategic Expertise
Sustainability
Technology, Digitisation & Innovation

Profile:

Ms. Preeti Vyas is an Independent entrepreneur who has steered Vyas Giannetti Creative to a top position in India as an Integrated Design and Communication Consultancy, with a portfolio of marquee clients.

Counted among 50 most influential women in India by Impact and Verve magazines. Ranked as one of the top creative minds by The Economic Times and named one of the 25 most Powerful Women in Indian business by Business Today.

Served on the juries of Cannes Awards, D&AD London, New York Festivals and others and involved in the design education space as a consultant for many institutions. Conferred with the Women Disruptors Life Time Achievement Award by Ad Gully and has been featured in two books; Sheroes amongst us, and Women and Money and also served on the Indian Design Council.

Currently an Independent Director on the Boards of Aditya Birla Fashion and Retail Limited, Aditya Birla Real Estate Limited, Aditya Birla Lifestyle Brands Limited, Novel Jewels Limited, Goodview Fashion Private Limited, Indivinity Clothing Retail Private Limited and Aditya Birla Renewables Limited.

MR. SUNIRMAL TALUKDAR



Independent Director

DIN: 00920608
Age: 74 years
Date of Appointment: May 20, 2025
Term ending date: December 5, 2026
Inter-se Relationship: No
Shareholding: Nil
Board Memberships in other Indian listed companies
1. Aditya Birla Fashion and Retail Limited: Independent Director
2. Aditya Birla Real Estate Limited: Independent Director
3. Sasken Technologies Limited: Independent Director
4. Vodafone Idea Limited: Independent Director
5. Sudarshan Colorants India Limited: Independent Director
Directorship(s) in public companies: 8
Committee position: Chairperson — 5 Member — 10
Area of expertise
General Management
Strategic Expertise
Corporate Governance, Legal & Compliance
Sustainability
Human Resource Development
Financial Literacy
Risk Management

Profile:

Mr. Sunirmal Talukdar is a Chartered Accountant from the Institute of Chartered Accountants of India and B.Sc. (Bachelor of Science) from St. Xavier’s College, Calcutta University. Retired as Group Executive President and Chief Financial Officer of Hindalco Industries Limited in 2012.

Has over 3 decades of rich & comprehensive experience backed by benchmark competence in the areas of Strategic & Tactical Planning, Mergers & Acquisitions, Corporate Governance, Project Evaluation & Financing, Equity & Debt Syndication, Internal Control/Audit Compliance, Direct, Indirect & International Taxation, Organizational Restructuring etc.

MR. VENKATESH SATYARAJ MYSORE



Independent Director

DIN: 01401447
Age: 67 years
Date of Appointment: May 20, 2025
Term ending date: May 19, 2030
Inter-se Relationship: No
Shareholding: Nil
Board Memberships in other Indian listed companies:
1. Aditya Birla Fashion and Retail Limited
Directorship(s) in public companies: 1
Committee position: Chairperson — Nil Member — Nil
Area of expertise
Industry Knowledge
General Management
Strategic Expertise
Risk Management
Marketing
Financial Literacy
Corporate Governance, Legal & Compliance
Sustainability

Profile:

Mr. Venkatesh Satyaraj Mysore holds a Bachelor of Arts (BA) and an MBA in Marketing & Finance from the University of Madras, and brings extensive experience across sports management, entertainment, and financial services. Since 2010, he has been serving as the CEO of The Knight Riders Group and Red Chillies Entertainment, where he has led the global expansion of the Knight Riders franchise in T20 cricket across multiple leagues, including the Caribbean Premier League (CPL), Major League Cricket (MLC), and the UAE T20 League.

Oversees Red Chillies Entertainment, a full-fledged studio engaged in content production, marketing, distribution, and cutting-edge VFX work in Bollywood and international films.

Previously had a distinguished career in financial services, including leadership roles at MetLife in the US, Indonesia, Hong Kong, and India.

Played a key role in establishing MetLife India as its first CEO/MD and securing its license through collaboration with IRDA. Later served as the India Country Head for Sun Life Financial of Canada, overseeing the Birla-Sun Life JV with ABG.

Holds significant affiliations, including independent directorship at Aditya Birla Fashion and Retail Limited, Aditya Birla Lifestyle Brands Limited, past chairmanship of AMCHAM Bangalore, and membership in YPO.

MR. YOGESH CHAUDHARY



Independent Director

DIN: 01040036
Age: 39 years
Date of Appointment: May 20, 2025
Term ending date: May 19, 2030
Inter-se Relationship: No
Shareholding: Nil
Board Memberships in other Indian listed companies: 1. Aditya Birla Fashion and Retail Limited: Independent Director
Directorship(s) in public companies: 5
Committee position: Chairperson — 3 Member — 5
Area of expertise
General Management
Technology, Digitisation & Innovation
Sustainability
Strategic Expertise
Risk Management
Industry Knowledge

Profile:

Mr. Yogesh Chaudhary is an experienced Entrepreneur and is a Director of Jaipur Rugs Company Limited, since last 20 years. Jaipur Rugs, makes handcrafted luxury Carpets and have a Group Turnover of more than ₹ 1000 Crores. They export Carpets to more than 100 countries and have stores in global cities like Milan, Dubai, London, Singapore, Shanghai, Beijing and Samara.

Mr. Chaudhary has immense entrepreneurial abilities with perfect business approach and has deep knowledge of Retail Sector. He is also a part of the prestigious Entrepreneurs Organization (EO).

Founding Partner of “Warmup Ventures”, a founder’s led sector agnostic technology focused Micro VC fund investing in seed and pre seed stages.

Independent Director on the Boards of the Aditya Birla Fashion and Retail Limited, Aditya Birla Lifestyle Brands Limited, Goodview Fashion Private Limited and House of Masaba Lifestyle Private Limited

- Note:
- 1. Directorship excludes this listed entity, foreign companies, private limited companies and Section 8 companies.
 - 2. Chairpersonship and membership of the Audit Committee and Stakeholders’ Relationship Committee have been considered as per Regulation 26(1)(b) of the SEBI Listing Regulations.

Meetings held: FY 2025-26

The Company complied with all the procedures stipulated under the Act and rules made thereunder and Secretarial Standards-I issued by Institute of Company Secretaries of India. During the year Board met 10 (Ten) times on April 3, 2025; April 23, 2025; May 1, 2025; May 15, 2025; May 20, 2025; May 23, 2025; August 13, 2025; November 4, 2025; February 2, 2026 and March 24, 2026. The maximum interval between any two meetings held during the year did not exceed 120 days. The necessary quorum was present for all the Board meetings. All the Directors attended at least 1 out of the 10 Board meetings held during the reporting period, thus, adhering to the meeting attendance criteria as per Section 167(1)(b) of the Act.

Directors Details, their attendance at Board and Committee Meetings during the year, at the last Annual General Meeting (“AGM”) and Directorships & Committee Chairmanships/ Memberships in other companies as on March 31, 2026:

In terms of the provisions of Section 165 and 184 of the Act and Regulation 17A and 26 of the SEBI Listing Regulations, the Directors provide necessary disclosures regarding positions held by them on the Board and/or Committees of other public and/or private companies in the first Meeting of the Board every financial year and post change in such disclosures, from time to time. The said disclosures are placed before the Board in its next Meeting (post receipt of disclosures) for noting.

Following are details pertaining to Board of Directors of the Company including their attendance at Board, Annual General Meeting (“AGM”) as on March 31, 2026:

Sr. No	Name and DIN	No. of Board Meetings Attended	Whether attended last AGM (Sept 23, 2025)
1.	Mr. Aryaman Vikram Birla <i>(Non-Executive Director)</i>	4 of 5	✓
2.	Ms. Ananyashree Birla <i>(Non-Executive Director)</i>	3 of 5	✓
3.	Mr. Ashish Dikshit <i>(Managing Director)</i>	10 of 10	✓
4.	Mr. Vishak Kumar <i>(Deputy Managing Director & CEO)</i>	7 of 7	✓
5.	Mr. Arun Adhikari <i>(Independent Director)</i>	5 of 5	✓
6.	Mr. Nish Bhutani <i>(Independent Director)</i>	5 of 5	✓
7.	Ms. Preeti Vyas <i>(Independent Director)</i>	5 of 5	✓
8.	Mr. Sunirmal Talukdar <i>(Independent Director)</i>	5 of 5	✓
9.	Mr. Yogesh Chaudhary <i>(Independent Director)</i>	4 of 5	✓
10.	Mr. Venkatesh Mysore <i>(Independent Director)</i>	5 of 5	✓
11.	Mr. Pankaj Sood <i>(Non-Executive Director)</i>	4 of 4	✓

Basis the disclosures received from the Directors as on March 31 2026, it is confirmed that none of the directors:

- (a) is on the Board of more than:
 - i. 20 (Twenty) companies;
 - ii. 10 (Ten) public limited companies;
 - iii. 7 (Seven) listed entities;
- (b) is a member in more than 10 (ten) Audit and/or Stakeholders Relationship Committees, across all public limited companies (including deemed public);
- (c) is a chairperson of more than 5 (Five) Audit and/or Stakeholders Relationship Committees across all public limited companies (including deemed public).



Appointment and tenure

All the Directors of the Company are appointed/re-appointed by the Members on the basis of recommendations of the Nomination and Remuneration Committee and Board.

Executive Directors:

The Executive Directors on the Board have been appointed as per the provisions of the Act and serve in accordance with the terms of the Board and Shareholders approval. They are appointed by the Shareholders for a period of five years but can be re-appointed on completion of the term, if eligible. Either party may terminate their employment by giving three months’ notice.

Non-Executive Directors (other than Independent Directors):

As per the Articles of Association of the Company, at least two-third of the Board members shall be retiring Directors, excluding Independent Directors. One-third of such Directors are required to retire every year and if eligible, the retiring Directors qualify for re-appointment.

Independent Directors:

As trustees of shareholders, Independent Directors play a pivotal role in upholding Corporate Governance norms and ensuring fairness in decision-making. Being experts in various fields, they also bring independent judgement on matters of strategy, risk management, controls and business performance.

All Independent Directors on the Board are Non-Executive Directors as defined under Regulation 16 of the SEBI Listing Regulations. Independent Directors may hold office for upto two consecutive terms of five years. As regards the appointment and tenure of the Independent Directors, the Company has complied with the provisions of the Act and the SEBI Listing Regulations. All the Independent Directors have confirmed that they meet the criteria of independence as mentioned under Section 149(6) of the Act and Regulation 16 of the SEBI Listing Regulations.

Further, in opinion of the Board, the Independent Directors fulfil the conditions specified in Regulation 16 and 25 of the SEBI Listing Regulations and are independent of the management.

The Independent Directors on the Board of your Company are experienced, competent and highly respected individuals in their respective fields, which brings an ideal mixture of expertise, professionalism, knowledge and experience to the table.

Separate meeting of Independent Directors:

Pursuant to Schedule IV of the Act and Regulation 25 of the SEBI Listing Regulations, the Independent Directors met once during the year i.e., on February 16, 2026, without the presence of Non-Independent Directors, Executive Directors or management representatives. The Independent Directors *inter alia* discussed the performance of the Board, Non-Independent Directors and the management of the Company and assessed the quality, quantity and timeliness of flow of necessary information between the management and the Board, required for the Board to effectively and reasonably perform its duties.

Evaluation criteria for Independent Directors:

The performance of the Independent Directors of the Company is evaluated on the criteria more particularly as to how an Independent Director:

- i. invests time in understanding the Company and its unique requirements;
- ii. brings in external knowledge and perspective to the table for discussions at the meetings;
- iii. expresses his/her views on the issues discussed at the Board and
- iv. keeps himself/herself current on areas and issues that are likely to be discussed at the Board level.

Pursuant to the amendment in the SEBI Listing Regulations, in addition to the above criteria the evaluation criteria for Independent Directors also include fulfilment of the independence criteria as specified in Section 149(6) of the Act and Regulation 16(1)(b) of the SEBI Listing Regulations and their independence from the management.

Board Evaluation

An evaluation mechanism is carried out among the Board, its committees and individual members based on various criteria as per the provisions of the Act, SEBI Listing Regulations and Company’s framework adopted by the NRC and approved by Board.

Board Induction, Training and Familiarisation

In terms of the provisions of Regulation 25 of the SEBI Listing Regulations, your Company has framed a Familiarisation Programme for Independent Directors of the Company, structured into two parts i.e., ‘Induction’ and ‘Ongoing interaction’. This Programme aims to provide insights into the business of the Company, to enable the Independent Directors to understand their roles, rights, responsibilities in the Company, nature of the industry in which the Company operates, its business in depth and contribute significantly to the Company.

By way of an introduction/induction to the Company, presentations are also made to the newly appointed Independent Director (including Non-Executive Directors) on relevant information of the Company.

Formal letters of appointment have been duly issued to the Independent Directors.

Further, on an ongoing basis as a part of the agenda of meetings of the Board/Committee(s), presentations are regularly made to the Independent Directors on various matters *inter alia* covering the Company’s businesses and operations, strategy, risk management framework, industry and regulatory updates and other relevant matters.

The details of the ‘Familiarisation Programmes for Independent Directors’ are also available on the website of the Company i.e., <https://www.ablbi.in/wp-content/uploads/2026/05/Familirization-Programe-for-Independent-Directors.pdf>

The Board Committees (“The Committees”)

The Committees play a crucial role in the governance structure of the Company. The Committees are formed with the approval of the Board and function under their respective terms of references framed in accordance with the Companies Act, 2013 (“the Act”) and the SEBI Listing Regulations.

The Committees meet at regular intervals and take necessary steps to perform its duties entrusted by the Board. Each Committee demonstrates highest levels of governance standards and has the requisite expertise to handle issues relevant to their fields. These Committees devote time and provide focussed attention to various issues placed before them. The guidance provided by these Committees lend immense value and support, enhancing the efficiency of the decision-making process of the Board. The Board reviews the functioning of these Committees from time to time.

Mr. Ashish Dikshit, Managing Director of your Company, is a permanent invitee of the Committees (in which he is not a member). The Company Secretary of the Company, acts as the Secretary to all the Committees. They attended all the meetings/matters of the Board and Committees held during the financial year, except those in which they were interested and attendance at Board and Committee Meetings is provided separately in the Section of this report.

Board Committees’ Composition:

1. Audit Committee

The Audit Committee (“AC”) comprises of 3 Independent Director. The composition of the AC complies with the requirements of the Listing Regulations and the Act.

Your Company has a qualified and independent Audit Committee, which acts as an interface between the statutory and internal auditors, the management and the Board. All the members of the Audit Committee have the ability to read and understand the financial statements. The Chairperson of the Audit Committee possesses professional qualifications in the field of Finance and Accounting.

The scope of the Audit Committee has been defined by the Board of Directors in accordance with Regulation 18 and Part C of Schedule II of the SEBI Listing Regulations and applicable provisions of the Act.

This Committee, *inter-alia*, recommends appointment and remuneration of statutory auditors , internal auditors, reviews Company’s financial reporting processes & systems and internal financial controls, financial and risk management policies, related party transactions, significant transactions and arrangements entered into by unlisted subsidiaries, review of inter-corporate loans and investments, Company’s financial statements, including annual and quarterly financial results and financial accounting practices & policies, reviews the functioning of the Whistle Blower mechanism & complaints received under the Whistle-Blower Policy of the Company and monitors and supervises annual compliances under SEBI (Prohibition of Insider Trading) Regulations, 2015.

The complete terms of reference of the Audit Committee are available on the website of the Company i.e., <https://www.ablbl.in/corporate-governance/>.

During the year 6 (Six) Audit Committee meetings were held on May 23, 2025; August 13, 2025; November 4, 2025; December 1, 2025; February 2, 2026 and March 19, 2026.

The details of composition and attendance as of the members at the Audit Committee meetings held during the financial year ended March 31, 2026 are as given below:

Name of Members	Category	Nature of Membership	No. of Meetings held during tenure	No. of Meetings Attended
Mr. Sunirmal Talukdar	Independent		6	6
Mr. Nish Bhutani	Independent		6	6
Mr. Arun Adhikari	Independent		6	6

 Chairperson |  Member

2. Stakeholders Relationship Committee:

The Stakeholders’ Relationship Committee (“SRC”) comprises of 2 Independent Director and 1 Executive Director. The composition of the SRC complies with the requirements of the SEBI Listing Regulations and the Act.

The scope of the Stakeholders Relationship Committee has been defined by the Board of Directors in accordance with the provisions of the Regulation 20 and part D of Schedule II to the SEBI Listing Regulations.

Key responsibilities of this Committee, inter-alia, include formulation of procedures, in line with statutory guidelines, to ensure prompt redressal of grievances of security holders and debenture holders, including issues relating to transfer/ transmission of shares, non-receipt of dividends, annual reports and other communications, and matters concerning debentures such as payment obligations, creation of charge and maintenance of security cover. The Committee also reviews measures to facilitate effective exercise of voting rights by shareholders, monitors adherence to service standards by the Registrar and Share Transfer Agent, and oversees initiatives aimed at reducing unclaimed dividends and ensuring timely and efficient investor services.

The complete Terms of Reference of the SRC are available on the Company’s website, i.e., <https://www.ablbl.in/corporate-governance/>.

Mr. Rameez Shaikh, Company Secretary, being the Compliance Officer of your Company, is responsible for the redressal of grievances of the shareholders, debenture holders and other security holders.

Shareholders’ Complaints

The number of shareholders’ complaints received and resolved as on March 31, 2026 is given in the ‘General Shareholders Information’ section, which forms an integral part of this Integrated Annual Report.

During the year, only 1 (One) SRC meeting were held on November 4, 2025.

The details of composition and attendance of the members at the SRC meeting held during the financial year ended March 31, 2026 are as given below:

Name of Members	Category	Nature of Membership	No. of Meetings held during tenure	No. of Meetings Attended
Mr. Yogesh Chaudhary	Independent		1	1
Mr. Arun Adhikari	Independent		1	1
Mr. Ashish Dikshit	Executive		1	1

 Chairperson |  Member

3. Nomination and Remuneration Committee:

The Nomination and Remuneration Committee (“NRC”) comprises of 3 Independent Directors. The composition of the NRC complies with the requirements of the SEBI Listing Regulations and the Act.

All the recommendations made by the Nomination and Remuneration Committee were accepted by the Board.

The scope of the Nomination and Remuneration Committee has been defined by the Board of Directors in accordance with Regulation 19 and Part D of Schedule II to the SEBI Listing Regulations and applicable provisions of the Act.

Key responsibilities of this Committee, inter-alia, include formulation of criteria for determining qualifications, positive attributes and independence of directors, and recommending policies relating to remuneration of directors, key managerial personnel and senior management. The Committee identifies and recommends suitable candidates for appointment to the Board and senior management, evaluates the skills, knowledge and experience required for independent directors, and oversees their performance evaluation and continuation of tenure. It also formulates criteria for performance evaluation of the Board, promotes diversity on the Board, and recommends remuneration payable to senior management.

The complete Terms of Reference of the NRC are available on the Company’s website, i.e., <https://www.ablbl.in/corporate-governance/>.

During the year 5 (Five) NRC meetings were held on May 23, 2025; August 13, 2025; November 4, 2025, February 2, 2026 and March 24, 2026.

The details of composition and attendance of the members at the NRC meetings held during the financial year ended March 31, 2026 are as given below:

Name of Members	Category	Nature of Membership	No. of Meetings held during tenure	No. of Meetings Attended
Mr. Arun Adhikari	Independent		5	5
Mr. Sunirmal Talukdar	Independent		5	5
Mr. Nish Bhutani	Independent		5	5

 Chairperson |  Member

4. Corporate Social Responsibility (“CSR”) Committee:

The CSR Committee comprises of 1 Executive Director & 3 Independent Director. The Composition of the CSR Committee complies with the requirements of the Act.

The CSR Committee recommends to the Board the CSR activities to be undertaken during the year and the amount to be spent on these activities and monitor its progress. The CSR Report forms an integral part of this Integrated Annual Report.

In terms of the applicable provisions of Section 135 read with Schedule VII of the Act and the Companies (Corporate Social Responsibility Policy) Rules, 2014, the CSR Committee is *inter alia* entrusted with the responsibility of monitoring and implementing the CSR projects/programmes/activities of your Company.

The complete Terms of Reference or CSR are available on the Company website. i.e., <https://www.ablbl.in/corporate-governance/>.

During the year only 1(One) CSR Committee Meeting was held on May 20, 2025. The details of composition and attendance of the members at the CSR Committee Meeting held during the financial year ended March 31, 2026 are as given below:

Name of Members	Category	Nature of Membership	No. of Meetings held during tenure	No. of Meetings Attended
Mr. Ashish Dikshit	Executive		1	1
Mr. Nish Bhutani*	Independent		0	0
Mr. Yogesh Chaudhary*	Independent		0	0
Ms. Preeti Vyas*	Independent		0	0
Mr. Anil Malik#	Non- Executive		1	1
Mr. Jagdish Bajaj#	Non- Executive		1	1

 Chairperson |  Member

* Appointed w.e.f. May 20, 2025

Ceased to be Director w.e.f. closure of business hours on May 20, 2025

Mrs. Rajashree Birla, Chairperson, Aditya Birla Center for Community Initiatives and Rural Development and Dr. (Mrs.) Pragya Ram, Group Executive President & Group Head - CSR, Legacy Documentation & Archives are the permanent invitees to the meetings of CSR committee.

5. Risk Management and Sustainability Committee:

The Risk Management and Sustainability Committee (“RMSC”) comprises of 3 Independent Directors of the Company. The Composition of RMSC complies with the requirements of the SEBI Listing Regulations.

Since your Company is in the retail industry, it is prone to inherent business risks. Your Company has in place a Risk Management Policy that covers the inherent business risks and appropriate measures to be taken, to manage uncertainty, changes in the internal and external environment to limit negative impacts and capitalise on opportunities along with minimisation of identifiable risks by the Company.

The composition, quorum, powers, role and scope of the RMSC are in accordance with the applicable provisions of the Act and Regulation 21 read with Part D of Schedule II of the SEBI Listing Regulations.

Key responsibilities of this Committee, inter-alia, include formulation and oversight of a comprehensive risk management policy covering identification, assessment and mitigation of key risks, establishment of effective systems, controls and a business continuity plan, and periodic review of the risk framework. The Committee also monitors implementation, keeps the Board informed of key risk matters, and reviews the appointment and remuneration of the Chief Risk Officer, if any.

Business risk evaluation and its management is an on-going process within the Company. The RMSC is *inter alia* entrusted with the responsibility of monitoring and reviewing the risk management plan, sustainability and the cyber security of the Company and such other functions as may be delegated by the Board from time to time.

The complete Terms of Reference of the RMSC are available on the Company’s website, i.e., <https://www.ablbl.in/corporate-governance/>.

During the year 2(Two) Meetings of RMSC were held July 29, 2025 and January 21, 2026.

The details of composition and attendance of the members at the RMSC meetings held during the financial year ended March 31, 2026 are as given below:

Name of Members	Category	Nature of Membership	No. of Meetings held during tenure	No. of Meetings Attended
Mr. Sunirmal Talukdar	Independent		2	2
Mr. Arun Adhikari	Independent		2	2
Mr. Yogesh Chaudhary	Independent		2	2

 Chairperson |  Member

Board/Committee Meeting Procedure

The Board/Committee meetings are convened at regular intervals to deliberate on matters pertaining to the Company’s strategic direction, policy framework and other key business matters. In addition to the scheduled quarterly meetings, the Board/Committee meets as necessary to address specific operational or strategic requirements. In situations necessitating urgent decision-making, approvals are obtained through resolutions passed by circulation in accordance with Act, which are noted and confirmed in the subsequent Board Meeting.

Annual approval has been taken from the Board for circulating agenda items with shorter notice for matters that are in the nature of Unpublished Price Sensitive Information (“UPSI”) in terms of the requirements of Secretarial Standards (SS-1) on meeting of the Board of Directors issued by the Institute of Company Secretaries of India.

The chairperson of respective board committee briefs the Board on key matters discussed during its meetings, including recommendations and approvals. The agenda for the Board meetings is finalised by the Company Secretary in consultation

with the Chairman, Managing Director and Chairperson of Committees. The Agenda of Board/Committee meetings is circulated to the Board Members/ Committee members as per the timeline prescribed under the Act, SEBI Listing Regulations, Secretarial Standard on Meetings of the Board of Directors (“SS-1”) and other applicable provisions. The agenda is accompanied by detailed explanatory notes on the matters to be discussed, thereby facilitating informed decision-making by the Directors.

The Board periodically reviews all the relevant information, which is required to be placed before it pursuant to Schedule II of Regulation 17 of the SEBI Listing Regulations.

The business deliberated and considered at the meetings of the Board generally include:

- a. quarterly and annual financial results;
- b. performance of the business including review of subsidiaries performance;
- c. development and approval of overall business strategy and
- d. review of the functioning of the Committees; and
- e. other strategic, transactional and governance matters as required under the Act, Listing Regulations and other applicable legislations.
- f. such other matters as required under the Act, the SEBI Listing Regulations and other applicable laws.

The Board/ Committee meetings are held in person or through the Video-conferencing facility (to enable the directors travelling abroad or present at other locations to be able to participate in the meetings). Such meetings, if conducted physically, are convened generally in Mumbai.

The Chief Financial Officer and Senior Management Personnel of the Company are invited to participate in meetings of the Board and its Committees, as when necessary for smooth functioning of meeting. In addition, representatives of the Statutory Auditors and Internal Auditors of your Company are also invited to the relevant Committee meetings for providing such information as may be necessary.

Your Company has provided an avenue to the Statutory Auditors to have a separate discussion with the Chairperson and members of the Audit Committee without the presence of executives, prior to declaration of the financial results.

Remuneration:

In terms of Section 178 of the Act and Regulation 19 of the SEBI Listing Regulations, your Company has a Nomination Policy in place, which *inter alia* enumerates the appointment of directors, KMPs and senior management. Further, the Company also has an Executive Remuneration Policy, which indicates the remuneration philosophy covering the directors, KMPs, Senior Management and other employees of the Company.

Both the aforesaid policies, as amended from time to time, are available on the website of the Company i.e., <https://www.ablbl.in/wp-content/uploads/2025/06/Nomination-Policy.pdf> and https://www.ablbl.in/wp-content/uploads/2026/06/Executive-Remuneration-Policy_Philosophy.pdf respectively.

The Policies and the Nomination & Remuneration Charter broadly lays down the guiding principles, philosophy and the basis for payment of remuneration to the Executive Directors (comprises of salary, allowances, perquisites, stock options, performance linked income/ bonus and other retirement benefit funds, as may be approved by the members of the Company), KMPs and Senior Management. Further, the Company has in place a system where all the Directors, KMPs and Senior Management of the Company are required to disclose all pecuniary relationships or transactions with the Company. Also, the Company does not pay any severance fees to its directors.

Sitting fees to the Non-Executive Directors and Independent Directors has been recommended by the NRC and approved by the Board. Your Company does not have any pecuniary relationship with any of the Non-Executive Directors, except for the sitting fees payable, in accordance with the applicable laws and they do not hold any convertible instruments in the Company.

Annual increments to Executive Directors are linked to performance and are decided by the NRC and recommended to the Board for approval thereof. The performance review system is primarily based on competencies and values. The Company closely monitors growth and development of top talent in the Company to align personal aspirations with the organisational goals and objectives. Further, requisite disclosure with respect to the details of fixed component and performance linked incentive, in terms of the provisions of Part C of the Schedule V of the SEBI Listing Regulations and in terms of the provisions of sub-clause (IV) of the second proviso to clause (B) of Section II of Part - II of Schedule V of the Act, have been made in this report.

Also, your Company does not advance any loans to its directors, except to the Executive Directors, in the normal course of employment.

Details of Remuneration for the financial year 2025-26:

Non-Executive Directors:

(₹ in Lakhs)

Name of Directors	Category	Sitting Fees**
Mr. Aryaman Vikram Birla	NED	3.00
Ms. Ananyashree Birla	NED	2.25
Mr. Pankaj Sood*	NED	Nil
Mr. Arun Adhikari	ID	10.95
Mr. Nish Bhutani	ID	8.75
Ms. Preeti Vyas	ID	3.75
Mr. Sunirmal Talukdar	ID	9.55
Mr. Yogesh Chaudhary	ID	4.70
Mr. Venkatesh Mysore	ID	3.75

* Mr. Pankaj Sood has requested a waiver of any sitting fees and all other forms of remuneration.

** Gross amount of sitting fees paid for attending the Board and Committee meetings held during the financial year (without deducting TDS).

Executive Directors

(₹ in crore)

Directors	Category ⁽¹⁾	Salary, Benefits, Bonus, Pension, etc.	Performance linked Incentive	Perquisite value of stock options/ RSUs exercised during the year	Total
Mr. Ashish Dikshit	MD	6.91	4.22	1.86	12.99 ⁽²⁾
Mr. Vishak Kumar	Deputy MD & CEO	5.52	2.82	-	8.34

Notes:

- (1) ID: Independent Director; MD: Managing Director; CEO: Chief Executive Officer; NED : Non- executive Director; ED : Executive Director.

- (2) This figure represents total remuneration received by Mr. Ashish Dikshit out of which proportionate remuneration has been reimbursed to Aditya Birla Fashion and Retail Limited pursuant to the approval of members of the Company.
- (3) The appointment is subject to termination by three months’ notice in writing on either side. No severance fees are payable to MD or Deputy MD & CEO.
- (4) In terms of Aditya Birla Lifestyle Brands Limited ESOP and PSU Scheme 2025, Mr. Ashish Dikshit has been granted 1,67,718 options and 57,994 PSU’s and Mr. Vishak Kumar has been granted 2,29,358 options and 79,240 PSU’s during the Financial Year 2025-26. 1/3rd of the Options granted would vest each year, over a period of 3 years, beginning with the 1st year from the grant date. 100% of the PSUs granted would vest at the end of the 3rd year from the grant date.

GENERAL BODY MEETINGS

Annual General Meetings (“AGM”):

The 1st AGM of the Company was held on September 23, 2025 via Video-conferencing (“VC”), in terms of various circulars issued by MCA permitting holding of AGM through VC without physical presence of Members at a common venue.

The respective Chairpersons of the Committees of the Board i.e., AC (Mr. Sunirmal Talukdar), NRC (Mr. Arun Adhikari), SRC (Mr. Yogesh Chaudhary) and CSR Committee (Mr. Ashish Dikshit), were present at the AGM, to answer the queries of the members of the Company. Details of attendance of Directors at the AGM forms part of this report.

Details of last Annual General Meetings and the summary of Special Resolutions passed therein are as under:

Financial Year	Date and Time	Special Resolutions passed	Venue
2024-2025	September 23, 2025 at 11:00 a.m.	i. Remuneration of Mr. Ashish Dikshit (DIN: 01842066), Managing Director of the Company, for the term of 2 years	Through Audio Visual Means.
		ii. Remuneration of Mr. Vishak Kumar (DIN: 09078653), Deputy Managing Director and Chief Executive Officer of the Company, for the term of 3 years.	
		iii. Adoption of the Aditya Birla Lifestyle Brands Limited Employees Stock Option and Performance Stock Unit Scheme 2025 (“ABLBL Scheme 2025”). To approve extending the benefits of the Aditya Birla Lifestyle Brands Limited Employees Stock Option and Performance Stock Unit Scheme 2025 (“ABLBL Scheme 2025”) to the employees of the subsidiary company(ies) of the Company.	
		iv. To approve: a. the use of the trust route for the implementation of the Aditya Birla Lifestyle Brands Limited Employee Stock Option and Performance Stock Unit Scheme 2025 (“ABLBL Scheme 2025”); b. secondary acquisition of the equity shares of the Company by the trust; and c. grant of financial assistance/provision of money by the Company to the trust to fund the acquisition of its equity shares, in terms of the ABLBL Scheme 2025	

Postal Ballot (“PB”)

During the year under review, there are no Special Resolutions passed through the PB.

KEY MANAGERIAL PERSONNEL (“KMP”)

Sr. No.	Name	Designation
1.	Mr. Ashish Dikshit	Managing Director (<i>Appointed as a first Director of the Company w.e.f. April 9, 2024 and from May 1, 2025 onwards as the Managing Director</i>)
2.	Mr. Vishak Kumar	Deputy Managing Director and CEO (<i>w.e.f. May 1, 2025 onwards</i>)
3.	Mr. Dharmendra Lodha	Chief Financial Officer (<i>w.e.f. May 15, 2025</i>)
4.	Mr. Rajeev Agrawal	Company Secretary & Compliance Officer (<i>w.e.f. May 15, 2025 till November 30, 2025</i>)
5.	Ms. Sonia Bhandari	Interim Company Secretary and Compliance officer (<i>w.e.f. February 16, 2026 till April 19, 2026</i>)
6.	Mr. Rameez Shaikh	Company Secretary & Compliance officer (<i>w.e.f. April 20, 2026</i>)

SENIOR MANAGEMENT PERSONNEL (“SMP”)

Particulars of SMPs including changes therein since the close of the previous Financial year:

Sr. No.	Name	Designation
1.	Puneet Kumar Malik*	CEO - Innerwear Business
2.	Jacob John	CEO Emerging business
3.	Narhari N	Chief Operating Officer, Central Sourcing

*Mr. Puneet Kumar Malik ceased to be SMP effective from February 1, 2026.

MEANS OF COMMUNICATION

Quarterly Financial Results	The quarterly financial results of the Company are published within the stipulated timeline, in:	
	a. All Editions - 1 (one) English language national daily newspaper i.e. “The Business Standard” or “The Financial Express” and	
	b. Maharashtra Edition- Regional language daily newspapers i.e., “Navshakti”	
Press Release and Earning Call	Press Release	Earning Call
	The Press Release of Quarterly Results and key events are disseminated to the Stock Exchanges and uploaded on the Company’s website.	The Company organises earnings conference call with analysts and investors after the announcement of financial results. The audio recording and transcript of the earnings call are uploaded on the Company’s website as well as filed with the stock exchanges.
Dissemination of corporate announcements, material information and updates	The Company disseminates the requisite corporate announcements including the SEBI Listing Regulations compliances, shareholding pattern, corporate governance report, financial results, material information, etc., electronically through designated electronic portals of the Stock Exchanges which includes the following:	
	a. NSE - NSE Electronic Application Processing System (NEAPS) and	
	b. BSE - BSE Listing Centre, all periodical compliance filings are made electronically on such portals.	
Company Website	A separate dedicated section ‘Investors’ is maintained on the website of the Company for ease of the shareholders. The information required to be disseminated by the Company in terms of Regulation 46 and 30 of the SEBI Listing Regulations are uploaded on the website of the Company. These include, more particularly, the following:	
	a. Quarterly financial results and annual financial statements;	
	b. Investor presentations, press releases, earnings call transcripts;	
	c. Details of corporate governance policies, Board committee charters and	
	d. Other quarterly filings and Stock Exchange disclosures.	
Designated email ID	The Company has below mentioned designated e-mail id for investor relations and shareholders assistance cs@ablbl.adityabirla.com .	

GENERAL SHAREHOLDER INFORMATION

Your Company has provided the details required under this as a separate section on ‘General Shareholder Information’, which forms a part of this Integrated Annual Report.

OTHER AFFIRMATIONS AND DISCLOSURES

- a. No material transaction has been entered into by your Company with the promoters, directors or the management or relatives, etc. that may have a potential conflict with interests of the Company.

b. Compliance with the corporate governance requirements specified in Regulations 17 to 27 and clauses (b) to (i) of the Regulation 46(2) of the SEBI Listing Regulations:

c. There were no material significant Related Party Transaction (“RPTs”) that had/ may have potential conflict with the interests of the Company at large.

d. The Company has complied with all applicable provisions of the SEBI Listing Regulations and all other applicable regulations and guidelines issued by SEBI and stock exchanges no penalties or strictures are imposed on your Company by SEBI or the stock exchanges or any statutory authority on any matter related to the capital markets during the last 3 years.

e. The Company or its subsidiaries do not have Loans and advances in the nature of loans to firms/companies in which directors are interested by name and amount.

f. Material Subsidiaries – Policy
The Company does not have any Material Subsidiary as on date of this Report. Link for determining Material Subsidiary is <https://www.ablbi.in/wp-content/uploads/2025/06/Policy-for-Determining-Material-Subsidiary.pdf>

g. Shareholders’ complaints for the FY 2025-26
During the year under review, the Company received a total of 14 complaints from shareholders. The Company addressed and resolved all investor complaints received during the period.

h. Vigil Mechanism/ Whistle Blower policy and affirmation that no personnel have been denied access to the Audit Committee
Your Company has established a robust Vigil Mechanism, which is implemented through its Whistle Blower Policy, to enable Directors and employees to report genuine concerns regarding unethical behaviour, actual or suspected fraud or violations of the Company’s Code of Conduct.

The Audit Committee reviews the Whistle Blower cases reported in the Aditya Birla Group’s internal hotline number on periodic basis. Further, the Company has put in place all adequate systems all employees have access to the Company Secretary & Compliance Officer, Chief Human Resources Officer and / or the Audit Committee, including Chairperson thereto, for reporting any such anomalies in connection with vigil mechanism/ whistle blower complaints, thereby upholding transparency and accountability at all levels of the organization.

Further, the Company has also established various procedures for adequate redressal mechanisms to monitor such reported cases. Further, basis the above, the Statutory Auditors present a perspective on the Company’s fraud risk structure quarterly to the Audit Committee.

Basis the review of the Audit Committee, the Board affirms that the Vigil Mechanism of the Company is functioning effectively and continues to reinforce our commitment to the highest standards of integrity and ethical conduct.

The mechanism provides a secure and confidential platform for employees and stakeholders to report concerns regarding unethical behaviour, actual or suspected fraud or any violation of the Company’s Code of Conduct or Ethics Policy and ensures that adequate safeguards are in place to protect whistle blowers from any form of retaliation or victimization.

The whistle-blower policy is available on your Company’s website <https://www.ablbi.in/wp-content/uploads/2025/06/Whistle-Blower-Policy.pdf>

- i. Details of compliance with mandatory requirements and adoption of non-mandatory requirements
The Company has complied with all the mandatory requirements of the SEBI Listing Regulations relating to Corporate Governance.

In addition to the above, your Company also strives to adhere and comply with the following discretionary requirements specified under Regulation 27(1) and Part E of the Schedule II of the SEBI Listing Regulations, to the extent applicable:

(i) Modified opinion(s) in Audit Report: Company’s financial statements have unmodified audit opinions.
(ii) Reporting of Internal Auditor: The report of the internal auditors is reviewed by the Audit Committee bi-annually.

j. Commodity price risk and commodity hedging activities:
Your Company does not engage in commodity hedging activities.

k. Certificate from Practicing Company Secretary regarding Non-Debarment and Non-Disqualification of Directors
A certificate from M/s. Mitesh J Shah & Associates, Company Secretaries has been obtained, certifying that none of the Directors on the Board of the Company have been debarred or disqualified from being appointed or continuing as Director of a Company by SEBI and MCA or any other statutory authority and accordingly the same forms part of this report as **Annexure A**.

l. Details of recommendation of any Committee of the Board not accepted by the Board and reasons thereof
During the year under review, the Board of your Company has accepted all the recommendations made by its committee(s), from time to time.

m. Total fees paid, on a consolidated basis, to the statutory auditor and all entities in the network firm/network entity of which the statutory auditor is a part
During the financial year 2025-26, Price Waterhouse & Co Chartered Accountants LLP, Statutory Auditor of the Company has been paid total fees of ₹ 1.93 Crore by the Company and subsidiary to the statutory auditor for the services provided by them during the year under review. The segregation of which is mentioned below:

(₹ Crore)				
Sr. no.	Firm Name	By Company	By Subsidiary	Total
1	Price Waterhouse & Co Chartered Accountants LLP	1.80	0.13	1.93

Note:
a) Amount of ₹ 0.13 Crore includes ₹ 0.11 Crore pertains to the audit fees of statutory auditors of Subsidiary Company.
b) Above fee of ₹ 1.93 Crores includes ₹ 0.12 paid to auditors for certification services and ₹ 0.21 Crores towards out-of-pocket expenses.

n. Disclosures in relation to the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013
Your Company has adopted ‘Policy for Prevention of Sexual Harassment at Workplace’ (“POSH”) on a company-wide level to ensure the respect and dignity of all its employees. POSH is applicable not only to employees but also to third parties or clients and vendors of the Company.

The details of complaints related to sexual harassment, during the financial year 2025-26:

Sr. no.	Particulars	Pending as on March 31, 2025	Received during the year	Disposed off during the year	Pending as on March 31, 2026
1	Employees (On roll)	0	5	5	0
2	Others (Off roll/3 rd party)	1	4	3	2
Total		1	9	8	2

o. Disclosure of accounting treatment

The Company has followed all applicable accounting standards while preparing the financial statements

OTHER POLICIES AND CODES OF THE COMPANY

Your Company has various policies and codes, duly adopted pursuant to the approval of the Board and the same are periodically reviewed by the Board, to incorporate any changes required either in terms of the business of the Company or pursuant to the amendment in the applicable Acts and Regulations including but not limited to the Act and the SEBI Listing Regulations. Web Link details of the policies and codes adopted by the Company are as under:

Name of Policy	Website link for policy
 Corporate Social Responsibility Policy	https://www.ablbl.in/wp-content/uploads/2025/06/Corporate-Social-Responsibility-Policy.pdf
 Related Party Transaction Policy	https://www.ablbl.in/wp-content/uploads/2025/06/Related-Party-Transactions-Policy.pdf
 Policy for Determining of Material Subsidiary Companies	https://www.ablbl.in/wp-content/uploads/2025/06/Policy-for-Determining-Material-Subsidiary.pdf
 Policy for determination of materiality of information or event	https://www.ablbl.in/wp-content/uploads/2025/06/Materiality-Policy-for-Determination-of-Materiality-of-Information-or-event.pdf
 Policy for archival of documents	https://www.ablbl.in/wp-content/uploads/2025/06/Policy-for-Archival-of-Documents.pdf
 Policy on preservation of documents	https://www.ablbl.in/wp-content/uploads/2025/06/Policy-on-Preservation-of-Documents.pdf
 Code of practices and procedures for fair disclosure of unpublished price sensitive information	https://www.ablbl.in/wp-content/uploads/2025/06/Code-of-Practice-and-Procedures-for-Fair-Disclosure-of-Unpublished-Price-Sensitive-Information.pdf

Name of Policy	Website link for policy
 Code of Conduct for Board of Directors and Senior Management	https://www.ablbl.in/wp-content/uploads/2025/06/Code-of-Conduct-for-Board-of-Directors-and-Senior-Management.pdf
 Dividend Distribution Policy	https://www.ablbl.in/wp-content/uploads/2025/06/Dividend-Distribution-Policy.pdf

Your Company also has a ‘Code of Conduct to regulate, monitor and report trading by Designated Persons in listed or proposed to be listed Securities of Aditya Birla Lifestyle Brands Limited’ which is followed by designated persons for dealing in securities of the Company.

SUBSIDIARY COMPANY

The Audit Committee and Board of Directors review the financial statement and investments made, if any, on quarterly basis and also the annual financial statements of the Subsidiary which are duly consolidated with annual financial statements of the Company. The Board of Directors of the Company also reviews minutes of the Board Meetings of the Subsidiary Company.

Details of the Subsidiaries and Associate Companies are forming part of the ‘Directors’ Report’ of this Integrated Annual Report.

CEO/CFO CERTIFICATION

As required under the provisions of Regulation 33 of the SEBI Listing Regulations, Mr. Vishak Kumar, Deputy Managing Director & CEO and Mr. Dharmendra Lodha, Chief Financial Officer have reviewed the audited financial statements and cash flow statement for the financial year ended March 31, 2026 and accordingly have provided a Certificate, which is enclosed separately at the end of this Report as **Annexure B**.

CODE OF CONDUCT

The Board of Directors has laid down a ‘Code of Conduct for the Board Members and Senior Management’ of your Company. All Board Members and Senior Management Personnel have confirmed compliance with the Code of Conduct, which is enclosed separately at the end of this Report as **Annexure C**.

REPORT ON CORPORATE GOVERNANCE

As required under Regulation 27 of the SEBI Listing Regulations, your Company has been duly submitting the quarterly compliance report in the prescribed format and within the required timelines to the stock exchanges and the same are available on their websites. The said reports are also available on the website of the Company i.e., www.ablbl.com.

The compliance certificate received from M/s. Mitesh J Shah & Associates, Company Secretaries regarding compliance of Corporate Governance requirements forms part of **Annexure VI** to the Board’s Report.

Annexure A

CERTIFICATE FROM PRACTICING COMPANY SECRETARY W.R.T. CONFIRMATION OF DIRECTORS’ NON-DISQUALIFICATION

To,
Aditya Birla Lifestyle Brands Limited
Piramal Agastya Bldg ‘A’, 401, 403, 501, 502, LBS Road, Kurla,
Mumbai-400070, Maharashtra, India.

We have examined the relevant registers, records, forms, returns and disclosures received from the Directors of Aditya Birla Lifestyle Brands Limited bearing CIN: L46410MH2024PLC423195, having its registered office at Piramal Agastya Bldg ‘A’ 401, 403, 501, 502, LBS Road, Kurla, Mumbai – 400013, Maharashtra, India, (hereinafter referred to as ‘the Company’), produced before us by the Company for the purpose of issuing this Certificate, in accordance with Regulation 34(3) read with Schedule V Para-C Sub clause 10 (i) of the Securities Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.

In our opinion and to the best of our information and according to the verifications (including Directors Identification Number (DIN) status at the portal www.mca.gov.in) as considered necessary and explanations furnished to us by the Company & its officers, We hereby certify that none of the following Directors on the Board of the Company as stated below for the Financial Year ending on 31st March, 2026 have been debarred or disqualified from being appointed or continuing as Directors of the Company by the Securities and Exchange Board of India, Ministry of Corporate Affairs or any such other Statutory Authority.

Details of Directors:

Sr. No.	Name of the Directors	DIN	Date of appointment in Company
1.	Aryaman Vikram Birla	08456879	20/05/2025
2.	Ananyashree Birla	06625036	20/05/2025
3.	Harihara Vishak Kumar	09078653	01/05/2025
4.	Arun Adhikari Kumar	00591057	20/05/2025
5.	Yogesh Chaudhary	01040036	20/05/2025
6.	Venkatesh Satyaraj Mysore	01401447	20/05/2025
7.	Sunirmal Talukdar	00920608	20/05/2025
8.	Nish Bhutani	03035271	20/05/2025
9.	Preeti Vyas	02352395	20/05/2025
10.	Pankaj Sood	05185378	23/05/2025
11.	Ashish Dikshit	01842066	09/04/2024

Ensuring the eligibility for the appointment / continuity of every Director on the Board is the responsibility of the management of the Company. Our responsibility is to express an opinion on this based on our verification. This certificate is neither an assurance as to the future viability of the Company nor of the efficiency or effectiveness with which the management has conducted the affairs of the Company.

For **Mitesh Shah & Co.**
(Company Secretaries)

Mitesh J. Shah
Partner
FCS No. 10070
C. P. No. 12891
FRN: P2025MH104700
Peer Review Certificate No. 6638/2025
UDIN: F010070H000294191

Date: May 7, 2026
Place: Mumbai

Annexure B

CEO - CFO CERTIFICATION

To the Board of Directors

Aditya Birla Lifestyle Brands Limited

- (1) We have reviewed the Audited Financial Statements and the cash flow statement of Aditya Lifestyle Brands Limited (“Company”) for the financial year ended on March 31, 2026 and to the best of our knowledge and belief:
- I. These statements do not contain any materially untrue statement or omit any material fact or contain statement that might be misleading;
 - II. These statements together present a true and fair view of the Company’s affairs and are in compliance with the existing accounting standards, applicable laws and regulations.
- (2) There are, to the best of our knowledge and belief, no transactions entered into by the Company during the financial year ended on March 31, 2026 which are fraudulent, illegal or violative of the Code of Conduct of the Company.
- (3) We accept responsibility for establishing and maintaining internal controls for financial reporting and we have evaluated the effectiveness of internal control systems of the Company pertaining to financial reporting. We have disclosed to the Auditors and the Audit Committee, deficiencies in the design or operation of internal controls, if any, of which we are aware and the steps we have taken or proposed to be taken to rectify the deficiencies.
- (4) We have indicated to the Auditors and the Audit Committee:
- I. significant changes in the Company’s internal control over financial reporting, during the financial year ended on March 31, 2026;
 - II. significant changes in accounting policies, if any, during the financial year ended on March 31, 2026 have been disclosed in the notes to the Financial Statements; and
 - III. instances of significant fraud of which we have become aware and involvement therein, if any, of the management or other employees having a significant role in the Company’s internal control system over financial reporting.

Place: Mumbai
Date: May 7, 2026

Vishak Kumar
Deputy Managing Director & CEO

Dharmendra Lodha
Chief Financial Officer

Annexure C

DECLARATION

To the Members of Aditya Birla Lifestyle Brands Limited,

As provided under the provisions of Schedule II and Schedule V of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, I hereby declare that all the Directors and Senior Management Personnel of the Company have affirmed Compliance with the Code of Conduct for the year ended March 31, 2026.

Place: Mumbai
Date: May 7, 2026

Ashish Dikshit
Managing Director

GENERAL SHAREHOLDERS' INFORMATION

[IN TERMS OF PART C, SCHEDULE V OF SEBI (LISTING OBLIGATIONS AND DISCLOSURE REQUIREMENTS) REGULATIONS, 2015]

i. 2nd Annual General Meeting (For FY 2025-26)

Day and date	Wednesday, August 19, 2026
Time	3:30 p.m. IST
Venue /Mode	Video Conferencing/ Other Audio-Visual Means.

ii. Financial Calendar for Reporting

Financial Year of the Company	1 st April 2026 to 31 st March 2027
Board Meetings	
Quarter ending June 30, 2026	On or before August 14, 2026
Quarter and six months ending September 30, 2026	On or before November 14, 2026
Quarter and nine months ending December 31, 2026	On or before February 14, 2027
Quarter and year ending March 31, 2027	On or before May 30, 2027
Annual General Meeting	On or before September 30, 2027

iii. Dividend payment date: on or before Thursday, September 17, 2026

iv. Stock exchanges where securities of the Company are listed:

(a) Equity shares:

Stock exchange	Scrip code
BSE Limited ("BSE")Phiroze Jeejeebhoy Towers, Dalal Street, Mumbai – 400001	544403
National Stock Exchange of India Limited ("NSE")Exchange Plaza, C-1, Block G, Bandra Kurla Complex, Bandra (E), Mumbai – 400051	ABLBL

Annual listing fees for the financial year 2026-27: Has been paid to both the stock exchanges.

(b) Non-convertible debentures (“NCD”):

Unsecured, rated, redeemable, non-convertible debentures (“NCDs”) of face value of ₹ 1,00,000/- each for Series 1 (series 9 of ABFRL) (refer note 1) and Series 2 and are listed on BSE, details of which are as under:

Year of issue	Series	Scrip code	ISIN	Principal amount (₹ in Crore)	Date of maturity	Debenture Trustee
2023	1 ⁽¹⁾	974570	INE647O08115	500	30-01-2026	Axis Trustee Services Limited The Ruby, 2nd Floor, SW 29, Senapati Bapat Marg I, Dadar West, Mumbai – 400028 Phone: +91 22 2425 5215/5216 Fax: +91 22 2425 4200 Email id: compliance@axistrustee.in
2026	2	977650	INE14LE08014	500	18-03-2029	

Notes:

- (1) Series 9 which was transferred to Aditya Birla Lifestyle Brands Limited from Aditya Birla Fashion and Retail Limited pursuant to Scheme of Arrangement among Aditya Birla Fashion and Retail Limited, Aditya Birla Lifestyle Brands Limited and their respective shareholders and creditors and subsequently was redeemed on January 30, 2026

(c) Commercial Papers:

In terms of Securities and Exchange Board of India (‘SEBI’) Circular no. SEBI/HO/DDHS/P/CIR/2021/613/ SEBI/HO/DDHS/PoD1/P/CIR/2024/54 Operational Circular for issue and listing of Non-convertible Securities, Securitised Debt Instruments, Security Receipts, Municipal Debt Securities and Commercial Paper dated August 10, 2021 and updated as on April 13, 2022, May 22, 2024. The Commercial Papers issued by the Company during the Financial year 2025-26 and redeemed are as detailed below. These Commercial Papers were listed on BSE.

Series	Principal amount (₹ in Crore)	Date of maturity	Listed on
INE14LE14012	150	29-Oct-25	31-Jul-25
INE14LE14020	200	15-Dec-25	15-Sep-25
INE14LE14038	150	19-Dec-25	22-Sep-25
INE14LE14046	150	12-Feb-26	14-Nov-25
INE14LE14061	200	18-Mar-26	19-Dec-25

There were no commercial papers outstanding as on March 31, 2026.

v. Credit ratings:

The details of credit ratings as on March 31, 2026 and any revisions thereto during the financial year are disclosed below:

Instrument issued by/ on behalf of the Company	Credit Rating Agency CRISIL Limited
Bank Loan Facilities	Crisil AA+ / Stable
NCDs	Crisil AA+ / Stable
Commercial Papers	Crisil A1+ / Stable

vi. Designated depository for the purpose of monitoring of Foreign Investment limits on behalf of the Company:

National Securities Depository Limited (“NSDL”)

vii. Suspension from Trading:

No Securities of the Company have been suspended from trading on any of the Stock Exchanges where they are listed.

viii. Distribution of shareholding as on March 31, 2026:

Range of shareholding	No. of shareholders	% No. of shareholders	No. of shares held	% Shareholding
1 to 500	2,41,311	88.05	2,07,23,429	1.70
501 to 1000	15,321	5.59	1,15,42,112	0.95
1001 to 2000	8,532	3.11	1,24,46,646	1.02
2001 to 3000	3,112	1.14	78,14,109	0.64
3001 to 4000	1,345	0.49	47,55,260	0.39
4001 to 5000	1,009	0.37	46,98,904	0.39
5001 to 10000	1,778	0.65	1,27,11,171	1.04
10001 and above	1,644	0.60	1,14,58,30,018	93.88
Total	2,74,052*	100.00	1,22,05,21,649	100.00

* Folio based

Category-wise shareholding pattern of the Company as on March 31, 2026:

Category	No. of Shareholders	No. of Shares	%
Promoters and Promoters Group	15	56,87,48,248	46.60
Public	2,66,956	64,58,89,938	52.92
Institutions			
Mutual Funds	23	16,95,83,506	13.89
Foreign Institutional Investors/ Foreign Portfolio Investors	102	15,60,55,880	12.79
Insurance Companies	7	7,66,78,337	6.28
Financial Institutions/ Banks	17	76,087	0.01
Central/ State Government	3	1,560	0.00
Non- Institutions			
Individuals	2,60,694	15,11,84,092	12.39
Body Corporate	1,181	4,85,01,380	3.97
Others	4,929	4,38,09,096	3.59
Non Promoter Non Public	2	58,83,463	0.48
Total	2,66,973*	1,22,05,21,649	100.00

* PAN based

ix. Dematerialisation of shares and liquidity:

As on March 31, 2026, 100 % equity shares of the Company are held in dematerialised form.

Particulars	No of Shareholders	No. of shares held	%
Physical	1	5	0.00
Dematerialised mode:			
NSDL	1,15,407	91,12,77,065	42.11
CDSL	1,58,644	30,92,44,579	57.89
Total	2,74,052*	1,22,05,21,649	100.00

* Folio based

x. Share transfer system:

As per SEBI norms, all requests for transfer, transmission and transposition of securities are affected only in dematerialized form. Shareholders may please note that SEBI by its circulars has mandated listed companies to issue securities in demat form only. However, investors are not barred from holding shares in physical form. Shareholders holding equity shares of the Company in physical form are requested to kindly get their shares converted into demat/ electronic form to get inherent benefits of dematerialisation, as well as considering that physical transfer of equity shares / issuance of equity shares in physical form have been disallowed by SEBI.

xi. Unclaimed Securities Suspense Account:

As on March 31, 2026, total number of 27,65,790 equity shares of ₹ 10/- each were lying in the said suspense account and details of which is as under:

Particulars	No. of shareholders	No. of shares
Outstanding at the beginning of the year	-	-
Addition pursuant to Demerger Scheme	14,588	27,68,067
Shareholders who approached the Company and to whom shares were transferred during the year	3	2,277
Shareholders and aggregate number of shares transferred to the Unclaimed Suspense Account during the year	3	2,277
Outstanding at the end of the year	14,585	27,65,790

Note: Voting rights on these shares shall remain frozen till the rightful owners of such shares claims the shares.

xii. Suspense Escrow Demat Account

SEBI, vide its Circular No. HO/38/13/(3)2026-MIRSD-POD/1/3763/2026 dated January 30, 2026, has streamlined the process for credit of securities pursuant to investor service requests by doing away with the requirement of issuance of Letter of Confirmation (LOC). In terms of the said circular, the Company/ RTA, after carrying out necessary due diligence, directly credits securities in dematerialised form to the investor’s demat account based on valid requests supported by requisite documents, including a duly attested Client Master List (not older than two months).

The revised framework, effective from April 02, 2026, eliminates the earlier requirement of submission of LOC within 120 days and the consequent transfer of such securities to a Suspense Escrow Demat Account, thereby simplifying the process and reducing timelines for credit of securities. However, LOC’s issued prior to the effective date shall remain valid for submission within the prescribed timeline in accordance with the earlier provisions.

The details of shares lying under the said Demat Account as on March 31, 2026 is as follows:

Particulars	No. of shareholders	No. of shares
Aggregate Number of shareholders and the outstanding shares in the suspense escrow demat account lying as on April 1, 2025	-	-
Addition pursuant to Demerger Scheme	15	4072
Transferred during the year	-	-
Shareholders, who approached the Company for transfer of shares from the suspense escrow demat account	-	-
Aggregate Number of shareholders and the outstanding shares in the suspense escrow demat account lying as on March 31, 2026	15	4072

xiii. Reconciliation of share capital audit:

As stipulated under Regulation 76 of SEBI (Depositories and Participants) Regulations, 2018 and as per the amendments, M/s. Dilip Bharadiya & Associates, Company Secretaries (FRN: P2005MH091600), carried out quarterly audit for the purpose of reconciliation of the total issued capital, listed capital and the capital held by the depositories in dematerialised form, the details of changes in the share capital during each quarter and the in-principle approval pending from stock exchanges with respect to such further issued capital, if any.

Further, an audit report issued in that regard is submitted to the stock exchanges, National Securities Depository Limited (“NSDL”) and CDSL on quarterly basis and the same is also placed before the Board.

xiv. Outstanding Global Depository Receipts (“GDRs”)/ American Depository Receipts (“ADRs”)/ warrants or any convertible instruments, conversion date and likely impact on equity:

The Company has not issued any GDRs/ ADRs/warrants.

The Company has granted ESOP to eligible employees under the Aditya Birla Lifestyle Brands Limited Special Purpose Employee Stock Option Scheme (ABLBL ESOP Scheme 2017 & ABLBL TCNS ESOP Scheme). The Company allots equity shares from time to time on exercise of ESOPs pursuant to the aforesaid scheme. As on March 31, 2026, 26,09,755 of ESOPs were outstanding.

xv. Commodity price risk/ foreign exchange risk and hedging activities:

The Company hedges its foreign currency exposure in respect of its imports, borrowings and export receivables as per its laid down policies. The Company uses a mix of various derivative instruments like forward covers, currency swaps, interest rates swaps, principal only swaps or a mix of all. Further, the Company also hedges its commodity price risk through fixed price swaps. The Company does not have material exposure to any commodity for which hedging instruments are available in the financial markets and accordingly, no hedging activities for the same are carried out. Consequently, there is no disclosure to offer in terms of SEBI circulars.

xvi. Investor service and grievance handling mechanism:

A robust mechanism is established by your Company which ensures efficient service to the investors, pro-active handling of investor correspondences and redressal of grievances in an expeditious manner. This mechanism is handled by the Compliance Officer of your Company and the RTA, through its investor service centres which are spread across the country.

Stakeholders Relationship Committee has been constituted specifically to look into various aspects of interest of Shareholders, Debenture Holders and other Security Holders. The Board of your Company and its AC review the status of investor complaints on a quarterly basis.

During the year under review, the Company received total of 14 complaints from the shareholders. The RTA attends to the investor grievances in consultation with Compliance Officer of the Company.

Nature of Complaints

Out of 14 complaints received, 11 pertained to claims of shares held in the Escrow Account. The remaining 3 complaints were related to transmission of shares, issuance of duplicate share certificates, and rematerialisation of securities.

xvii. Dispute Resolution Mechanism (SMART ODR)

SEBI vide its circular dated 31st July, 2023, 4th August, 2023 and 20th December, 2023 has introduced Securities Market Approach for Resolution through Online Dispute Resolution (SMART ODR) Portal. This is in addition to the existing system viz. SCORES, where investors initially lodge their complaints / grievances against the Company the SMART ODR Portal allows investors with additional mechanism to resolve the grievances and the same can be accessed at <https://smartodr.in/>. The Company has complied with the above circulars and the same are available at the website of the Company: www.ablbl.in.

Shareholders could avail ODR mechanism only if resolution provided by the Company/RTA and SCORES platform of the SEBI are not satisfactory.

xviii. Company’s recommendations to the shareholders:

a. Intimate/ update contact details

Shareholders are requested to update/ intimate changes, if any, with necessary documentary evidence, to the Company/ RTA, if shares are held in physical mode or to their Depository Participant (“DP”), if the holding is in electronic mode.

b. Furnish/ update PAN, KYC, bank account and nomination details with the Company/ DP

SEBI vide its Circular No. SEBI/HO/MIRSD/MIRSD-PoD-1/P/CIR/2023/37 dated March 16, 2023 and SEBI/HO/MIRSD/POD-1/P/CIR/2023/181 dated November 17, 2023, has prescribed common and simplified norms for processing investor’s service request by furnishing the following documents/ details/ to RTA:

- Register the PAN through form ISR - 1
- Compulsory linking of PAN and Aadhaar
- Nomination in Form SH-13 or cancellation or variation in nomination through Form SH-14
- Declaration to Opt-out Nomination through Form ISR - 3 after cancelling his existing nomination, if any, through Form SH-14
- Bank account particulars through Form ISR-2
- Specimen signature update
- All the above forms are available on the website of the Company www.ablbl.in and with RTA.

c. Updation of details by non-resident shareholders

Non-resident Indian shareholders are requested to immediately inform the Company/ RTA, if shares are held in physical mode or to their DP, if the holding is in electronic mode, regarding change in the residential status on return to India for permanent settlement and/or the particulars of the NRE account with a bank in India, if not furnished earlier.

d. Consolidation of folios and avoidance of multiple mailing

In order to enable the Company to reduce costs and duplicity of efforts for providing services, shareholders who have more than one folio/demat account in the same order of names, are requested to consolidate their holdings under one folio/demat account. They may write to the RTA/ DP in this regard. This would facilitate one-stop tracking of all corporate benefits on the shares and would reduce time and efforts required to monitor and service multiple folios/ demat accounts.

e. Submit Nomination Form

Section 72 of the Companies Act, 2013, extends nomination facility to individuals holding shares in physical form. Shareholders, in particular, those holding shares in single name, may avail the above facility by furnishing the particulars of their nominations in the prescribed Nomination Form No. SH-13/ SH-14 which can be downloaded from the website of the Company i.e., www.ablbl.in, duly filled-in to RTA at their address mentioned herein below. Shareholders holding shares in demat form may contact their respective DPs for availing this facility/ change an existing nomination.

f. Deal with registered intermediaries

Shareholders should transact through a SEBI registered intermediary, as it will be responsible for its activities and in case the intermediary does not act professionally, the matter can be taken up with SEBI/stock exchanges.

g. Monitor holdings regularly

Demat account should not be kept dormant for a long period of time. Periodic statement of holdings should be obtained from the concerned DP and holdings should be verified. Where the shareholder holding shares in demat form is likely to be away for a long period of time, such shareholder can make a request to the DP to keep the account frozen, so that there can be no debit to the account till the instruction for freezing the account is countermanded by the shareholder.

xix. Plants of the Company:

Sr. no.	Plants Location
1.	No. 10/1, Byatarayanapura, Jakkur Layout, Bellary Main Road, Bengaluru – 560064, Karnataka.
2.	No. 288/2, Dodda Begur, Bommanahalli, Bengaluru – 560083, Karnataka.
3.	No. 527, Marasur Village, Anekal Taluk, Bengaluru – 562106, Karnataka.
4.	No. 324, Marasur Village, Anekal Taluk, Bengaluru – 562106, Karnataka.
5.	Survey No. 62/2A, 62/2B, Parappana Agrahara, Off Hosur Road, Begur Hobli, Naganathapura, Bengaluru – 560100.
6.	No. 52/2, Bilvaradahalli, Jigani Hobli, Anekal Taluk, Bengaluru – 560083, Karnataka.
7.	Survey No. 42/2, 43, Basavanapura, Mayaganahalli, Kasaba Hobli, Ramanagara Taluk, Ramanagara District – 562159, Karnataka.
8.	No.#569/1,569/2B,570,606,853/1, Kurbarapalli village, Doddaubanur post, Denkanikotte Taluk, Krishnagiri (District) Thally – 635118, Tamil Nadu.
9.	IDCO Plot No. H2, H3, H4, H5, H5(P) and H6, Bomikhal, Mancheswar Industrial Estate, Bhubaneshwar – 751010, Odisha.
10.	Refinishing Unit Block 2 SYNO: 517/2, 527, 528, 529, 530, 531, Anekal, Bangalore (Urban)-01,562107.

xx. Address for correspondence:

- All shareholder’s correspondence should be forwarded to MUFG Intime India Private Limited, the Registrar and Share Transfer Agent of the Company or to the Company Secretary at the registered office of the Company at the addresses mentioned below.
- The Company’s dedicated e-mail address for shareholders complaints and other communications is cs@ablbl.adityabirla.com.

Registrar and Share Transfer Agent	Registered Office
MUFG Intime India Private Limited Unit: Aditya Birla Lifestyle Brands Limited C-101, 247 Park, L.B.S. Marg, Vikhroli (West), Mumbai - 400083 Phone : +91 8108116767 Fax : +91 22 49186060 E-mail : rnt.helpdesk@in.mpms.mufg.com Website : https://in.mpms.mufg.com	Aditya Birla Lifestyle Brands Limited Piramal Agastya Corporate Park, Building ‘A’, 4th and 5th Floor, Unit No. 401, 403, 501, 502, L.B.S. Road, Kurla, Mumbai - 400070 Phone : +91 86529 05000 E-mail : cs@ablbl.adityabirla.com Website : www.ablbl.in

xxi. Feedback:

Your feedback is valuable to us to help us serve you better. Shareholders are requested to give us their valuable suggestions, if any, for enhancement of our investor services by writing to RTA/Company at the address provided hereinabove.

BUSINESS RESPONSIBILITY AND SUSTAINABILITY REPORT

Anchored by the ABG Vision and Sustainable Business Framework, we at Aditya Birla Fashion embarked on our sustainability journey with the launch of the sustainability 1.0 programme ‘ReEarth - For Our Tomorrow’ in FY13.

Building on our commitment to foster a sustainable tomorrow and deliver sustainable fashion, we have leapfrogged in our ReEarth programme with sustainability 2.0 and defined milestones for 2025.

As we transform our journey to Sustainability 3.0, we are redefining boundaries, setting ambitious goals, and embracing our responsibility to shape a sustainable future. Our vision for 2030 isn’t just aligned with global climate goals—it is a bold declaration of our intent to lead with purpose and impact, focusing on below key areas: Net-Zero & decarbonization, Product Stewardship, Social inclusion, Health safety & well-being, Brand Sustainability.

We present our Business Responsibility and Sustainability Report (BRSR) in alignment with the National Guidelines on Responsible Business Conduct (NGRBCs) on Environmental, Social and Governance (ESG) of Businesses as released by the Ministry of Corporate Affairs. This Report is prepared as per amended 34 (2) (f) of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 vide gazette notification no. SEBI/LAD-NRO/GN/2021/22 dated May 05, 2021 and SEBI circular SEBI/HO/CFD/CFD-SEC-2/P/CIR/2023/122 dated July 12, 2023.

SECTION A: GENERAL DISCLOSURES

I. Details of the listed entity

1	Corporate Identity Number (CIN) of the Listed Entity	: U46410MH2024PLC423195
2	Name of the Listed Entity	: Aditya Birla Lifestyle Brands Limited
3	Year of incorporation	: 2024
4	Registered office address	: Piramal Agastya Corporate Park, Building ‘A’, 4th and 5th Floor, Unit No. 401, 403, 501, 502, L.B.S. Road, Kurla, Mumbai, Maharashtra - 400 070
5	Corporate address	: KH No 118/110/1 Building 2 Divyashree Technopolis, Yemalur Post, HAL Old Airport Rd, Bengaluru, Karnataka - 560 037
6	E-mail	: cs@ablbl.adityabirla.com
7	Telephone	: +91 86529 05000
8	Website	: https://www.ablbl.in/
9	Financial year for which reporting is being done	: 2025-2026
10	Name of the Stock Exchange(s) where shares are listed	: BSE Limited (“BSE”) and National Stock Exchange of India Limited (“NSE”)
11	Paid-up Capital (in INR)	: ₹ 1220.52 Cr
12	Venue /Mode	: Name: Dr Naresh Tyagi Designation: Chief Sustainability Officer Telephone: 080-67271000 Email Address: naresh.tyagi@abfrl.adityabirla.com

13	Reporting boundary - Are the disclosures under this report made on a standalone basis (i.e. only for the entity) or on a consolidated basis (i.e. for the entity and all the entities which form a part of its consolidated financial statements, taken together).	: Yes, the disclosure under this report are made on consolidated basis. The BRSR disclosures pertain to our Head Office in Bengaluru, factories, warehouses, and retail stores. The defined boundary covers significant operations of the organization. <i>Please Refer about the report’ section page no. 4-5</i>
14	Name of Assurance Provider	British Standards Institution
15.	Type of Assurance	Reasonable Assurance for BRSR core

II. Products / services

16. Details of business activities (accounting for 90% of the turnover):

Business activities include design, manufacturing, distribution and retailing offering branded apparel and accessories. Details of turnover provided in subsequent question.

17. Products/Services sold by the entity (accounting for 90% of the entity’s Turnover):

S. No.	Description of Main Activity	Description of Business Activity	Business Activity Code	% of Turnover of the entity
1	Manufacturing	Textile, Leather and other apparel products	13	39%
2	Trade	Retail Trading	47	61%

III. Operations

18. Number of locations where plants and/or operations/offices of the entity are situated.

Location	Number of plants	Number of offices	Total
National	11 Factories 3 Warehouses	2 Offices	16
International	-	-	-

19. Markets served by the entity:

a. Number of locations:

Location	Number
National (no. of states)	28 states and 4 union territories across India
International (no. of countries)	The Middle East

b. What is the contribution of exports as a percentage of the total turnover of the entity?

2.49% is contributed to exports in total turnover

c. A brief on types of customers:

Considering our product portfolio, we cater to all types of customer needs in fashion including formals, casuals, and luxury. We also cater to accessory needs of the customers across India. We also reach out to our customer through our e-commerce along with our large retail footprint.

IV. Employees

20. Details as at the end of Financial Year:

a. Employees and workers (including differently abled):

Please refer Human Capital section, Page no. 53

b. Differently abled Employees and workers:

Please refer Human Capital section, Page no. 56

21. Participation / Inclusion / Representation of women

Please refer Human Capital section, Page no. 53

22. Turnover rate for permanent employees and workers (Disclose trends for the past 3 years)

Please refer Human Capital section, Page no. 56

V. Holding, Subsidiary and Associate Companies (including joint ventures)

S. No.	Name of the holding / subsidiary / associate companies / joint ventures (A)	Indicate whether holding/ Subsidiary / Associate / Joint Venture	% of shares held by listed entity	Does the entity indicated at column A, participate in the Business Responsibility initiatives of the listed entity? (Yes/No)
1	Aditya Birla Garments Limited	Subsidiary	100%	No

VI. CSR Details

24. CSR details

- (i) Whether CSR is applicable as per section 135 of Companies Act, 2013: Yes
- (ii) Turnover (in ₹): ₹ 8395.80 Cr
- (iii) Net worth (in ₹): ₹ 1412.18 Cr

VII. Transparency and Disclosure compliance

25. Complaints/Grievances on any of the principles (Principles 1 to 9) under the National Guidelines on Responsible Business Conduct:

Stakeholder group from whom complaint is received	Grievance Redressal Mechanism in Place (Yes/No) (If Yes, then provide web-link for grievance redress policy)	FY 2025-26 (Current)		Remarks
		No. of complaints filed during the year	No. of complaints pending resolution at close of the year	
Communities	Yes https://www.ablbl.in/corporate-governance/policies/	0	0	
Investors (other than shareholders)		0	0	
Shareholders		13	0	
Employees and workers		4311	0	
Customers		30319	0	
Value chain Partner		0	0	

26. Overview of the entity’s material responsible business conduct issues: Please indicate material responsible business conduct and sustainability issues pertaining to environmental and social matters that present a risk or an opportunity to your business, rationale for identifying the same, approach to adapt or mitigate the risk along-with its financial implications, as per the following format

Please Refer Materiality – Stakeholder Engagement and Materiality Assessment Section, page no. 27

SECTION B: MANAGEMENT AND PROCESS DISCLOSURES

This section is aimed at helping businesses demonstrate the structures, policies and processes put in place towards adopting the NGRBC Principles and Core Elements.

Disclosure Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
Policy and Management Process									
1a. Whether your entity’s policy/ policies cover each principle and its core elements of the NGRBCs. (Yes/No)	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	No
1b. Has the policy been approved by the Board? (Yes/No)	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes
1c. Web Link of the Policies, if available	https://www.ablbl.in/corporate-governance/policies/ Some policies may also include a combination of internal policies of the Company which are accessible to all internal stakeholders and policies placed on the Company’s website								



Disclosure Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
2 Whether the entity has translated the policy into procedures. (Yes / No)	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	No
3 Do the enlisted policies extend to your value chain partners? (Yes/No)	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	No
4 Name of the national and international codes/certifications/labels/standards (e.g. Forest Stewardship Council, Fairtrade, Rainforest Alliance, Trustee) standards (e.g. SA 8000, OHSAS, ISO, BIS) adopted by your entity and mapped to each principle.	Global Standards / frameworks: ILO, GRI, IFC, ISO, SA8000	Labels: BCI, LIVA Eco Fibber International Standards: OHSAS, ANSI, BSI, ASTM, NFPA Indian Standards: BIS, NBC, NSC Global Standards / frameworks: ILO, GRI, IFC, ISO, SA8000, ETI Recycled Claim Standard, Higg Index	International Standards: OHSAS, ANSI, BSI, NBC, NSC Indian Standards: BIS, NBC, NSC Global Standards / frameworks: ILO, GRI, IFC, ISO, SA8000, ETI	Global Standards: AA1000AS, GRI, UNGC	Global Standards / frameworks: ILO, ISO, IFC SA8000, ETI, UNGC	Global Standards: AA1000AS, GRI, UNGC	Global Standards: ILO, GRI, IFSC, ISO, SA8000	Global Standards / frameworks: ILO, IFC, ISO, SA8000, UNGC	Global Standards / Frameworks: ISO, UNGC
5 Specific commitments, goals and targets set by the entity with defined timelines, if any.	-	-100% products by volume to have at least two sustainable attributes by 2030 - All tier-1 suppliers to be covered under Vendor Code of Conduct Program - Zero severity at our premises - 80% renewable energy across our facilities by 2030	- All tier-1 suppliers to be covered under Vendor Code of Conduct Program - Zero Harm - No incident of 'Category 5' at our premises.	-	- All tier-1 suppliers to be covered under Vendor Code of Conduct Program by 2030 - 5.5% YoY reduction in Scope 1 & 2 and 3.5% YoY scope 3 Emissions reduction by 2030 - Water positive across our facilities - Zero Waste disposed to landfill	-	- 80% Renewable Energy across our facilities by 2030 - 5.5% YoY reduction in Scope 1 & 2 and 3.5% YoY scope 3 Emissions reduction by 2030 - Water positive across our facilities - Zero Waste disposed to landfill	-	- CSR goals are defined year-on-year across Education, Healthcare & Sanitation, Sustainable Livelihood, Water & Watershed and Digitalization 'All tier-1 suppliers to be covered under Vendor Code of Conduct Program by 2030

Disclosure Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
6 Performance of the entity against the specific commitments, goals and targets along-with reasons in case the same are not met	-	-	-	-		-	-	-	-
Governance, Leadership and Oversight									
7 Statement by director responsible for the business responsibility report, highlighting ESG related challenges, targets and achievements (listed entity has flexibility regarding the placement of this disclosure)	Please refer 'Executive Messages' Section								
8 Details of the highest authority responsible for implementation and oversight of the Business Responsibility policy (ies).	Name: Dr. Naresh Tyagi Designation: Chief Sustainability Officer Telephone: 080-67271000 Email Address: naresh.tyagi@abfrl.adityabirla.com								
9 Does the entity have a specified Committee of the Board/ Director responsible for decision making on sustainability related issues? (Yes / No). If yes, provide details	Pls. refer Risk and Opportunity, Risk governance section. Page no. 22-25								
10 Details of Review of NGRBCs by the Company	Indicate whether: (i) Review was undertaken by Director / Committee of the Board / Any other Committee(ii) Frequency - Annually / Half yearly / Quarterly / Any other - please specify								
Subject for review	P1	P2	P3	P4	P5	P6	P7	P8	P9
Performance against above policies and follow up action	Quarterly / Half yearly	Quarterly / Half yearly	Quarterly / Half yearly	Quarterly / Half yearly	Quarterly / Half yearly	Quarterly / Half yearly	-	Quarterly / Half yearly	-
Compliance with statutory requirements of relevance to the principles, and, rectification of any non-compliances	Half yearly	Half yearly	Half yearly	Half yearly	Half yearly	Half yearly	-	Half yearly	-
11 Has the entity carried out independent assessment / evaluation of the working of its policies by an external agency? (Yes/No). If yes, provide name of the agency	Yes, IMS audit conducted by BVQI	Yes, facilities assessed on Higg Index FEM / FSLM by Bluwin	Yes, Sustainability Report assessed and assured by BSI	Yes, Human Rights Assessment conducted by KPMG	-	-	-	Yes, Social Impact assessment by Navgraam Development Consulting LLP	Yes, Information and Cyber Security systems & protocols assessed by one of the Big 4 Audit firm

Disclosure Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
12 If answer to question (1) above is “No” i.e. not all Principles are covered by a policy, reasons to be stated:									
The entity does not consider the Principles material to its business (Yes/No)	-	-	-	-	-	-	-	-	-
The entity is not at a stage where it is in a position to formulate and implement the policies on specified principles (Yes/No)	-	-	-	-	-	-	-	-	-
The entity does not have the financial or/human and technical resources available for the task (Yes/No)	-	-	-	-	-	-	-	-	-
It is planned to be done in the next financial year (Yes/No)	-	-	-	-	-	-	-	-	-
Any other reason (please specify)	While ABLBL does not have a stated policy on Policy Advocacy; as part of the Aditya Birla Group, we actively undertake need- based advocacy on issues pertaining to the industry through our membership of relevant industry bodies, such as Retail Association of India and Clothing Manufacturers Association of India								

SECTION C: PRINCIPLE WISE PERFORMANCE DISCLOSURE

Principle 1: Businesses should conduct and govern themselves with integrity, and in a manner that is Ethical, Transparent and Accountable

Good governance is the common underlying principle for all successful organizations. To ensure transparent communication and ethical conduct at all levels of the value chain, we adhere to the policies which form the cornerstone of our operations and ensure business continuity in a responsible manner.

Essential Indicators

1. Percentage coverage by training and awareness programmes on any of the principles during the financial year:
Please Refer ‘Human Capital’ Chapter Page no. 65
2. Details of fines / penalties / punishment / award / compounding fees / settlement amount paid in proceedings (by the entity or by directors / KMPs) with regulators / law enforcement agencies / judicial institutions, in the financial year:

Monetary	NGRBC Principle	Name of the regulatory / enforcement agencies / judicial institutions	Amount (In INR)	Brief of the Case	Has an appeal been preferred? (Yes/No)
Penalty/ Fine	1 to 9	NIL (for directors & KMP)	-	-	-
Settlement	1 to 9	NIL (for directors & KMP)	-	-	-
Compounding fee	1 to 9	NIL (for directors & KMP)	-	-	-

Non-Monetary	NGRBC Principle	Name of the regulatory / enforcement agencies / judicial institutions	Brief of the Case	Has an appeal been preferred? (Yes/No)
Imprisonment	1 to 9	NIL (for directors & KMP)	-	-
Punishment	1 to 9	NIL (for directors & KMP)	-	-

3. Of the instances disclosed in Question 2 above, details of the Appeal/ Revision preferred in cases where monetary or non-monetary action has been appealed. –
NIL
4. Does the entity have an anti-corruption or anti-bribery policy? If yes, provide details in brief and if available, provide a web-link to the policy.

Yes, we have an Anti-Fraud and anti-corruption and bribery Policy in place.
<https://www.ablbl.in/wp-content/uploads/2025/07/Anti-Bribery-and-Anti-Corruption-Policy.pdf>

5. Number of Directors/KMPs/employees/workers against whom disciplinary action was taken by any law enforcement agency for the charges of bribery/ corruption:

Segment	FY 2025-26	FY 2024-25
Directors	Nil	Nil
Key Managerial Personnel	Nil	Nil
Employees other than BoD and KMPs	Nil	Nil
Workers	Nil	Nil

6. Details of complaints with regard to conflict of interest:

No. of complaints received in relation to issues of Conflict of Interest	FY 2025-26	FY 2024-25
Directors	0	0
KMPs	0	0

7. Provide details of any corrective action taken or underway on issues related to fines / penalties / action taken by regulators/ law enforcement agencies/ judicial institutions, on cases of corruption and conflicts of interest

Not Applicable

8. Number of Days of Accounts payable ((Accounts payable*365) / cost of goods / services procured) in the following format:

Please refer Financial Capital section, Page no. 40

9. Openness of Business:

Please refer Financial Capital section, Page no. 40

Leadership Indicators

1. Awareness programmes conducted for value chain partners on any of the Principles during the financial year:

Please refer Social and Relationship Capital section, Page no. 121

2. Does the entity have processes in place to avoid/ manage conflict of interests involving members of the Board? (Yes/ No) If Yes, provide details of the same.

Board and Senior Management being the decision-making authority, there's a code of conduct in place to observe the highest standards of ethical conduct and integrity.

Refer Code of Conduct - <https://www.ablbl.in/corporate-governance/code-of-conduct/>

Principle 2: Businesses should provide goods and services in a manner that is sustainable and safe

ABLBL is committed to its vision to 'passionately satisfy Indian consumers' needs in fashion, style and value'. Consumers today are more aware and prefer not only the style and service but also in the knowledge that the brands they choose manufacture products sustainably and operate responsibly and ethically.

Essential Indicators

1. Percentage of R&D and capital expenditure (capex) investments in specific technologies to improve the environmental and social impacts of product and processes to total R&D and capex investments made by the entity, respectively

	FY 2025-26	FY 2024-25	Details of improvements in environmental and social impacts
R&D	0	0	NA
Capex	0	0	NA

2. a. Does the entity have procedures in place for sustainable sourcing?

Yes, we have a defined methodology namely 'Sustainable Attributes' to monitor sustainable coefficient across our product portfolio

b. If yes, what percentage of inputs were sourced sustainably?

At ABLBL Level, 90% product have at least one sustainable attribute

3. Describe the processes in place to safely reclaim your products for reusing, recycling and disposing at the end of life

Please refer Natural Capital section, Page no. 100

4. Whether Extended Producer Responsibility (EPR) is applicable to the entity's activities- Yes

If yes, whether the waste collection plan is in line with the Extended Producer Responsibility (EPR) plan submitted to Pollution Control Boards? If not, provide steps taken to address the same.

Please refer Natural Capital section, Page no. 99

Leadership Indicators

1. Has the entity conducted Life Cycle Perspective / Assessments (LCA) for any of its products (for manufacturing industry) or for its services (for service industry)? If yes, provide details in the following format? Yes

Please refer Natural Capital section, Page no. 100

2. If there are any significant social or environmental concerns and/or risks arising from production or disposal of your products / services, as identified in the Life Cycle Perspective / Assessments (LCA) or through any other means, briefly describe the same along-with action taken to mitigate the same

Please refer Natural Capital section, Page no. 100

3. Percentage of recycled or reused input material to total material (by value) used in production (for manufacturing industry) or providing services (for service industry).

Indicate input material	Recycled or re-used input material to total material	
	FY 2025-26	FY 2024-25
Carton Box	100% cardboard made from recycled paper	

4. Of the products and packaging reclaimed at end of life of products, amount (in metric tonnes) reused, recycled, and safely disposed, as per the following format:

Please refer Natural Capital section, Page no. 98

5. Reclaimed products and their packaging materials (as percentage of products sold) for each product category. – Not Applicable

Principle 3: Businesses should respect and promote the well-being of all employees, including those in their value chains

At ABLBL, our 'People Vision' is to 'Drive a High Performing and Customer Centric Culture with Happy and Value Oriented Employees'. We are especially proud of our performance as it is expertly anchored by advanced capabilities and enhanced productivity.

Essential Indicators

1. a. Details of measures for the well-being of employees:

Please refer Human Capital section, Page no. 60-62

b. Details of measures for the well-being of workers:

Please refer Human Capital section, Page no. 60-62

c. Spending on measure towards well-being of employees and workers (including permanent and other than permanent)

Please refer Human Capital section, Page no. 62

2. Details of retirement benefits, for Current FY and Previous Financial Year.

Please refer Human Capital section, Page no. 62

3. Accessibility of workplaces: Are the premises / offices of the entity accessible to differently abled employees and workers, as per the requirements of the Rights of Persons with Disabilities Act, 2016? If not, whether any steps are being taken by the entity in this regard.

Yes, the premises / offices are accessible to differently abled employees and workers, as per the requirements of the Rights of Persons with Disabilities Act, 2016

4. Does the entity have an equal opportunity policy as per the Rights of Persons with Disabilities Act, 2016? If so, provide a web-link to the policy.

While we don't have a standalone Equal Opportunity Policy, our Human Rights policy emphasizes our commitment and approach in providing a conducive and diverse work environment considering the rights of vulnerable groups such as indigenous people, women, migrant workers and other minorities. Please refer Human Rights Policy for further information. - <https://www.ablbi.in/wp-content/uploads/2025/07/Human-Rights-Policy-2025.pdf>

5. Return to work and Retention rates of permanent employees and workers that took parental leave.

Please refer Human Capital section, Page no. 63

6. Is there a mechanism available to receive and redress grievances for the following categories of employees and worker? If yes, give details of the mechanism in brief.

	Yes / No	If Yes, then give details of the mechanism in brief
Permanent Workers	Yes	Works committee has formed to address the Grievance of workers. Committee comprises of 13 members with 20% of male and 80% of female across levels and each unit level (Factories)
Other than Permanent Worker	No	NA
Permanent Employees	Yes	Pls. refer Employee grievance mechanism in Human Capital Page no. 70-71
Other than Permanent Employees	No	NA

7. Membership of employees and worker in association(s) or Unions recognized by the listed entity:

Please refer Human Capital section, Page no. 69

8. Details of training given to employees and workers:

Please refer Human Capital section, Page no. 65 for Skill upgradation training and Health & safety Training Page no. 76

9. Details of performance and career development reviews of employees and worker:

100% of employees and permanent workers are covered under performance and career development review.

10. Health and safety management system:

a. Whether an occupational health and safety management system has been implemented by the entity? If yes, the coverage such system?

Yes, please refer Human Capital Section, Page no. 73

b. What are the processes used to identify work-related hazards and assess risks on a routine and non-routine basis by the entity?

Risk Assessment and Management System - Hazard Identification and Risk Assessment, Job Safety Analysis, please refer Human Capital Section, Page no. 74

c. Whether you have processes for workers to report the work-related hazards and to remove themselves from such risks.

Please refer Human Capital Section, Page no. 75

d. Do the employees/ worker of the entity have access to non-occupational medical and healthcare services?

We have Group Medclaim Policy in place for all our employees (including workers)

11. Details of safety related incidents, in the following format:

Please refer Human Capital section, Page no. 75

12. Describe the measures taken by the entity to ensure a safe and healthy work place.

Please refer Human Capital Section, Page no. 76

13. Number of Complaints on the following made by employees and workers:

Please refer Human Capital Section, Page no. 76

14. Assessments for the year:

	% of your plants and offices that were assessed (by entity or statutory authorities or third parties)
Health and safety practices	100%
Working conditions	100%

15. Provide details of any corrective action taken or underway to address safety-related incidents (if any) and on significant risks / concerns arising from assessments of health & safety practices and working conditions.

Please refer Human Capital section, Page no. 76

Leadership Indicators

1. Does the entity extend any life insurance or any compensatory package in the event of death.

Employees	Yes
Workers	Claims are settled through EDLI - EPFO

2. Provide the measures undertaken by the entity to ensure that statutory dues have been deducted and deposited by the value chain partners.

Statutory dues are managed by internal process stakeholders and there are quarterly audit happening around to ensure the prompt payment and 100% complaint

3. Provide the number of employees / workers having suffered high consequence work related injury / ill-health / fatalities (as reported in Q11 of Essential Indicators above), who have been are rehabilitated and placed in suitable employment or whose family members have been placed in suitable employment:

	Total no. of affected employees / worker		No. of employees/workers that are rehabilitated and placed in suitable employment or whose family members have been placed in suitable employment	
	FY 2025-2026	FY 2024-2025	FY 2025-2026	FY 2024-2025
Employees	0	0	NA	NA
Workers	0	0	NA	NA

4. Does the entity provide transition assistance programs to facilitate continued employability and the management of career endings resulting from retirement or termination of employment?

Please refer Human Capital section, Page no. 64-65

5. Details on assessment of value chain partners:

Please refer Social and Relationship Capital section, Page no. 121

6. Provide details of any corrective actions taken or underway to address significant risks concerns arising from assessments of health and safety practices and working conditions of value chain partners.

Please refer Social and Relationship Capital section, Page no. 121

Principle 4: Businesses should respect the interests of and be responsive to all its stakeholders

Essential Indicators

1. Describe the processes for identifying key stakeholder groups of the entity.

Please refer Stakeholder Engagement and Materiality assessment Section, Page no. 27

2. List stakeholder groups identified as key for your entity and the frequency of engagement with each stakeholder group.

Please refer Stakeholder Engagement and materiality assessment Section, Page no. 28-29

Leadership Indicators

1. Provide the processes for consultation between stakeholders and the Board on economic, environmental, and social topics or if consultation is delegated, how is feedback from such consultations provided to the Board.

Please refer Stakeholder Engagement and materiality assessment section, Page no. 27-29

2. Whether stakeholder consultation is used to support the identification and management of environmental, and social topics (Yes / No). If so, provide details of instances as to how the inputs received from stakeholders on these topics were incorporated into policies and activities of the entity.

Yes, please refer Materiality Section and Stakeholder Engagement section, Page no. 27-29

3. Provide details of instances of engagement with, and actions taken to, address the concerns of vulnerable/ marginalized stakeholder groups.

We do not have any vulnerable or marginalized group identified as stakeholder group.

Please refer Materiality Section and Stakeholder Engagement section, Page no. 27-29

Principle 5: Businesses should respect and promote human rights

ABLBL upholds the belief that all humans must be treated with dignity and respect. In order to ensure this, we protect human rights, not only within our premises but across our supply chains. Our policy on human rights is thus extended to vendors, suppliers and NGOs. Some of the steps that we have taken to safeguard human rights are:

- We prohibit child and force labour across all vendor sites. This is enforced and ensured through stringent and regular audit checks of vendors
- Our ‘Prevention of Sexual Harassment’ (POSH) Policy has been adopted on the Company-wide level to ensure the respect and dignity of all its employees. POSH is applicable not only to employees but also to third parties or clients and vendors of the Company

Essential Indicators

1. Employees and workers who have been provided training on human rights issues and policy(ies) of the entity, in the following format:

Please refer Human Capital section, Page no. 70

2. Details of minimum wages paid to employees and workers, in the following format:

Please refer Human Capital section, Page no. 60

3. Details of remuneration/salary/wages, in the following format:

a. Median Remuneration / Wages

Please refer Human Capital section, Page no. 60

b. Gross wages paid to female as % of the total wages paid by entity

Please refer Human Capital section, Page no. 60

4. Do you have a focal point (Individual/ Committee) responsible for addressing human rights impacts or issues caused or contributed to by the business? (Yes/No) - Yes

5. Describe the internal mechanisms in place to redress grievances related to human rights issues.

We have a formal policy in line with UNGC Principles of Human Rights & Labor, Social Accountability 8000 etc. and employee raise their grievances through dedicated helpline numbers work committee and email in their regional language

6. Number of Complaints on the following made by employees and workers:

Please refer Human Capital section, Page no. 70-72

7. Complaints filed under the sexual Harassment of women at workplace (prevention, prohibition and redressal) act 2023, in the following format

Please refer Human Capital section, Page no. 70-72

8. Mechanisms to prevent adverse consequences to the complainant in discrimination and harassment cases.

Please refer Human Capital section, Page no. 70-72

9. Do human rights requirements form part of your business agreements and contracts? (Yes/No) - Yes

10. Assessments for the year – Percentage of plants and offices

% of your plants and offices that were assessed (by entity or statutory authorities or third parties)	
Child labour	100%
Forced/involuntary labour	100%
Sexual harassment	100%
Discrimination at workplace	100%
Wages	100%
Others – please specify	100% assessed for Workplace Health & Safety requirements

11. Provide details of any corrective actions taken or underway to address significant risks / concerns arising from the assessments at Question 9 above.

At the time of Audit suitable corrective actions are recommended and facilities are monitored through regular Follow-up and Annual Surveillance Audits to ensure robustness of the systems in place

Leadership Indicators

1. Details of a business process being modified / introduced as a result of addressing human rights grievances/complaints.

– Not applicable

2. Details of the scope and coverage of any Human rights due-diligence conducted.

All the tier 1 vendors, warehouse, retail stores, business offices, and in-house factories are under the scope of Human Rights due diligence.

3. Is the premise/office of the entity accessible to differently abled visitors, as per the requirements of the Rights of Persons with Disabilities Act, 2016?

Yes

4. Details on assessment of value chain partners:

Please refer Social and Relationship Capital section, Page no. 121

5. Provide details of any corrective actions taken or underway to address significant risks / concerns arising from the assessments at Question 4 above.

At the time of Audit suitable corrective actions are recommended. Vendors are monitored through regular Follow-up and Annual Surveillance Audits to ensure robustness of the systems in place

Please refer Social and Relationship Capital section, Page no. 121

Principle 6: Businesses should respect and make efforts to protect and restore the environment

At ABLBL, we are striving to provide every customer a sense of meaningful contribution in building a sustainable ecosystem, through resource neutral operations of closed-loop models, sustainable raw materials and enhanced transparency.

- Our sustainability webpage link - <https://www.ablbl.in/sustainability-overview/>
- Our Environmental Policy link – <https://www.ablbl.in/wp-content/uploads/2025/07/ENVIRONMENTAL-POLICY-2025.pdf>

Essential Indicators

1. Details of total energy consumption (in Joules or multiples) and energy intensity, in the following format:

Please refer Natural Capital section, Page no. 93

2. Does the entity have any sites / facilities identified as designated consumers (DCs) under the Performance, Achieve and Trade (PAT) Scheme of the Government of India? (Y/N) If yes, disclose whether targets set under the PAT scheme have been achieved. In case targets have not been achieved, provide the remedial action taken, if any.

None of the ABLBL facility has been identified as designated consumers under PAT scheme

3. Provide details of the following disclosures related to water, in the following format:

Please Refer Natural Capital section, Page no. 95

4. Provide the following details related to water discharged:

Please Refer Natural Capital section, Page no. 95

5. Has the entity implemented a mechanism for Zero Liquid Discharge? If yes, provide details of its coverage and implementation.

Yes, ABLBL has implemented a mechanism for zero water Discharge. Under Liquid waste, we have Used oil, which is collected, stored and disposed for recycling.

6. Please provide details of air emissions (other than GHG emissions) by the entity, in the following format:

Please Refer Natural Capital section, Page no. 95

7. Provide details of greenhouse gas emissions (Scope 1 and Scope 2 emissions) & its intensity, in the following format:

Please Refer Natural Capital section, Page no. 94

8. Does the entity have any project related to reducing Green House Gas emission? If Yes, then provide details.

Yes, Energy efficiency, PV Solar Roof Top, Use of biomass as fuel in boiler etc.

Please Refer Natural Capital section, Page no. 94

9. Provide details related to waste management by the entity, in the following format:

Please Refer Natural Capital section, Page no. 97

10. Briefly describe the waste management practices adopted in your establishments. Describe the strategy adopted by your company to reduce usage of hazardous and toxic chemicals in your products and processes and the practices adopted to manage such wastes.

Please Refer Natural Capital Section, Page no. 97

11. If the entity has operations/offices in/around ecologically sensitive areas (such as national parks, wildlife sanctuaries, biosphere reserves, wetlands, biodiversity hotspots, forests, coastal regulation zones etc.) where environmental approvals / clearances are required, please specify details in the following format:

Not Applicable. ABLBL has no operations/offices in/around ecologically sensitive areas



12. Details of environmental impact assessments (EIA) of projects undertaken by the entity based on applicable laws, in the current financial year:

Not Applicable

13. Is the entity compliant with the applicable environmental law/ regulations/ guidelines in India; such as the Water (Prevention and Control of Pollution) Act, Air (Prevention and Control of Pollution) Act, Environment protection act and rules thereunder (Y/N). If not, provide details of all such non-compliances, in the following format:

Yes, we adhere to all applicable local and national environment laws and regulations

Leadership Indicators

1. Water withdrawal, consumption and discharge in areas of water stress (in kiloliters):

For each facility / plant located in areas of water stress, provide the following information:

- (i) Name of the area: Bangalore
- (ii) Nature of operations: Domestic purpose
- (iii) Water withdrawal, consumption and discharge in the following format:

Please Refer Natural Capital Section, Page no. 96

2. Please provide details of total Scope 3 emissions & its intensity, in the following format:

Please Refer Natural Capital Section, Page no. 94

3. With respect to the ecologically sensitive areas reported at Question 10 of Essential Indicators above, provide details of significant direct & indirect impact of the entity on biodiversity in such areas along-with prevention and remediation activities.

ABLBL has no operations/offices in/around ecologically sensitive areas

4. If the entity has undertaken any specific initiatives or used innovative technology or solutions to improve resource efficiency, or reduce impact due to emissions / effluent discharge waste generated, please provide details of the same as well as outcome of such initiatives, as per the following format:

Please Refer Natural Capital Section, Page no. 95-96

5. Does the entity have a business continuity and disaster management plan? Give details in 100 words/ web link.

We have crisis management policy at group level
<https://sustainability.adityabirla.com/images/Crisis-Management-Policy.pdf>

6. Disclose any significant adverse impact to the environment, arising from the value chain of the entity. What mitigation or adaptation measures have been taken by the entity in this regard.

No significant adverse impacts to the environment evidenced as a result of our operations

7. Percentage of value chain partners (by value of business done with such partners) that were assessed for environmental impacts.

70 Critical vendors assessed for Environmental Impacts through our internal program named as supplier sustainability Index

Principle 7: Businesses, when engaging in influencing public and regulatory policy, should do so in a manner that is responsible and transparent

Essential Indicators

1. a. Number of affiliations with trade and industry chambers/ associations.

Please Refer 'Membership in Industry Associations', in Public Advocacy section in Social and Relation Capital, Page no. 122-123

- b. List the top 10 trade and industry chambers/ associations (determined based on the total members of such body) the entity is a member of/ affiliated to.

Please Refer 'Membership in Industry Associations', in Public Advocacy section in Social and Relation Capital, Page no. 123

2. Provide details of corrective action taken or underway on any issues related to anti-competitive conduct by the entity, based on adverse orders from regulatory authorities.

Not Applicable

Principle 8: Businesses should promote inclusive growth and equitable development

The Company focuses its CSR initiatives under 5 pillars, i.e., Education, Health & Sanitation, Sustainable Livelihood, Water and Digitization. It also strongly encourages voluntary employee participation in the CSR activities, and has a policy in place to facilitate this.

Essential Indicators

1. Details of Social Impact Assessments (SIA) of projects undertaken by the entity based on applicable laws, in the current financial year.

Please refer Social and Relation Capital, Page no. 110-115

2. Provide information on project(s) for which ongoing Rehabilitation and Resettlement (R&R) is being undertaken by your entity:

Not Applicable

3. Describe the mechanisms to receive and redress grievances of the community.

Please refer Social and Relation Capital, Page no. 109

4. Percentage of input material (inputs to total inputs by value) sourced from suppliers:

Please refer Social and Relationship Capital, Page no. 120

5. Job creation in smaller town- Disclose wages paid to person employed (Including employees or workers employed on permanent or non-permanent /on contract basis in the following locations.

Please refer Human Capital, Page no. 60

Leadership Indicators

1. Provide details of actions taken to mitigate any negative social impacts identified in the Social Impact Assessments (Reference: Question 1 of Essential Indicators above):

Details of negative social impact identified	Corrective action taken
Not Applicable as no any negative social impacts identified in the Social Impact Assessments	

2. Provide the following information on CSR projects undertaken by your entity in designated aspirational districts as identified by government bodies:

Please refer Social and relationship capital section, page no. 114

- 3a. Do you have a preferential procurement policy where you give preference to purchase from suppliers comprising marginalized /vulnerable groups? (Yes/No)
No
- b. From which marginalized /vulnerable groups do you procure?
Currently, we are not purchasing from any marginalized or vulnerable groups
- c. What percentage of total procurement (by value) does it constitute?
0%

4. Details of the benefits derived and shared from the intellectual properties owned or acquired by your entity (in the current financial year), based on traditional knowledge:
Not Applicable

5. Details of corrective actions taken or underway, based on any adverse order in intellectual property related disputes wherein usage of traditional knowledge is involved.
Not Applicable

6. Details of beneficiaries of CSR Projects:
Please refer Social and Relation Capital, Page no. 109

Principle 9: Businesses should engage with and provide value to their consumers in a responsible manner

Essential Indicators

1. Describe the mechanisms in place to receive and respond to consumer complaints and feedback.

Please Refer Customer, Stakeholder Engagement and Materiality section, Page no. 117

2. Turnover of products and / services as a percentage of turnover from all products/service that carry information about:

Environmental and social parameters relevant to the product	We have defined sustainable product attributes. We launch various environment friendly collections and mentions the Environment and Social performance of the products. Such products comprise of 90% by volume.
Safe and responsible usage	Our product tags contain the information on the safe and responsible usage of the products such as wash care, drying and ironing instruction. We mention these instructions on 100% of our apparel products.
Recycling and/or safe disposal	Not Applicable

3. Number of consumer complaints in respect of the following:

Please refer Social and Relation Capital, Page no. 117

4. Details of instances of product recalls on account of safety issues:

Not Applicable

5. Does the entity have a framework/ policy on cyber security and risks related to data privacy? (Yes/No) If available, provide a web-link of the policy.

Please refer intellectual Capital, Information security section Page no. 87

6. Provide details of any corrective actions taken or underway on issues relating to advertising, and delivery of essential services; cyber security and data privacy of customers; re-occurrence of instances of product recalls; penalty / action taken by regulatory authorities on safety of products / services.
Nil

7. Provide the following information relating to data breaches:

- a. Number of instances of data breaches along-with impact:
0
- b. Percentage of data breaches involving personally identifiable information of customers:
0%

Leadership Indicators

1. Channels / platforms where information on products and services of the entity can be accessed (provide web link, if available)

Information relating to all the products and services provided by the organization are available on the Company website <https://www.ablbl.in/>. Apart from that all the brands that are part of ABLBL, have their own websites, where they regularly update their information regarding their products and services. In addition, the Corporation actively uses various social media and digital platforms to disseminate information.

2. Steps taken to inform and educate consumers about safe and responsible usage of products and/or services.

Our product tags contain the information on the safe and responsible usage of the products such as wash care, drying and ironing instruction. We mention these instructions on all of our apparel products.

3. Mechanisms in place to inform consumers of any risk of disruption/discontinuation of essential services.

Not applicable

4. Does the entity display product information on the product over and above what is mandated as per local laws? (Yes/ No/Not Applicable) If yes, provide details in brief.

Product Story related to raw material, finish or any other key highlight shall be disclosed over and above the mandatory requirement through the hangtag. Example - LIVA, Giza Cotton

Did your entity carry out any survey with regard to consumer satisfaction relating to the major products / services of the entity, significant locations of operation of the entity or the entity as a whole? (Yes/No)

Yes, we do carry out surveys with regard to consumer satisfaction.



Independent Assurance opinion Statement:

To: **Mr. Ashish Dikshit, Managing Director of Aditya Birla Lifestyle Brands Limited**

Holds Statement No.: SRA 717758-1

The British Standards Institution (BSI) has conducted a combined assurance engagement on the sustainability information (described in the "Scope") in the Business Responsibility and Sustainability Report (BRSR Core KPI's) and Integrated Report for FY 2025-2026 of Aditya Birla Lifestyle Brands Ltd (ABLBL)

Scope

The scope of engagement agreed upon with ABLBL includes the following:

The assurance covers the information of the following material topics (non-financial information) in the Integrated report for the reporting period of 1st April 2025 to 31st March 2026 (FY 2025-2026), "In accordance with" the GRI universal standards 2021 at limited level assurance. ABLBL has also made disclosures as per GRI 2: General Disclosures 2021 (2-1, 2-2, 2-3, 2-4, 2-5, 2-6, 2-7, 2-9, 2-10, 2-11, 2-12, 2-13, 2-14, 2-15, 2-16, 2-17, 2-18, 2-19, 2-20, 2-21, 2-22, 2-23, 2-24, 2-25, 2-26, 2-27, 2-28, 2-29, 2-30) and GRI 3: Material Topics 2021 (GRI 3-1, 3-2 and 3-3)

The material topics were identified are as follows:

Material Topic	GRI Disclosures
Resource management- Energy	GRI 302: Energy 2016 - 302-1, 302-2, 302-3, 302-4, 302-5
Water	GRI 303: Water and Effluents 2018 - 303-1, 303-2, 303-3, 303-4, 303-5
Climate Change	GRI 305: Emissions 2016 - 305-1, 305-2, 305-3, 305-4, 305-5, 305-6, 305-7
Waste Management and Circular Economy	GRI 306: Waste 2020 - 306-1, 306-2, 306-3, 306-4, 306-5
Sustainable Product	GRI 308: Supplier Environmental Assessment 2016 - 308-1, 308-2 GRI 414: Supplier Social Assessment 2016 - 414-1, 414-2
Product Quality and Safety	GRI 416: Customer Health & Safety 2016 - 416-1, 416-2 GRI 417: Marketing and Labelling 2016 - 417-1, 417-2, 417-3
Occupational Health and Safety	GRI 403: Occupational Health and Safety 2018 - 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9, 403-10

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Max House, Tower – C
7th Floor, Okhla Industrial Estate
Phase-3, New Delhi-110 020
India

T: +91 11 4762 9000
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The scope of engagement also includes the following:

The assurance covers the information of the following subject matters in the Business Responsibility and Sustainability Section (BRSR Core KPI's) in the Integrated Report for the reporting period of 1st April 2025 to 31st March 2026 (FY 2025-2026).

- Green-house gas (GHG) footprint - P6:E7
- Water footprint - P6:E3 and P6:E4
- Energy footprint - P6:E1
- Embracing circularity - P6:E9
- Enhancing Employee Wellbeing and Safety - P3:E1(C), P3:E11
- Enabling Gender Diversity in Business - P5:E3(B), P5:E7
- Enabling Inclusive Development - P8:E4, P8:E5
- Fairness in Engaging with Customers and Suppliers - P9:E7, P1:E8
- Open-ness of business – P1:E9

The selected information is reported in accordance with Business Responsibility and Sustainability Report (BRSR Core KPI's).

The details of subject matters and their boundaries within the scope is described in Appendix A and Appendix B in this independent assurance opinion statement.

Opinion Statement

We have conducted a reasonable assurance engagement on the sustainability information described in the "Scope" above (BRSR for FY 2025-2026 covering core KPIs mentioned in Annexure-I: format of BRSR core, provided by SEBI, covering disclosures on Green-House Gas (GHG) footprint, Water footprint, Energy footprint, Embracing Circularity, Enhancing Employee Wellbeing and Safety, Enabling Gender Diversity in Business, Enabling Inclusive Development, Fairness in Engaging with Customers and Suppliers, Open-ness of Business.

In our opinion, the accompanying sustainability information is fairly presented, in all material aspects, in accordance with the Business Responsibility and Sustainability Report (BRSR Core KPI's) for the reporting period 1st April 2025 to 31st March 2026.

Also, BSI has conducted a limited level assurance engagement on the sustainability information (non-financial ESG information covered under material topic KPIs) described in the "Scope" above.

In our opinion, based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the accompanying sustainability information is not prepared, in all material respects, & in accordance

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requirements to the GRI Universal Standards 2021, for the reporting period 1st April 2025 to 31st March 2026.

While assessing the information, the evidence was gathered to ensure that the organization has practices and procedures in place to demonstrate the characteristics of relevance, completeness, reliability, neutrality and understandability in their data collection, consolidation and presentation in the annual Integrated report.

Methodology

Our assurance engagements were carried out in accordance with ISAE3000 (Revised) assurance standard following the principles of Integrity, Objectivity, Professional competence and due care, Confidentiality, and Professional behaviour. ISO 14064-3:2019 assurance standard is used for information related to GHG statement. Our work was designed to gather evidence on which to base our opinion conclusions.

We undertook the following activities:

- Assessment of the organization's reporting and management processes concerning this reporting against the principles of relevance, completeness, reliability, neutrality, understandability.
- Data verification on reasonable level sampling including asking for internal controls and implementation of internal controls, SOPs for data gathering and reporting mechanism for BRSR core KPIs.
- Data verification on limited level sampling for non-financial ESG information covered under material topics in the annual sustainability report with reference to GRI universal standards 2021.
- Consolidation of ESG information of different plants at corporate level.
- Interviews with staff involved in sustainability management, Sustainability/BRSR KPI preparation, data management and calculation of final numbers.
- Document review of relevant systems, policies, and procedures wherever available.
- Review of supporting evidence for claims made in the reports.
- Traceability of information from the origin and testing at site for measurement procedures
- Review of data pertaining to the sampled units of ABLBL, to confirm the data collection processes, record management practices, and check ESG material KPI's physically and through virtual mode.

Responsibility

Aditya Birla Lifestyle Brands Ltd, (ABLBL) is responsible for the preparation and fair presentation of the sustainability information in accordance with the agreed criteria. BSI is

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responsible for providing an independent assurance opinion statement to stakeholders giving our professional opinion based on the scope and methodology described.

Independence, Quality Control and Competence

BSI is independent to Aditya Birla Lifestyle Brands Ltd. (ABLBL) and has no financial interest in the operation of Aditya Birla Lifestyle Brands Ltd. (ABLBL) other than for the assurance of the sustainability statements contained in the BRSR Annexure-I (Core KPIs) and non-financial ESG information covered under the material topics in the Integrated report for the period of 1st April 2025 to 31st March 2026.

This independent assurance opinion statement has been prepared for the stakeholders of Aditya Birla Lifestyle Brands Ltd. (ABLBL) only for the purposes of verifying its statements relating to its environmental, social and governance (ESG) KPI's.

This independent assurance opinion statement is prepared on the basis of review of information provided to BSI by Aditya Birla Lifestyle Brands Ltd. (ABLBL). In making this independent assurance opinion statement, BSI has assumed that all information provided to it by Aditya Birla Lifestyle Brands Ltd. (ABLBL) is true, accurate and complete. BSI accepts no liability to any third party who places reliance on this statement.

BSI applies its own management standards and compliance policies for quality control, in accordance with ISO/IEC 17021-1:2015 and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

BSI is a leading global standards and assessment body founded in 1901. The BSI assurance team has extensive experience in conducting verification over environmental, social and governance (ESG), GRI Universal Standard 2021, ISO10002, ISO 14001, ISO 45001, ISO 14064, ISO 14067, ISO 14068, ISO 50001, and ISO 9001, etc. The assurance is carried out in line with the BSI Fair Trading Code of Practice.

Issue Date: 01 July 2026

For and on behalf of BSI:

Srinivasa Babu Nagaraj, Lead Assurer

Emmanuel Herve, Managing Director,
South & South East Asia (S&SEA)

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Appendix A

Subject Matter	Parameter	Unit of Measurement	Final Value
GHG Emissions	Total Scope-1 Emissions	tCO ₂ e	1,004.47
	Total Scope-2 Emissions	tCO ₂	46,250.00
	GHG Emission Intensity (Scope 1 +2)	Total Scope 1 and Scope 2 emissions (MT) / Total Revenue from Operations adjusted for PPP	11.45
	GHG Emission Intensity (Scope 1 +2)	Total Scope 1 and Scope 2 emissions (MT) / Total Lakh Goods Sold	34.09
Water Footprint	Total water consumption	KL	203,754
	Water consumption intensity	KL/ Rupee adjusted for PPP	49.36
	Water consumption intensity	KL/ Lakh Goods Sold	146.98
	Water Discharge by destination and levels of Treatment	KL	0
Energy Footprint	Total Energy Consumed	TJ	385.11
	Percentage of energy consumed from renewables	%	36.29%
	REC purchased	MWH	794.81
	Energy Intensity	TJ / Mn Rupee adjusted for PPP	0.09
	Energy Intensity	TJ / Lakh Goods Sold	0.28
	Plastic waste (A)	MT	120.88

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Embracing circularity - details related to waste management by the entity	E-waste (B)	MT	3.95
	Bio-medical waste (C)	MT	6.72
	Construction and demolition waste (D)	MT	0
	Battery waste (E)	Nos.	268
	Radioactive waste (F)	MT	0
	Other Hazardous waste. Please specify, if any. (G) (Used Oil)	MT	2.22
	Other Non-hazardous waste generated (H).	MT	5331.93
	Total waste generated ((A+B + C + D + E + F + G + H)	MT	5465.70
	Waste intensity (Excluding battery waste)	MT / Rupee adjusted for PPP	1.32
	Waste intensity (Excluding battery waste)	MT / Lakh Goods Sold	3.94
Enhancing Employee Wellbeing and Safety	Each category of waste generated, total waste recovered through recycling, re-using or other recovery operations	MT	5458.98*
	For each category of waste generated, total waste disposed by nature of disposal method	MT	6.72*
	Spending on measures towards well being of employees and workers - cost incurred as a % of total revenue of the company	In %age terms	0.21
	Safety Incidents: Permanent Disability	Nos.	0
	Lost Time Injury Frequency Rate (LTIFR) (per one million-person hours worked)	LTIFR	Employees – 0.06 Workers – 0.0

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By Royal Charter

	No. of fatalities	Nos.	0
Enabling gender diversity in business	Gross wages paid to females as % of wages paid	In % age terms	40.8
	Complaints on POSH	Total complaints on POSH	10
Enabling inclusive development	Input material sourced from following sources as % of total purchases - Directly sourced from MSMEs / small producers and from within India	In % terms - As % of total purchases by value	Directly sourced from MSME/Small Producers – 49.51 Sourced directly from within the India – 74.84
	Job creation in smaller towns -Wages paid to persons employed in smaller towns (permanent or non- permanent /on contract) as % of total wage cost	In % terms -As % of total wage cost	Rural – 2.98 Semi-urban – 1.55 Urban – 11.51 Metropolitan – 83.95
Fairness in Engaging with Customers and Suppliers	Instances involving loss/ breach of data of customers as a percentage of total data breaches or cyber security events	Nos.	0
	Number of days of accounts payable	Days	138.54
	Purchases from trading houses as % of total purchases	%age	30%
	Number of trading houses where purchases are made from	Nos.	3
	Purchases from top 10 trading houses as % of total purchases from trading houses	%age	100%

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Openness of business	Sales to dealers / distributors as % of total sales	%age	43%
	Number of dealers/distributors to whom sales are made	Nos.	2,194
	Sales to top 10 dealers/ distributors as % of total sales to dealers / distributors	%age	89%
	Share of RPTs (as respective %age) in		
	Purchases (Purchases with related parties / Total Purchases)	%age	0.30
	Sales (Sales to related parties / Total Sales)	%age	2.98
	Loans & advances (Loans & advances given to related parties / Total loans & advances)	%age	0
	Investments (Investments in related parties / Total Investments made)	%age	0

Note:

1. Waste disposed by nature of disposal method – Reported quantity is based on estimation and vendor disclosure certificates not available
2. Water consumption is not reported for Aditya Birla Garments Limited, Pulivendula Warehouse

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Appendix B - List of Locations:

Sl. No	Type	City	Address
I Offices			
1	Aditya Birla Lifestyle Brand Limited	Bangalore	Divyasree Technopolis Kh No. 118/110/1, Building 2, Divyasree Technopolis, Yemlur Post, Off HAL Airport Road, Bangalore - 560037
2	Van Heusen Innerwear	Bangalore	Block 4, 5th floor, 77 Town centre, Yemalur Village & Amani Bellandurkhane Village, Varthur Hobli, Bangalore East Taluk, Bangalore-560037
II Factories			
1	Crafted Clothing	Bangalore	Crafted Clothing No. 527, Marasur Village, Anekal Taluk, Bangalore -562106
2	Fashion Craft	Bangalore	Fashion Craft No. 324, Marasur Village, Anekal Taluk, Bangalore -562106
3	Europa Garments	Bangalore	Europa Garments Survey No. 62/2A, 62/2B, Parappana Agrahara, Off Hosur Road, Begur Hobli, Naganathapura, Bangalore – 560100
4	Classical Menswear	Bangalore	Classical Menswear No. 288/2, Dodda Begur, Bommanahalli, Bangalore-560068
5	English Apparels	Bangalore	English Apparels No. 52/2, Bilvaradahalli Jigani Hobli, Anekal Taluk, Bangalore – 560083
6	Haritha Apparels	Bangalore	Haritha Apparels Survey No. 42/2, 43, Basavanapura, Mayaganahalli, Kasaba Hobli Ramanagara Taluk & District – 562159
7	Alpha Garments	Bangalore	Alpha Garments No. 10/1, Byatarayanapura, Jakkur Layout, Bellary Main Road, Bangalore 64
8	Little England Apparels	Tamil Nadu	Little England Apparels- Survey No.#569/1,569/2B,570,606,853/1 Kurbarapalli village Doddabauanur post, Denkanikotte taluk, Thally-635118

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9	Mancheswar Apparels	Bangalore	Mancheswar Apparel, IDCO Plot No: H-2, H-3, H-4, H5, H5P, H6, Mancheswar Industrial Estate, Bomikhal, Khordha, Bhubaneswar, 751010.
10	Crafted Clothing	Bangalore	Crafted Clothing No. 527, Marasur Village, Anekal Taluk, Bangalore -562106
11	Aditya Birla Garments Limited	YSR Kadapa, Andhra Pradesh	Aditya Birla garments limited, Industrial Development Park, Muddanur road, Pulivendula: 516390. Land Mark: Opposite to Samyu Glass Factory.
III Warehouses			
1	LBRD Warehouse	Bangalore	Sy No. 517/2, Madivala Village, Kasaba Hobli, Anekal Taluk, Bangalore urban Dist - 562107
2	Peter England Warehouse	Bangalore	Safexpress Pvt Ltd, Building No 2 Survey No 44 Soukya Road (IOC Road), Khacharakanahalli Village Hoskote Taluk, Bangalore – 560067
3	Van Heusen Innerwear Warehouse	Bangalore	Sy.No. 59/3, 59/459/5, 65/4, 54/1, 54/3, 65/5 & 66/3, NH 4, Lakkenahalli, Thyamagondlu Hobli, Nelemangala Taluk, Bengalure Rural District
IV Retail Stores*			
Sl No	Brands	No. of Stores	Area in Sq. ft
1	Allen Solly	259	4,20,761
2	Louis Philippe	246	5,40,451
3	Peter England	223	3,56,060
4	Planet Fashion	27	81,926
5	Van Heusen	283	5,16,667
6	Van Heusen Innerwear	51	38,693
Total		1089	19,54,558

*The number of stores and area occupied are as of March 31, 2026, within the reporting boundary.

*Reporting scope – Scope 2 data is reported for Company owned and company operated stores, Scope 1, water and waste not included from the stores

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Financial Statements

INDEPENDENT AUDITOR'S REPORT

To the Members of Aditya Birla Lifestyle Brands Limited Report on the Audit of the Standalone Financial Statements

Opinion

1. We have audited the accompanying standalone financial statements of Aditya Birla Lifestyle Brands Limited ("the Company"), which comprise the standalone Balance Sheet as at March 31, 2026, and the standalone Statement of Profit and Loss (including Other Comprehensive Income), the standalone Statement of Changes in Equity and the standalone Statement of Cash Flows for the year then ended, and notes to the standalone financial statements, including material accounting policy information and other explanatory information.
2. In our opinion and to the best of our information and according to the explanations given to us, the aforesaid standalone financial statements give the information required by the Companies Act, 2013 ("the Act") in the manner so required and give a true and fair view in conformity with the accounting principles generally accepted in India, of the state of affairs of the Company as at March 31, 2026, and total comprehensive income (comprising of profit and other comprehensive income), changes in equity and its cash flows for the year then ended.

Basis for Opinion

3. We conducted our audit in accordance with the Standards on Auditing (SAs) specified under Section 143(10) of the Act. Our responsibilities under those Standards are further described in the "Auditor's responsibilities for the audit of the standalone financial statements" section of our report. We are independent of the Company in accordance with the Code of Ethics issued by the Institute of Chartered Accountants of India together with the ethical requirements that are relevant to our audit of the standalone financial statements under the provisions of the Act and the Rules thereunder, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the Code of Ethics. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key audit matters

4. Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the standalone financial statements of the current period. These matters were addressed in the context of our audit of the standalone financial statements as a whole and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

INDEPENDENT AUDITOR’S REPORT

Key audit matter	How our audit addressed the key audit matter
Provision for Inventory obsolescence (Refer Note 2.4(b) and 12 to the standalone financial statements) The Company held inventories of ₹ 2,319.62 crores at March 31, 2026. In accordance with Ind AS 2, Inventories, inventories are carried at lower of cost or net realizable value. The Company operates in a fast changing fashion market where there is a risk of inventory falling out of fashion and proving difficult to be sold above cost. Management has a policy to recognize provisions for inventory considering assessment of future trends and the Company’s past experience related to its ability to liquidate the aged inventory. The provision for inventory obsolescence has been considered as a key audit matter, as determination of provision for inventory involves significant management judgment and estimate.	Our audit procedures included the following: • Understood and evaluated the design and tested the operating effectiveness of Company’s controls to assess the adequacy of provision for inventory obsolescence. • Evaluated the methodology used by the management to determine the provision for inventory obsolescence and determined whether the method is consistent with that applied in the prior year. • Assessed whether the changes in the methodology (if any) are reasonable and consistent with our understanding of the changes in the business. • Tested the ageing report including assessing its completeness and the underlying management judgements and estimates made. Further, assessed on a sample basis whether the calculation of provision for obsolescence is in accordance with Company’s policy. • Verified appropriate approvals for specific obsolescence provisions and assessed their reasonableness on a sample basis. • Evaluated the adequacy of the disclosures made in the standalone financial statements.

Key audit matter	How our audit addressed the key audit matter
Provision for discounts and sales return (Refer Note 2.4(c) to the standalone financial statements) The Company has recognised provisions for unsettled discounts and sales returns amounting to Rs. 288.09 crores and ₹ 454.79 crores, respectively, at March 31, 2026. Revenue from contracts with customers is recognised when the entity satisfies a performance obligation by transferring control of promised goods to a customer. Recognition of revenue requires determination of the net selling price after considering variable consideration including forecast of sales returns and discounts. The estimate of sales returns and discounts depends on contract terms, forecasts of sales volumes and past history of quantum of returns. The expected returns and discounts that have not yet been settled with the customers are estimated and accrued Determination of provisions for discounts and sales returns is determined as a key audit matter as it involves significant management judgement and estimation.	Our audit procedures included the following: • Understood and evaluated the design and tested the operating effectiveness of Company’s controls to assess the adequacy of provision for discounts and sales returns. • Evaluated the periodic account reconciliations prepared by the management during the year. • Evaluated the management estimates and judgements in determining the provision for discounts and sales returns and assessed whether the same is consistent with the prior year. • Evaluated the contract terms for a sample of customer contracts to assess the reasonableness of the provision for discounts and returns and determined whether the same is in line with terms of the contract. • Verified credits notes issued to customers on a sample basis and assessed the validity of claims with the underlying documents and appropriate approvals. • Evaluated the adequacy of the disclosures made in the standalone financial statements

Other Information

5. The Company’s Board of Directors is responsible for the other information. The other information comprises the information included in the Annual report, but does not include the financial statements and our auditor’s reports thereon. The annual report is expected to be made available to us after the date of this auditor’s report.
- Our opinion on the standalone financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.
- In connection with our audit of the standalone financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the standalone financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.
- When we read the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and take appropriate action as applicable under the relevant laws and regulations.



INDEPENDENT AUDITOR'S REPORT

Responsibilities of management and those charged with governance for the standalone financial statements

- 6. The Company's Board of Directors is responsible for the matters stated in Section 134(5) of the Act with respect to the preparation of these standalone financial statements that give a true and fair view of the financial position, financial performance, changes in equity and cash flows of the Company in accordance with the accounting principles generally accepted in India, including the Indian Accounting Standards specified under Section 133 of the Act. This responsibility also includes maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding of the assets of the Company and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the standalone financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.
- 7. In preparing the standalone financial statements, Board of Directors is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless Board of Directors either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.
- 8. Those Board of Directors are also responsible for overseeing the Company's financial reporting process.

Auditor's Responsibilities for the audit of the standalone financial statements

- 9. Our objectives are to obtain reasonable assurance about whether the standalone financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these standalone financial statements.
- 10. As part of an audit in accordance with SAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:
 - a) Identify and assess the risks of material misstatement of the standalone financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
 - b) Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under Section 143(3)(i) of the Act, we are also responsible for expressing our opinion on whether the Company has adequate internal financial controls with reference to standalone financial statements in place and the operating effectiveness of such controls.
 - c) Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
 - d) Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast

significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the standalone financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.

- e) Evaluate the overall presentation, structure and content of the standalone financial statements, including the disclosures, and whether the standalone financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- 11. We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.
- 12. We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.
- 13. From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the standalone financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on other legal and regulatory requirements

- 14. As required by the Companies (Auditor's Report) Order, 2020 ("the Order"), issued by the Central Government of India in terms of sub-section (11) of Section 143 of the Act, we give in the "Annexure B" a statement on the matters specified in paragraphs 3 and 4 of the Order, to the extent applicable.
- 15. As required by Section 143(3) of the Act, we report that:
 - (a) We have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit.
 - (b) In our opinion, proper books of account as required by law have been kept by the Company so far as it appears from our examination of those books, except for the matters stated in paragraph 15(h)(vi) below on the reporting under Rule 11(g) of the Companies (Audit and Auditors) Rules, 2014 (as amended). Further, in the absence of sufficient appropriate audit evidence, we are unable to verify whether the backup of certain books and papers maintained in electronic mode has been maintained on a daily basis on servers physically located in India during the year.
 - (c) The Standalone Balance Sheet, the Standalone Statement of Profit and Loss (including other comprehensive income), the Standalone Statement of Changes in Equity and the Standalone Statement of Cash Flows dealt with by this Report are in agreement with the books of account.
 - (d) In our opinion, the aforesaid standalone financial statements comply with the Indian Accounting Standards specified under Section 133 of the Act.

INDEPENDENT AUDITOR’S REPORT

- (e) On the basis of the written representations received from the directors and taken on record by the Board of Directors, none of the directors is disqualified as on March 31, 2026, from being appointed as a director in terms of Section 164(2) of the Act.
- (f) With respect to the maintenance of accounts and other matters connected therewith, reference is made to our remarks in paragraph 15(b) above and paragraph 15(h)(vi) below.
- (g) With respect to the adequacy of the internal financial controls with reference to standalone financial statements of the Company and the operating effectiveness of such controls, refer to our separate Report in “Annexure A”.
- (h) With respect to the other matters to be included in the Auditor’s Report in accordance with Rule 11 of the Companies (Audit and Auditors) Rules, 2014 (as amended), in our opinion and to the best of our information and according to the explanations given to us:
 - i. The Company has disclosed the impact of pending litigations on its financial position in its standalone financial statements. (Refer Note 44 to the standalone financial statements).
 - ii. The Company did not have any long-term contracts including derivative contracts for which there were any material foreseeable losses.
 - iii. There were no amounts which were required to be transferred to the Investor Education and Protection Fund by the Company during the year ended March 31, 2026.
 - iv. (a) The management has represented that, to the best of its knowledge and belief, as disclosed in Note 52(vii) to the standalone financial statements, no funds have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Company to or in any other person(s) or entity(ies), including foreign entities (“Intermediaries”), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall, whether directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Company (“Ultimate Beneficiaries”) or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries;
 - (b) The management has represented that, to the best of its knowledge and belief, as disclosed in the Note 52(vii) to the standalone financial statements, no funds have been received by the Company from any person(s) or entity(ies), including foreign entities (“Funding Parties”), with the understanding, whether recorded in writing or otherwise, that the Company shall, whether directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party (“Ultimate Beneficiaries”) or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries; and
 - (c) Based on such audit procedures that we considered reasonable and appropriate in the circumstances, nothing has come to our notice that has caused us to believe that the representations under sub-clause (a) and (b) contain any material misstatement.
- v. The Company has not declared or paid any dividend during the year.

Further, as stated in Note 21(f) to the standalone financial statements, the Board of Directors of the Company has proposed final dividend for the year which is subject to the approval of the members at the ensuing Annual General Meeting. The dividend declared is in accordance with Section 123 of the Act to the extent it applies to declaration of dividend.

- vi. Based on our examination, which included test checks, the Company has used accounting software for maintaining its books of account, which have the feature of recording audit trail (edit log) facility, and that have operated throughout the period for all relevant transactions recorded in the software, except for changes, if any, made by users with specific access at the application level and for direct database changes. During the course of performing our procedures, other than the aforesaid instances of audit trail not maintained where the question of our commenting does not arise, we did not notice any instance of audit trail feature being tampered with. Further, the audit trail, to the extent maintained in the prior years, has been preserved by the Company, as per the statutory requirements for record retention.

In respect of accounting software maintained by third party service providers, due to the absence of or insufficient information in the service auditors’ reports related to audit trail, we are unable to comment whether the audit trail feature of the aforesaid software were enabled and operated throughout the year for all relevant transactions recorded in the software or whether there were any instances of the audit trail feature been tampered with. Further, the audit trail was not maintained in the prior years and hence the question of our commenting on whether the audit trail was preserved by the Company as per the statutory requirements for record retention does not arise.

- 16. The Company has paid/ provided for managerial remuneration in accordance with the requisite approvals mandated by the provisions of Section 197 read with Schedule V to the Act.

For Price Waterhouse & Co Chartered Accountants LLP
Firm Registration Number: 304026E/E-300009

A.J. Shaikh
Partner
Membership Number: 203637
UDIN: 26203637BDOEAQ4861

Place: Bengaluru
Date: May 7, 2026

ANNEXURE A TO INDEPENDENT AUDITOR’S REPORT

Referred to in paragraph 15(g) of the Independent Auditor’s Report of even date to the members of Aditya Birla Lifestyle Brands Limited on the standalone financial statements as of and for the year ended March 31, 2026

Report on the Internal Financial Controls with reference to standalone financial statements under clause (i) of sub-section 3 of Section 143 of the Act

- 1. We have audited the internal financial controls with reference to standalone financial statements of Aditya Birla Lifestyle Brands Limited (“the Company”) as of March 31, 2026 in conjunction with our audit of the standalone financial statements of the Company for the year ended on that date.

Management’s Responsibility for Internal Financial Controls

- 2. The Company’s management is responsible for establishing and maintaining internal financial controls based on the internal control over financial reporting criteria established by the Company considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting (“the Guidance Note”) issued by the Institute of Chartered Accountants of India (“ICAI”). These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of its business, including adherence to company’s policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as required under the Act.

Auditor’s Responsibility

- 3. Our responsibility is to express an opinion on the Company’s internal financial controls with reference to standalone financial statements based on our audit. We conducted our audit in accordance with the Guidance Note and the Standards on Auditing specified under Section 143(10) of the Act to the extent applicable to an audit of internal financial controls, both applicable to an audit of internal financial controls and both issued by the ICAI. Those Standards and the Guidance Note require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether adequate internal financial controls with reference to standalone financial statements was established and maintained and if such controls operated effectively in all material respects.
- 4. Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls system with reference to standalone financial statements and their operating effectiveness. Our audit of internal financial controls with reference to standalone financial statements included obtaining an understanding of internal financial controls with reference to standalone financial statements, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. The procedures selected depend on the auditor’s judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error.
- 5. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion on the Company’s internal financial controls system with reference to standalone financial statements.

Meaning of Internal Financial Controls with reference to standalone financial statements

- 6. A company’s internal financial controls with reference to financial statements is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company’s internal financial controls with reference to financial statements includes those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide

reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorisations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorised acquisition, use, or disposition of the company’s assets that could have a material effect on the financial statements.

Inherent Limitations of Internal Financial Controls with reference to financial statements

- 7. Because of the inherent limitations of internal financial controls with reference to financial statements, including the possibility of collusion or improper management override of controls, material misstatements due to error or fraud may occur and not be detected. Also, projections of any evaluation of the internal financial controls with reference to financial statements to future periods are subject to the risk that the internal financial controls with reference to financial statements may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

Opinion

- 8. In our opinion, the Company has, in all material respects, adequate internal financial controls system with reference to standalone financial statements and such internal financial controls with reference to standalone financial statements were operating effectively as at March 31, 2026, based on the internal control over financial reporting criteria established by the Company considering the essential components of internal control stated in the Guidance Note issued by ICAI.

For Price Waterhouse & Co Chartered Accountants LLP
Firm Registration Number: 304026E/E-300009

A.J. Shaikh
Partner
Membership Number: 203637
UDIN: 26203637BDOEAQ4861

Place: Bengaluru
Date: May 7, 2026

ANNEXURE B TO INDEPENDENT AUDITOR’S REPORT

Referred to in paragraph 14 of the Independent Auditor’s Report of even date to the members of Aditya Birla Lifestyle Brands Limited on the standalone financial statements as of and for the year ended March 31, 2026

In terms of the information and explanations sought by us and furnished by the Company, and the books of account and records examined by us during the course of our audit, and to the best of our knowledge and belief, we report that:

- i.

(a)

(A) The Company is maintaining proper records showing full particulars, including quantitative details and situation, of property, plant and equipment.

(B) The Company is maintaining proper records showing full particulars of intangible assets.

(b) The property, plant and equipment of the Company are physically verified by the Management according to a phased programme designed to cover all the items over a period of three years, which, in our opinion, is reasonable having regard to the size of the Company and the nature of its assets. Pursuant to the programme, a portion of the property, plant and equipment has been physically verified by the Management during the year and no material discrepancies have been noticed on such verification.

(c) The title deeds of all the immovable properties (other than properties where the Company is the lessee and the lease agreements are duly executed in favour of the lessee), as disclosed in Notes 3(a) and 4(a) to the standalone financial statements, are held in the name of the Company, except for the following:

Description of property	Gross carrying value (₹ in Crores)	Held in the name of	Whether promoter, director or their relative or employee	Period held - indicate range, where appropriate	Reason for not being held in the name of the Company
Freehold Land	5.92	Madura Garments Exports Limited	No	From April 9, 2024	Refer Note 1
Leasehold Land	10.42	Aditya Birla Fashion and Retail Limited	No	From April 9, 2024	Refer Note 1
Factory building	0.13	Madura Garments Lifestyle Retail Limited	No	From April 9, 2024	Refer Note 1
Factory building	44.05	Aditya Birla Fashion and Retail Limited	No	From April 9, 2024	Refer Note 1
Leasehold properties (Stores)	917.72	Aditya Birla Fashion and Retail Limited	No	From April 9,2024	Refer Note 1
Leasehold properties (Stores)	5.25	Aditya Birla Nuvo Limited	No	From April 9, 2024	Refer Note 1
Leasehold properties (Office buildings and warehouses)	400.92	Aditya Birla Fashion and Retail	No	From April 9, 2024	Refer Note 1
Leasehold properties (Factories)	15.06	Madura Garments Lifestyle Clothing Private Limited	No	From April 9, 2024	Refer Note 1
Leasehold properties(Factories)	132.80	Aditya Birla Fashion and Retail Limited	No	From April 9, 2024	Refer Note 1

Note 1: The Company was incorporated on April 9, 2024 and acquired a business pursuant to a Scheme of Arrangement between the Company and Aditya Birla Fashion and Retail Limited upon approval by the National Company Law Tribunal on March 27, 2025. Accordingly, the title deeds of the immovable properties in the table above are either held in the name of Aditya Birla Fashion and Retail Limited or erstwhile transferor companies which were amalgamated with Aditya Birla Fashion and Retail Limited. Management is in the process of transferring the name in the above title deeds.

- (d) The Company has not revalued its property, plant and equipment (including right of use assets) or intangible assets or both during the year. Consequently, the question of our commenting on whether the revaluation is based on the valuation by a Registered Valuer, or specifying the amount of change, if the change is 10% or more in the aggregate of the net carrying value of each class of property, plant and equipment (including right of use assets) or intangible assets does not arise.

(e) No proceedings have been initiated on or are pending against the Company for holding benami property under the Prohibition of Benami Property Transactions Act, 1988 (as amended in 2016) (formerly the Benami Transactions (Prohibition) Act, 1988 (45 of 1988)) and Rules made thereunder, and therefore the question of our commenting on whether the Company has appropriately disclosed the details in the standalone financial statements, does not arise.
- ii.

(a) The physical verification of inventory (excluding stocks with third parties) has been conducted at reasonable intervals by the Management during the year and, in our opinion, the coverage and procedure of such verification by Management is appropriate. In respect of inventory lying with third parties, these have substantially been confirmed by them. The discrepancies noticed on physical verification of inventory as compared to book records were not 10% or more in aggregate for each class of inventory.

(b) During the year, the Company has not been sanctioned working capital limits in excess of ₹ 5 crores, in aggregate from banks and financial institutions on the basis of security of current assets and, accordingly, the question of our commenting on whether the quarterly returns or statements are in agreement with the unaudited books of account of the Company does not arise.
- iii.

(a) The Company has made investments in twenty three mutual fund schemes, 1 subsidiary and granted loans to other parties (employees). The aggregate amount during the year, and balance outstanding at the balance sheet date with respect to such loans to employees are as per the table given below:

Particulars	Amounts (₹ in crores)
Aggregate amount granted/ provided during the yearLoans (to employees)	1.10
Balance outstanding as at balance sheet date in respect of the above loans (to employees)	0.35

(Also, refer Note 7 and Note 13 to the standalone financial statements)

The Company has not provided guarantee or security to any parties during the year. Accordingly, to that extent, reporting under clause 3(iii)(a), (iii)(b) and (iii)(f) of the Order is not applicable to the Company.

- (b) In respect of the aforesaid investments and loans, the terms and conditions under which such loans were granted or investments were made are not prejudicial to the Company’s interest.

(c) In respect of the loans, the schedule of repayment of principal and interest has been stipulated, and the parties are repaying the principal and interest amounts, as stipulated.

(d) In respect of the loans/advances in nature of loans, there is no amount which is overdue for more than ninety days.

(e) There were no loans and advances in nature of loans which have fallen due during the year and were renewed or extended. Further, no fresh loans were granted to same parties to settle the existing overdue loans or advances in nature of loan.

(f) There were no loans or advances in nature of loans which were granted during the year, including to promoters or related parties.

ANNEXURE B TO INDEPENDENT AUDITOR’S REPORT

- iv. The Company has not granted any loans or provided any guarantees or security to the parties covered under Sections 185 and 186 of the Act. In our opinion, the Company has complied with the provisions of Section 186 of the Act in respect of the investments made by it.
- v. The Company has not accepted any deposits or amounts which are deemed to be deposits referred in Sections 73, 74, 75 and 76 of the Act and the Rules framed there under. Accordingly, the reporting under clause 3(v) of the Order is not applicable to the Company.
- vi. The Central Government of India has not specified the maintenance of cost records under sub-section (1) of Section 148 of the Act for any of the products of the Company. Accordingly, reporting under clause 3(vi) of the Order is not applicable to the Company.
- vii.

(a) In our opinion, the Company is generally regular in depositing undisputed statutory dues in respect of provident fund, employees’ state insurance, professional tax and tax deducted at source under the Income Tax Act, 1961, though there has been a slight delay in a few cases, and is regular in depositing Labour Welfare Fund, Goods and Services tax, duty of customs, cess and other material statutory dues as applicable with the appropriate authorities.

(b) There are no statutory dues of provident fund, professional tax, labour welfare fund, employees’ state insurance, cess and goods and services tax which have not been deposited on account of any dispute. The particulars of other statutory dues referred to in sub-clause (a) as at March 31, 2026 which have not been deposited on account of a dispute, are as follows:

Name of the statute	Nature of dues	Gross value (₹ In crores)	Paid amount (₹ In crores)	Unpaid amount (₹ In crores)	Period to which the amount relates	Forum where the dispute is pending
Central Excise Act, 1944	Excise duty	0.5	-	0.5	2011-12 and 2012-13	Commissioner of Central Excise (Bangalore)
Orissa Entry Tax Act, 1999	Entry tax	0.00*	-	0.00*	2002-03	Additional Commissioner - Appeals, Bhubaneswar
The Central Sales Tax Act, 1956 and Orissa Sales Tax Act, 1947	Sales Tax	0.01	0.00*	0.01	2002-03	Additional Commissioner - Appeals, Bhubaneswar
The Central Sales Tax Act, 1956 and Kerala Value Added Tax Act, 2003	Value added tax and Central sales tax	0.01	-	0.01	2004-05	Kerala Sales Tax Appellate Tribunal, Ernakulam
Karnataka Tax on Entry of Goods Act, 1979	Entry tax	0.03	-	0.02	2001-02 and 2004-05	Joint Commissioner of Commercial Taxes, Bengaluru
Andhra Pradesh Entry Tax Act	Entry tax	0.02	0.01	0.01	2006-07	Deputy Commissioner of Commercial Taxes, Secunderabad
The Central Sales Tax Act, 1956 and the Karnataka Value Added Tax Act, 2003	Value added tax and Central sales tax	2.01	2.01	0.00*	2004-05 and 2006-07	The High Court of Karnataka
Kerala Surcharge on Taxes Act, 1957	Surcharge on sales tax	2.51	0.70	1.81	2008-09 to 2016-17	The Supreme Court of India

Name of the statute	Nature of dues	Gross value (₹ In crores)	Paid amount (₹ In crores)	Unpaid amount (₹ In crores)	Period to which the amount relates	Forum where the dispute is pending
Textile Committee Act, 1963	Textile committee cess	1.19	0.60	0.59	1998-99 to 2004-05	The High Court of Karnataka
The Central Sales Tax Act, 1956 and The West Bengal Value Added Tax Act, 2003	Value added tax and Central sales tax	0.01	0.01	0.00*	2005-06	Appellate tribunal, West Bengal
Customs Duty Act, 1962	Customs duty	2.98	-	2.98	2017-18 to 2021-22	CESTAT Mumbai
Customs Duty Act, 1962	Custom Duty	0.56	-	0.56	2017-18	Additional Commissioner of Customs Group III (Imports)

*All amounts in the table above have been rounded off to the nearest crores. The sign ‘0.00’ indicates that the amounts are below fifty thousand and the sign ‘-’ indicates that amounts are nil.

- viii. There are no transactions previously unrecorded in the books of account that have been surrendered or disclosed as income during the year in the tax assessments under the Income-tax Act, 1961.
- ix.

(a) The Company has not defaulted in repayment of loans or other borrowings or in the payment of interest thereon to any lender during the year.

(b) On the basis of our audit procedures, we report that the Company has not been declared Wilful Defaulter by any bank or financial institution or government or any government authority.

(c) In our opinion, the term loans have been applied for the purposes for which they were obtained. (Also, refer Note 22 to the standalone financial statements)

(d) According to the information and explanations given to us, and the procedures performed by us, and on an overall examination of the standalone financial statements of the Company, we report that no funds raised on short-term basis have been utilised for long-term purposes by the Company.

(e) On an overall examination of the standalone financial statements of the Company, we report that the Company has not taken any funds from any entity or person on account of or to meet the obligations of its subsidiary. The Company did not have any associate or joint venture during the year.

(f) According to the information and explanations given to us and procedures performed by us, we report that the Company has not raised loans during the year on the pledge of securities held in its subsidiary. The Company did not have any associate or joint venture during the year.
- x.

(a) The Company has not raised any money by way of initial public offer or further public offer (including debt instruments) during the year. Accordingly, the reporting under clause 3(x)(a) of the Order is not applicable to the Company.

(b) The Company has not made any preferential allotment or private placement of shares or fully or partially or optionally convertible debentures during the year. Accordingly, the reporting under clause 3(x)(b) of the Order is not applicable to the Company.

ANNEXURE B TO INDEPENDENT AUDITOR’S REPORT

- xi. (a) During the course of our examination of the books and records of the Company, carried out in accordance with the generally accepted auditing practices in India, we have neither come across any instance of material fraud by the Company or on the Company, noticed or reported during the year, nor have we been informed of any such case by the Management.
- (b) During the course of our examination of the books and records of the Company carried out in accordance with the generally accepted auditing practices in India, a report under Section 143(12) of the Act, in Form ADT-4, as prescribed under rule 13 of Companies (Audit and Auditors) Rules, 2014 was not required to be filed by us, as statutory auditors, with the Central Government. Further, no such report has been filed by any other auditor appointed by the Company under the Act. Accordingly, the reporting under clause 3(xi)(b) of the Order is not applicable to the Company.
- (c) During the course of our examination of the books and records of the Company carried out in accordance with the generally accepted auditing practices in India, the Company has received whistle-blower complaints during the year, which have been considered by us for any bearing on our audit and reporting under this clause. As explained by the management, there were certain complaints in respect of which investigations are ongoing as on the date of our report and our consideration of the complaints having any bearing on our audit is based on the information furnished to us by the management.
- xii. As the Company is not a Nidhi Company and the Nidhi Rules, 2014 are not applicable to it, the reporting under clause 3(xii) of the Order is not applicable to the Company.
- xiii. The Company has entered into transactions with related parties in compliance with the provisions of Sections 177 and 188 of the Act. The details of related party transactions have been disclosed in the standalone financial statements as required under Indian Accounting Standard 24 “Related Party Disclosures” specified under Section 133 of the Act.
- xiv. (a) In our opinion, the Company has an internal audit system commensurate with the size and nature of its business.
- (b) The reports of the Internal Auditor for the period under audit have been considered by us.
- xv. In our opinion, the Company has not entered into any non-cash transactions with its directors or persons connected with the director(s). Accordingly, the reporting on compliance with the provisions of Section 192 of the Act under clause 3(xv) of the Order is not applicable to the Company.
- xvi. (a) The Company is not required to be registered under Section 45-IA of the Reserve Bank of India Act, 1934. Accordingly, the reporting under clause 3(xvi)(a) of the Order is not applicable to the Company.
- (b) The Company has not conducted non-banking or housing financial activities during the year. Accordingly, the reporting under clause 3(xvi)(b) of the Order is not applicable to the Company.
- (c) The Company is not a Core Investment Company (“CIC”) as defined in the regulations made by the Reserve Bank of India. Accordingly, the reporting under clause 3(xvi)(c) of the Order is not applicable to the Company.
- (d) Based on the information and explanations provided by the management of the Company, the Group (as defined in the Reserve Bank of India (Core Investment Companies) Directions, 2025) has 3 CICs as part of the Group. We have not, however, separately evaluated whether the information provided by the management is accurate and complete.
- xvii. The Company has not incurred any cash losses in the financial year or in the immediately preceding financial year.

- xviii. There has been no resignation of the statutory auditors during the year and, accordingly, the reporting under clause 3(xviii) of the Order is not applicable.
- xix. On the basis of the financial ratios, ageing and expected dates of realisation of financial assets and payment of financial liabilities, other information accompanying the standalone financial statements, our knowledge of the Board of Directors and management plans and based on our examination of the evidence supporting the assumptions, nothing has come to our attention, which causes us to believe that any material uncertainty exists as on the date of the audit report that the Company is not capable of meeting its liabilities existing at the date of balance sheet as and when they fall due within a period of one year from the balance sheet date. We, however, state that this is not an assurance as to the future viability of the Company. We further state that our reporting is based on the facts up to the date of the audit report and we neither give any guarantee nor any assurance that all liabilities falling due within a period of one year from the balance sheet date will get discharged by the Company as and when they fall due.
- xx. As at balance sheet date, the Company does not have any amount remaining unspent under Section 135(5) of the Act. Accordingly, reporting under clause 3(xx) of the Order is not applicable.
- xxi. The reporting under clause 3(xxi) of the Order is not applicable in respect of audit of Standalone Financial Statements. Accordingly, no comment in respect of the said clause has been included in this report.

For Price Waterhouse & Co Chartered Accountants LLP
Firm Registration Number: 304026E/E-300009

A.J. Shaikh
Partner
Membership Number: 203637
UDIN: 26203637BDOEAQ4861

Place: Bengaluru
Date: May 7, 2026

STANDALONE BALANCE SHEET
AS AT MARCH 31, 2026

₹ in Crore			
	Notes	As at March 31, 2026	As at March 31, 2025
ASSETS			
I Non-current assets			
(a) Property, plant and equipment	3a	610.58	508.28
(b) Capital work-in-progress	3b	42.57	11.69
(c) Right-of-use assets	4a	1,774.20	1,523.53
(d) Goodwill	5	627.67	627.67
(e) Other intangible assets	5	437.80	489.60
(f) Financial assets			
(i) Investment in a subsidiary	6a	55.00	35.00
(ii) Loans	7	0.16	0.48
(iii) Security deposits	8	190.18	176.51
(iv) Other financial assets	9	109.97	203.74
(g) Deferred tax assets (net)	10	105.35	129.91
(h) Current tax assets (Non-Current)	38 b	30.55	14.68
(i) Other non-current assets	11	48.98	53.75
Total - Non-current assets		4,033.01	3,774.84
II Current assets			
(a) Inventories	12	2,319.62	2,107.52
(b) Financial assets			
(i) Current investments	6b	-	117.18
(ii) Loans	13	5.99	5.74
(iii) Security deposits	14	110.77	100.13
(iv) Trade receivables	15	1,171.54	1,325.48
(v) Cash and cash equivalents	16	88.98	52.99
(vi) Bank balance other than cash and cash equivalents	17	-	0.07
(vii) Other financial assets	18	105.21	76.06
(c) Other current assets	19	676.14	616.65
Total - Current assets		4,478.25	4,401.82
TOTAL - ASSETS		8,511.26	8,176.66

₹ in Crore			
	Notes	As at March 31, 2026	As at March 31, 2025
EQUITY AND LIABILITIES			
I Equity			
(a) Equity share capital	20	1,220.52	0.05
(b) Share suspense	21	-	1,220.26
(c) Other equity	21	172.59	73.59
Total - Equity		1,393.11	1,293.90
II Non-current liabilities			
(a) Financial liabilities			
(i) Borrowings	22	500.08	1.04
(ii) Lease liabilities	4b	1,555.97	1,516.88
(iii) Deposits		247.06	274.30
(iv) Other financial liabilities	23	570.46	518.08
(b) Provisions	24	21.91	22.20
(c) Other non-current liabilities	25	19.56	19.53
Total - Non-current liabilities		2,915.04	2,352.03
III Current liabilities			
(a) Financial liabilities			
(i) Borrowings	26	219.49	850.18
(ii) Lease liabilities	4b	628.43	463.38
(iii) Trade payables			
Total outstanding dues of micro enterprises and small enterprises	27	94.26	88.85
Total outstanding dues of creditors other than micro enterprises and small enterprises	27	2,141.85	2,029.42
(iv) Deposits		264.49	250.55
(v) Other financial liabilities	28	170.01	140.17
(b) Provisions	29	141.81	140.83
(c) Other current liabilities	30	542.77	567.35
Total - Current liabilities		4,203.11	4,530.73
TOTAL - EQUITY AND LIABILITIES		8,511.26	8,176.66
Basis of preparation	2		

The accompanying notes are an integral part of the standalone financial statements

As per our report of even date
For Price Waterhouse & Co Chartered Accountants LLP
Chartered Accountants
ICAI Firm Registration No. 304026E/E300009
A.J. SHAIKH
Partner
Membership No : 203637

Place: Bengaluru
Date: May 07, 2026

For and on behalf of the Board of Directors of
Aditya Birla Lifestyle Brands Limited

ASHISH DIKSHIT
(Managing Director)
(DIN: 01842066)
Place: Mumbai
Date: May 07, 2026

DHARMENDRA LODHA
(Chief Financial Officer)

Place: Mumbai
Date: May 07, 2026

VISHAK KUMAR
(Deputy Managing Director and CEO)
(DIN: 09078653)
Place: Mumbai
Date: May 07, 2026

RAMEEZ SHAIKH
(Company Secretary)
(M.No: ACS 24939)

Place: Mumbai
Date: May 07, 2026

STANDALONE STATEMENT OF PROFIT AND LOSS
FOR THE YEAR ENDED MARCH 31, 2026

₹ in Crore			
	Notes	Year ended March 31, 2026	Period ended March 31, 2025
I Revenue from operations	31	8,373.14	7,829.73
II Other income	32	84.04	77.27
III Total income (I + II)		8,457.18	7,907.00
IV Expenses			
(a) Cost of materials consumed	33a	1,163.16	1,008.91
(b) Purchase of stock-in-trade	33b	2,531.66	2,146.68
(c) Changes in inventories of finished goods, work-in-progress and stock-in-trade	33c	(205.41)	140.41
(d) Employee benefits expense	34	896.42	899.91
(e) Finance costs	35	355.94	376.95
(f) Depreciation and amortisation expense	36	788.09	701.65
(g) Rent expense	43a	753.78	764.70
(h) Other expenses	37	1,945.11	1,678.27
Total expenses		8,228.75	7,717.48
V Profit/(Loss) before exceptional items and tax (III - IV)		228.43	189.52
VI Exceptional items	37a	(48.97)	(98.33)
VII Profit/(Loss) before Tax (V + VI)		179.46	91.19
VIII Income tax expense			
(a) Current tax	38 a	20.63	-
(b) Deferred tax	38 a	24.23	22.19
		44.86	22.19
IX Net profit/(loss) after tax (VII - VIII)		134.60	69.00
X Other comprehensive income			
Items that will not be reclassified to profit or loss			
(a) Re-measurement gains/ (losses) on defined benefit plans	21	1.28	(4.30)
Income tax effect on above		(0.32)	1.08
Total other comprehensive income for the year		0.96	(3.22)
XI Total comprehensive income (IX + X)		135.56	65.78
XII Earnings per equity share [Nominal value of share ₹ 10]	39		
Basic (₹)		1.11	0.57
Diluted (₹)		1.11	0.57
Basis of preparation	2		

The accompanying notes are an integral part of the consolidated financial statements

As per our report of even date

For Price Waterhouse & Co Chartered Accountants LLP
Chartered Accountants
ICAI Firm Registration No. 304026E/E300009

A.J. SHAIKH
Partner
Membership No : 203637

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Place: Mumbai
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(DIN: 09078653)

Place: Mumbai
Date: May 07, 2026

RAMEEZ SHAIKH
(Company Secretary)
(M.No: ACS 24939)

Place: Mumbai
Date: May 07, 2026

Place: Bengaluru
Date: May 07, 2026

STANDALONE STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED MARCH 31, 2026

₹ in Crore			
	Notes	Year ended March 31, 2026	Period ended March 31, 2025
Cash flows from operating activities			
Profit before tax		179.46	91.19
Adjustments for:			
Depreciation, amortisation and impairment	36	788.09	784.47
Finance costs	35	355.94	376.95
Gain on termination of right-of-use assets	32	(5.06)	(8.93)
Loss/(Gain) on sale of property, plant and equipment	37 and 32	0.13	(0.01)
Share-based payment	34	(0.48)	19.76
Interest income	32	(16.66)	(5.99)
Net gain on sale of current investments	32	(6.68)	-
Net unrealised exchange (gain)/ loss		48.54	14.17
Interest income from financial assets at amortised cost	32	(41.65)	(42.10)
Provision/(write back) for doubtful debts, deposits and advances		(1.92)	1.68
Bad debts written off	37	0.63	0.86
Operating profit before working capital changes		1,300.34	1,232.05
Changes in working capital:			
(Increase)/ decrease in trade receivables		155.51	(385.26)
(Increase)/ decrease in inventories		(212.10)	93.76
(Increase)/ decrease in other assets		(76.29)	58.38
Increase/ (decrease) in trade payables		122.71	166.69
Increase/ (decrease) in provisions		5.59	27.42
Increase/ (decrease) in other liabilities		(93.39)	(56.22)
Cash generated from/ (used) in operations		1,202.37	1,136.81
Income taxes paid (net of refund)		(36.49)	(3.59)
Net cash flow from/ (used) in operating activities		1,165.88	1,133.22
Cash flows from investing activities			
Purchase of property, plant and equipment and intangible assets		(285.12)	(204.31)
Investment in a subsidiary		(20.00)	-
Proceeds from sale of property, plant and equipment		3.27	2.95
(Purchase)/proceeds from redemption of current investments (net)		123.86	244.57
Interest received		16.55	6.00
Net cash flow from/ (used) in investing activities		(161.44)	49.21

STANDALONE STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED MARCH 31, 2026

		₹ in Crore	
	Notes	Year ended March 31, 2026	Period ended March 31, 2025
Cash flows from financing activities			
Proceeds from Issue of equity shares		0.42	0.05
Proceeds/ (repayments) from current borrowings (net)		(129.82)	(479.32)
Purchase of Treasury shares by ESOP trust		(27.07)	-
Proceeds from non-current borrowings		499.52	-
Repayment of non-current borrowings		(501.37)	(11.23)
Repayment of lease liabilities		(505.36)	(453.25)
Interest on lease liabilities		(175.72)	(187.74)
Interest paid		(129.05)	(130.16)
Net cash flow from/ (used) in financing activities		(968.45)	(1,261.65)
Net (decrease)/Increase in cash and cash equivalents		35.99	(79.22)
Cash and cash equivalents at the beginning of the year		52.99	132.21
Cash and cash equivalents at the end of the year	16	88.98	52.99
Components of Cash and cash equivalents			
Balances with banks - on current account		57.49	19.59
Balances with banks - on deposit accounts		12.00	-
Balances with credit card companies		17.45	29.87
Cash on hand		0.25	0.42
Cheques/ drafts on hand		1.79	3.11
Total Cash and cash equivalents		88.98	52.99

As per our report of even date

For Price Waterhouse & Co Chartered Accountants LLP
Chartered Accountants
ICAI Firm Registration No. 304026E/E300009

A.J. SHAIKH
Partner
Membership No : 203637

Place: Bengaluru
Date: May 07, 2026

For and on behalf of the Board of Directors of
Aditya Birla Lifestyle Brands Limited

ASHISH DIKSHIT
(Managing Director)
(DIN: 01842066)

Place: Mumbai
Date: May 07, 2026

DHARMENDRA LODHA
(Chief Financial Officer)

Place: Mumbai
Date: May 07, 2026

VISHAK KUMAR
(Deputy Managing Director and CEO)
(DIN: 09078653)

Place: Mumbai
Date: May 07, 2026

RAMEEZ SHAIKH
(Company Secretary)
(M.No: ACS 24939)

Place: Mumbai
Date: May 07, 2026

STANDALONE STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED MARCH 31, 2026

a. Equity share capital	As at March 31, 2026		As at March 31, 2025	
	No. of shares	₹ in Crore	No. of shares	₹ in Crore
Equity shares of ₹ 10 each subscribed and paid up				
As at the beginning of the year	50,000	0.05	-	-
Equity shares issued on incorporation of company	-	-	50,000	0.05
Shares cancelled during the year pursuant to the Composite Scheme (Refer Note - 48)	(50,000)	(0.05)	-	0.00
Issued during the year pursuant to the Composite Scheme	1,22,05,21,649	1,220.52	-	-
As at the end of the year	1,22,05,21,649	1,220.52	50,000	0.05

b. Other equity	Reserves and surplus						₹ in Crore	
	Retained earnings (Refer Note - 21)	Securities premium (Refer Note - 21)	Share options outstanding account (Refer Note - 21)	Treasury shares (Refer Note - 21)	Capital reserve (Refer Note - 21)	Other comprehensive income Remeasurement gains/(losses) on defined benefit plans (Refer Note - 21)	Total other equity	Share suspense account (Refer Note - 21)
As at April 01, 2024	-	-	-	-	-	-	-	-
Profit for the year	69.00	-	-	-	-	-	69.00	-
Other comprehensive income for the year	-	-	-	-	-	(3.22)	(3.22)	-
Transferred pursuant to Composite scheme (Refer Note-48)	-	-	40.00	-	(33.68)	-	6.32	1,220.26
Share-based payment	-	-	1.49	-	-	-	1.49	-
As at March 31, 2025	69.00	-	41.49	-	(33.68)	(3.22)	73.60	1,220.26
As at April 1, 2025	69.00	-	41.49	-	(33.68)	(3.22)	73.60	1,220.26
Profit for the year	134.60	-	-	-	-	-	134.60	-
Other comprehensive income for the year	-	-	-	-	-	0.96	0.96	-
Shares forfeiture/ (issued) during the year	-	-	-	-	0.05	-	0.05	-
Transferred to Equity share capital	-	-	-	-	-	-	-	(1,220.26)

STANDALONE STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED MARCH 31, 2026

₹ in Crore								
	Reserves and surplus					Other comprehensive income	Total other equity	Share suspense account (Refer Note - 21)
	Retained earnings (Refer Note - 21)	Securities premium (Refer Note - 21)	Share options outstanding account (Refer Note - 21)	Treasury shares (Refer Note - 21)	Capital reserve (Refer Note - 21)	Remeasurement gains/(losses) on defined benefit plans (Refer Note - 21)		
Treasury shares purchased by ESOP Trust	-	-	-	(27.07)	-	-	(27.07)	-
Issue of shares upon exercise of options	-	2.65	(4.35)	-	0.56	-	(1.15)	-
Share issue expenses	(11.54)	-	-	-	-	-	(11.54)	-
Share based payment	-	-	3.14	-	-	-	3.14	-
As at March 31, 2026	192.06	2.65	40.28	(27.07)	(33.07)	(2.26)	172.59	-

The accompanying notes are an integral part of the standalone financial statements

As per our report of even date

For Price Waterhouse & Co Chartered Accountants LLP
Chartered Accountants
ICAI Firm Registration No. 304026E/E300009

A.J. SHAIKH
Partner
Membership No : 203637

Place: Bengaluru
Date: May 07, 2026

For and on behalf of the Board of Directors of
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Place: Mumbai
Date: May 07, 2026

RAMEEZ SHAIKH
(Company Secretary)
(M.No: ACS 24939)

Place: Mumbai
Date: May 07, 2026

NOTES TO THE STANDALONE FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2026

NOTE 1 : CORPORATE INFORMATION

Aditya Birla Lifestyle Brands Limited (the “Company”), a public company domiciled in India and incorporated under the provisions of the Companies Act, 2013. The registered office of the Company is located at Piramal Agastya Corporate Park, Building ‘A’, 4th and 5th Floor, Unit No. 401, 403, 501, 502, L.B.S. Road, Kurla, Mumbai - 400 070.

The Company is engaged in the business of manufacturing and retailing of branded apparels/accessories and runs a chain of apparels and accessories retail stores in India.

The standalone financial statements, as reviewed and recommended by the Audit Committee, have been approved by the Board of Directors in their meeting held on May 07, 2026.

The equity share of the Company are listed on the Bombay Stock Exchange (BSE) and National Stock Exchange (NSE) and non- convertible debentures are listed on BSE.

NOTE 2 : BASIS OF PREPARATION

2.1 Compliance with Ind AS and historical cost convention

The standalone financial statements of the Company have been prepared in accordance with Indian Accounting Standards (Ind AS) notified under the Companies (Indian Accounting Standards) Rules, 2015 (as amended), read with Section 133 of the Companies Act, 2013 (“the Act”) and presentation requirements of Division II of Schedule III of the Act and other relevant provisions of the Act as applicable. The standalone financial statements have been prepared on accrual basis under the historical cost convention, except the following assets and liabilities, which have been measured at fair value as required by the relevant Ind AS:

- Certain financial assets and liabilities (refer accounting policy regarding financial instruments);
- Defined employee benefit plans;
- Share-based payment; and
- Derivative financial instruments.

2.2 Functional and Presentation Currency:

The standalone financial statements are presented in Indian Rupee (₹) which is the functional currency of the Company. All amounts are rounded to two decimal places to the nearest Crore, unless otherwise stated. (₹ 1 Crore is equal to ₹ 10 Million)

2.3 Current versus non-current classification

The Company presents assets and liabilities in the Standalone Balance Sheet based on current/ non-current classification. An asset is treated as current when it is:

- Expected to be realised or intended to be sold or consumed in normal operating cycle;
- Held primarily for the purpose of trading;
- Expected to be realised within twelve months after the reporting period; or



NOTES TO THE STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026

- Cash or cash equivalents unless restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period.

All other assets are classified as non-current.

A liability is treated as current when:

- It is expected to be settled in normal operating cycle;
- It is held primarily for the purpose of trading;
- It is due to be settled within twelve months after the reporting period; or
- it does not have the right at the end of the reporting period to defer settlement of the liability for at least twelve months after the reporting period.

All other liabilities are classified as non-current.

Deferred tax assets and liabilities are classified as non-current assets and liabilities.

The operating cycle is the time between the acquisition of assets for processing and their realisation in cash and cash equivalents. The Company has identified twelve months as its operating cycle.

2.4 Critical Accounting Judgements, Estimates And Assumptions

The preparation of the Company's financial statements requires the management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets, liabilities, the accompanying disclosures and the disclosure of contingent liabilities. Uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of assets or liabilities affected in future periods. Estimates and assumptions are reviewed on periodic basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised.

The key assumptions concerning the future and other key sources of estimation, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities, within the next financial year, are described below. The Company's assumptions and estimates are based on parameters available at the time of preparation of financial statements. Existing circumstances and assumptions about future developments, however, may change due to market changes or circumstances arising that are beyond the control of the Company. Such changes are reflected in the assumptions when they occur.

(a) Impairment of non-financial assets including Goodwill

Impairment exists when the carrying value of an asset or Cash-Generating Unit (CGU) exceeds its recoverable amount, which is higher of its fair value less costs of disposal and its value in use. The fair value less costs of disposal calculation is based on available data from binding sales transactions, conducted at arm's length, for similar assets or observable market prices less incremental costs for disposing off the asset. The value in use calculation is based on Discounted Cash Flow (DCF) model. The cash flows are derived from the budget for the next three years and next 2 years have been extrapolated to demonstrate the tapering of growth rate for computation of perpetual cash flows. These cashflows are considered as a base to arrive at the value of perpetuity. The budget do not include restructuring activities that the Company is not yet committed to or significant future investments that will enhance the asset's performance of the CGU being tested. The recoverable amount is sensitive to the discount rate used for the DCF model as well as the expected future cash inflows and the growth rate used for extrapolation purposes. These estimates are most relevant to goodwill recognised by the Company. The key assumptions used to determine the value in use for the different CGUs, are disclosed and further explained in Note – 5a

(b) Provision on inventories

The Company has defined policy for provision on inventory for each of its business by differentiating the inventory into core and non-core (fashion) and sub-categorised into finished goods and raw materials. The Company provides provision based on policy, past experience, current trend and future expectations of these materials depending on the category of goods.

(c) Provision for discount and sales return

The Company provides for discount and sales return based on season wise, brand wise and channel wise trend. The Company reviews the trend at regular intervals to ensure the applicability of the same in the changing scenario, and based on the management's assessment of market conditions.

(d) Leases

The Company determines the lease term as the non-cancellable term of the lease, together with any periods covered by an option to extend the lease if it is reasonably certain to be exercised, or any periods covered by an option to terminate the lease, if it is reasonably certain not to be exercised.

The Company has several lease contracts that include extension and termination options. The Company applies judgement in evaluating whether it is reasonably certain to exercise the option to renew or terminate the lease. It considers all relevant factors that create an economic incentive for it to exercise either the renewal or termination. After the commencement date, the Company reassesses the lease term if there is a significant event or change in circumstances that is within its control and affects its ability to exercise or not to exercise the option to renew or to terminate.

(e) Useful life of property, plant and equipment

The Company reviews the useful life of property, plant and equipment at the end of each reporting period. After considering market conditions, industry practice, technological developments and other factors, the Company determined that the current useful lives of its PPE remain appropriate. However, changes in economic conditions of the markets, competition and technology, among others, are unpredictable and they may significantly impact the useful lives of PPE and therefore the depreciation charges (Refer note 3a).

(f) Contingent liabilities and provisions

The contingent liability is a possible obligation that arises from past events whose existence will be confirmed by the occurrence or non-occurrence of one or more uncertain future events beyond the control of the Company. The Company evaluates the obligation through Probable, Possible or Remote model (PPR'). In making the evaluation for PPR, the Company takes into consideration the industry perspective, legal and technical view, availability of documentation/ agreements, interpretation of the matter, independent opinion from professionals (specific matters) etc. which can vary based on subsequent events. The Company provides the liability in the books for probable cases, while possible cases are shown as Contingent Liability. The remote cases are not disclosed in the standalone financial statement. Contingent assets are neither recognized nor disclosed in the standalone financial statements (Refer note 44).

2.5 New and amended standards adopted by the Company:

The Ministry of Corporate Affairs has vide notification dated May 7, 2025 and August 13, 2025 notified Companies (Indian Accounting Standards) Amendment Rules, 2025 and and Companies (Indian Accounting Standards) Second Amendment Rules, 2025, respectively, which amended the following accounting standards. These amendments are effective from April 01, 2025.

NOTES TO THE STANDALONE FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2026

(a) Classification of Liabilities as Current or Non-current and Non-current Liabilities with Covenants – Amendments to Ind AS 1

Ind AS 1, Presentation of Financial Statements, applicable w.e.f. April 1, 2025 – The amendment relates to classification of liabilities as current or non-current and non-current liabilities with covenants. In the context of classifying a liability as current, it removes the requirement of existence of a right to defer settlement for at least 12 months after the reporting date and instead requires that the said right should exist on the reporting date and have substance.

The amendment also introduces guidance on classification of liabilities with covenants. The Company has no impact of these amendments in its classification criteria of current and non-current liabilities.

(b) Supplier Finance Arrangements – Amendments to Ind AS 7 and Ind AS 107

Ind AS 7, Statement of Cash Flows and Ind AS 107, Financial Instruments: Disclosures, applicable w.e.f. April 1, 2025 – The amendment in Ind AS 7 requires to inform users of financial statements of the existence of supplier finance arrangements and explain the nature of the arrangements, the carrying amount of liabilities and the range of payment due dates. Ind AS 107 has been amended to add supplier finance arrangements as a factor that may cause concentration of liquidity risk.

The Company has reviewed the amendment and provided the disclosure in the standalone financial statement (Refer Note 27).

(c) International Tax Reform – Pillar Two Model Rules – Amendments to Ind AS 12

The amendments provide a temporary mandatory relief from deferred tax accounting for top-up tax and disclose that they have applied the relief. This relief is immediate and applies retrospectively.

(d) Lack of Exchangeability – Amendments to Ind AS 21

The amended Ind AS 21 have added requirements to help entities to determine whether a currency is exchangeable into another currency, and the spot exchange rate to use where it is not.

These amendments did not have any material impact on the amounts recognized in prior periods and are not expected to significantly affect the current or future periods.

2.6 New standards or amendments not yet adopted:

a) Classification of Liabilities as Current or Non-current and Non-current Liabilities with Covenants – Amendments to Ind AS 1

This amendment also includes specific provisions that will take effect for reporting periods beginning on or after 1 April 2026, as outlined below.

Under the existing Ind AS 1, where there is a breach of a material provision of a long-term loan arrangement on or before the end of the reporting period with the effect that the liability becomes payable on demand on the reporting date, the entity does not classify the liability as current, if the lender agreed, after the reporting period and before the approval of the financial statements for issue, not to demand payment as a consequence of the breach.

However, the amended requirements stipulate that entities will no longer be permitted to consider lender waivers that are granted after the reporting date but before the financial statements are approved for the purpose of classification of loans. This amendment is required to be applied retrospectively in accordance with Ind AS 8.

The Company does not expect this amendment to have an impact on its operations or standalone financial statements.

NOTE 3a : PROPERTY, PLANT AND EQUIPMENT

Accounting Policy

Freehold land is carried at historical cost. Property, plant and equipment is stated at historical cost net of accumulated depreciation and accumulated impairment losses, if any.

Depreciation methods, estimated useful lives and residual value

Depreciation on property, plant and equipment is calculated on a straight-line basis over the useful life of the asset estimated by the management. Depreciation on additions is provided on a pro rata basis from the month of installation or acquisition. Depreciation on deletions/ disposals is provided on a pro rata basis up to the month preceding the month of deletions/ disposals. The management believes that the estimated useful lives below reflect fair approximation of the period over which the assets are likely to be used.

(a) Assets where useful life is same as Schedule II

Assets	Class of Assets	Useful life as prescribed by Schedule II of the Companies Act, 2013
Factory buildings	Freehold buildings	30 years
Fences, wells, tube wells	Freehold building	5 years
Borewells (pipes, tubes and other fittings)	Freehold building	5 years
Plant and machinery (other than retail stores)	Plant and equipment	15 years
Other office equipment	Office equipment	10 years
Electrical installations and equipment (at factory)	Plant and equipment	10 years

(b) Assets where useful life differ from Schedule II

Assets	Class of Assets	Useful life as prescribed by Schedule II of the Companies Act, 2013	Estimated useful life
Other than continuous process plant (single shift)	Plant and equipment	15 years	20 years
Plant and machinery – retail stores	Plant and equipment	15 years	6 years (Refer Note below)
Furniture and fittings – retail stores	Furniture and fixtures	10 years	6 years
Furniture and fittings – shop in shop stores	Furniture and fixtures	10 years	4 years
Motorcycles, scooters and other mopeds	Vehicles	10 years	5 years
Motor buses, motor lorries and motor cars other than those used in a business of running them on hire	Vehicles	6 years for motor cars and 8 years for motor buses and motor lorries	4 – 5 years
Servers, end user devices, such as desktops, laptops, etc.	Computers	3 years for end user devices and 6 years for servers	4 years

NOTES TO THE STANDALONE FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2026

Assets	Class of Assets	Useful life as prescribed by Schedule II of the Companies Act, 2013	Estimated useful life
Office electrical equipment	Office equipment	5 years	4 years
Office electrical equipment – retail store	Office equipment	5 years	4 Years
Air conditioner - HVAC (Other than retail stores)	Office equipment	5 years	20 years (Refer Note below)
Air conditioner - retail stores	Office equipment	5 years	6 years
Electrically operated vehicles including battery powered or fuel cell powered vehicles	Vehicles	8 years	5 years

Useful life of assets different from that prescribed in Schedule II has been estimated by the management, supported by technical assessment.

Note: Management has re-estimated the residual value and useful life of certain assets (Refer Below) with effect from January 1, 2026, which has resulted in reduction in the depreciation cost by ₹ 6.42 Crores for the year.

Below is the comparison of change in useful life:

Class Description	Stores (Useful Life)		Non - Stores (Useful Life)	
	Till 31 Dec 2025	From 1 Jan 2026	Till 31 Dec 2025	From 1 Jan 2026
Furniture & Fittings	5 years	6 years	7 years	10 years
Electrical Installations	5 years	6 years	No Change	
Air Conditioner	5 years	6 years	No Change	

Leasehold assets

Assets	Estimated useful life
Leasehold improvements at stores	Lease term or management’s estimate of useful life, whichever is shorter
Leasehold improvements other than stores	

See note 51 for other accounting policies relevant to property, plant and equipment

PROPERTY, PLANT AND EQUIPMENT

₹ in Crore									
	Freehold land*	Freehold buildings*	Plant and equipment	Leasehold improvements	Computers	Furniture and fixtures	Office equipment	Vehicles	Total
Cost									
As at April 01, 2024									
Transferred pursuant to Composite Scheme (Refer Note: 48)	5.92	44.00	297.38	201.56	55.50	264.17	27.73	26.87	923.13
Additions	-	0.18	28.96	51.62	12.17	81.64	10.09	18.28	202.94
Disposals	-	-	5.34	19.86	10.56	26.51	2.88	4.36	69.51
As at March 31, 2025	5.92	44.18	321.00	233.32	57.11	319.30	34.94	40.79	1,056.56
Additions	0.68	0.32	36.12	78.63	9.93	127.95	17.98	10.67	282.28
Disposals	-	-	5.29	14.54	10.81	20.73	2.14	4.99	58.50
As at March 31, 2026	6.60	44.50	351.84	297.41	56.23	426.51	50.78	46.48	1,280.35

Accumulated Depreciation

As at April 01, 2024	-	-	-	-	-	-	-	-	-
Transferred pursuant to Composite Scheme (Refer Note: 48)	-	10.30	134.23	105.80	23.57	175.20	15.30	4.60	469.00
Depreciation for the year	-	1.47	21.52	42.32	12.23	53.11	7.12	7.87	145.64
Disposals	-	-	4.89	19.84	10.52	26.24	2.88	1.99	66.36
As at March 31, 2025	-	11.77	150.86	128.28	25.28	202.07	19.54	10.48	548.28
Depreciation for the year	-	1.48	24.30	51.42	12.57	67.45	9.26	9.62	176.12
Disposals	-	-	4.69	13.96	10.80	20.72	2.14	2.31	54.63
As at March 31, 2026	-	13.25	170.47	165.74	27.05	248.80	26.67	17.80	669.77

Net carrying value as at:

March 31, 2026	6.60	31.25	181.37	131.67	29.18	177.71	24.11	28.68	610.58
March 31, 2025	5.92	32.41	170.14	105.05	31.83	117.22	15.40	30.31	508.28

Net carrying value

₹ in Crore		
	As at March 31, 2026	As at March 31, 2025
Property, plant and equipment	610.58	508.28
Total	610.58	508.28

Note :

- (a) The Company has received assets relating to Madura Fashion & lifestyle business pursuant to Composite Scheme. Title deeds of Freehold land of ₹ 5.92 Crores and buildings of ₹ 44.18 Crores are held in the name of Aditya Birla Fashion and Retail Limited (ABFRL or Demerged Company) (Refer note 48). Management is in the process of transferring these assets in the name of the Company.

NOTES TO THE STANDALONE FINANCIAL STATEMENTS
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NOTE 3b : CAPITAL WORK-IN-PROGRESS

₹ in Crore		
	As at March 31, 2026	As at March 31, 2025
Capital work-in-progress	42.57	11.69
Total	42.57	11.69

Ageing of Capital work-in-progress as on March 31, 2026

₹ in Crore					
Capital work-in-progress	Less than 1 Year	1-2 years	2-3 years	More than 3 years	Total
(i) Projects in progress	42.57	-	-	-	42.57
(ii) Projects temporarily suspended	-	-	-	-	-

Ageing of Capital work-in-progress as on March 31, 2025

₹ in Crore					
Capital work-in-progress	Less than 1 Year	1-2 years	2-3 years	More than 3 years	Total
(i) Projects in progress	11.69	-	-	-	11.69
(ii) Projects temporarily suspended	-	-	-	-	-

There are no projects as at the reporting date where costs have exceeded as compared to original plan or where completion is overdue.

NOTE 4 : RIGHT-OF-USE ASSETS AND LEASE LIABILITIES

Accounting Policy

At inception of a contract, the Company assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To assess whether a contract conveys the right to control the use of an identified asset, the Company assess whether:

- The contract involves the use of an identified asset – this may be specified explicitly or implicitly and should be physically distinct or represent substantially all of the capacity of a physically distinct asset. If the supplier has a substantive substitution right, then the asset is not identified;
- The Company has the right to obtain substantially all of the economic benefits from the use of the asset throughout the period of use; and
- The Company has the right to direct the use of the asset. The Company has the right when it has the decision-making rights that are most relevant to changing how and for what purpose the asset is used. In rare cases where the decision about how and for what purpose the asset is used is predetermined, either the Company has the right to operate the asset; or the Company designed the asset in a way that predetermines how and for what purpose it will be used.

At inception or on reassessment of a contract that contains a lease component, the Company allocates the consideration in the contract to each lease component on the basis of their relative stand-alone prices.

Where the Company is the lessee

Right-of-use assets

The Company recognises a right-of-use asset and a lease liability at the lease commencement date except for short-term leases which are less than 12 months and leases of low value assets. The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability plus any initial direct costs incurred less any lease incentives received.

The right-of-use asset is subsequently depreciated using the straight-line method from the lease commencement date to the end of the lease term. If ownership of the leased asset transfers to the Company at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset. The estimated useful lives of right-of-use assets are determined on the same basis as those of property. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, adjusted for certain remeasurements of the lease liability.

Right-of-use assets taken over pursuant to the Composite Scheme from Aditya Birla Fashion and Retail Limited have been depreciated over their remaining estimated term of the lease contract.

Lease liabilities

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date. The lease payments are discounted using the interest rate implicit in the lease, if that rate can be readily determined. If that rate cannot be readily determined, the Company uses incremental borrowing rate.

Lease payments included in the measurement of the lease liability comprise of fixed payments, including in-substance fixed payments. The lease liabilities are measured at amortised cost using the effective interest method.

In addition, the carrying amount of lease liabilities is re-measured if there is a modification arising due to change in the lease term, change in the lease payments or a change in the assessment of an option to purchase the underlying asset. When the lease liability is re-measured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero and there is a further reduction in measurement of the lease liability.

The Company presents right-of-use assets that do not meet the definition of investment property, and lease liabilities, separately in the Standalone Balance Sheet.

Short-term leases and leases of low value assets

The Company applies the short-term lease recognition exemption to its short-term leases (i.e., those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the lease of low-value assets recognition exemption to leases that are considered to be low value. Lease payments on short-term leases and leases of low-value assets are recognised as expense on a straight-line basis over the lease term.

Where the Company is the lessor

Leases in which the Company does not transfer substantially all the risks and rewards of ownership of an asset is classified as an operating lease. Assets subject to operating leases are included in the property, plant and equipment. Rental income on an

NOTES TO THE STANDALONE FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2026

operating lease is recognised in the Standalone Statement of Profit and Loss on a straight-line basis over the lease term. Costs, including depreciation, are recognised as an expense in the Standalone Statement of Profit and Loss.

(a) Right-of-use assets

	₹ in Crore					
	Land	Buildings*	Plant and equipment	Furniture and fixtures	Office equipment	Total
Cost						
As at April 01, 2024	-	-	-	-	-	-
Transferred pursuant to Composite Scheme (Refer Note: 48)	10.42	2,648.24	15.60	84.96	3.49	2,762.71
Additions	-	604.48	-	4.51	-	608.99
Termination	-	511.61	-	-	-	511.61
As at March 31, 2025	10.42	2,741.11	15.60	89.47	3.49	2,860.09
Additions	-	904.64	-	-	-	904.64
Termination	-	452.01	-	-	-	452.01
As at March 31, 2026	10.42	3,193.74	15.60	89.47	3.49	3,312.72
Accumulated Depreciation						
As at April 01, 2024	-	-	-	-	-	-
Transferred pursuant to Composite Scheme (Refer Note: 48)	0.91	1,198.19	10.65	55.71	1.93	1,267.39
Depreciation for the year	0.13	477.79	3.09	17.35	0.68	499.04
Termination	-	429.87	-	-	-	429.87
As at March 31, 2025	1.04	1,246.11	13.74	73.06	2.61	1,336.56
Depreciation for the year	0.12	544.39	0.58	11.81	0.13	557.03
Termination	-	355.07	-	-	-	355.07
As at March 31, 2026	1.16	1,435.43	14.32	84.87	2.74	1,538.52
Net carrying value as at:						
March 31, 2026	9.26	1,758.31	1.28	4.60	0.75	1,774.20
March 31, 2025	9.38	1,495.00	1.86	16.41	0.88	1,523.53

Note:

During the previous year, the Company has received Right-of use assets relating to Madura Fashion & lifestyle business pursuant to Composite Scheme. Title deeds of Right-of use assets for leasehold land and leasehold building of ₹ 10.42 Crores and ₹ 1471.75 Crores respectively are held in the name of Aditya Birla Fashion and Retail Limited (Demerged Company) (Refer note: 48). As per the scheme of demerger, all the rights of title deeds in the name of Aditya Birla Fashion and Retail Limited (Demerged Company) is vested to Aditya Birla Lifestyle Brands Limited (Resulting Company).

Net carrying value

	₹ in Crore	
	As at March 31, 2026	As at March 31, 2025
Right-of-use assets	1,774.20	1,523.53
Total	1,774.20	1,523.53

(b) Lease liabilities

	₹ in Crore	
	As at March 31, 2026	As at March 31, 2025
Opening balance	1,980.26	-
Transferred pursuant to Composite Scheme (Refer Note: 48)	-	1,904.30
Additions	886.26	675.94
Retirements	(97.50)	(88.21)
Interest expense on lease liabilities	175.72	187.74
Payments	(760.34)	(699.51)
Closing balance	2,184.40	1,980.26
Note:- Lease liabilities Includes liabilities for net investment in sub-lease amounting to ₹ 188.90 crore (March 31, 2025 : 263.41 Crore)		
Current	628.43	463.38
Non-current	1,555.97	1,516.88

For maturity analysis of lease liabilities, Refer Note: 43.

NOTE 5 : GOODWILL AND OTHER INTANGIBLE ASSETS

Accounting Policy

Intangible assets are stated at cost less accumulated amortisation and impairment.

Amortisation methods and periods

A summary of management estimate of the amortisation period is as below:

Intangible assets	Useful life	Amortisation method used
Computer software	3 - 4 years	Amortised on straight-line basis
Brands/ trademarks	10 years	Amortised on straight-line basis
Technical knowhow	10 years	Amortised on straight-line basis
Franchisee rights	20 years	Amortised on straight-line basis over the period of franchise agreement

NOTES TO THE STANDALONE FINANCIAL STATEMENTS
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Intangible Assets taken over pursuant to the Composite Scheme of arrangement from Aditya Birla Fashion and Retail Limited during the previous year have been amortised over their remaining estimated useful lives.

Refer note 51 for other accounting policies relevant to Intangible Assets

	₹ in Crore					
	Goodwill	Brands/ Trademarks	Computer software	Technical know - how	Franchisee/ License rights	Total
Cost						
As at April 01, 2024	-	-	-	-	-	-
Transferred pursuant to Composite Scheme (Refer Note: 48)	692.05	8.46	106.75	0.43	562.37	1,370.06
Additions	-	5.31	1.44	5.93	-	12.68
Disposals/Retired	-	-	0.01	-	33.81	33.82
As at March 31, 2025	692.05	13.77	108.18	6.36	528.56	1,348.92
Additions	-	-	3.13	-	-	3.13
Disposals/Retired	-	-	0.39	-	-	0.39
As at March 31, 2026	692.05	13.77	110.92	6.36	528.56	1,351.66
Amortisation						
As at April 01, 2024	-	-	-	-	-	-
Transferred pursuant to Composite Scheme (Refer Note: 48)	-	6.50	59.49	0.27	59.41	125.67
Amortisation for the year	-	1.33	21.35	1.96	32.33	56.97
Impairment	64.38	-	-	-	18.44	82.82
Disposals/Retired	-	-	0.01	-	33.80	33.81
As at March 31, 2025	64.38	7.83	80.83	2.23	76.38	231.65
Amortisation for the year	-	1.33	22.59	1.96	29.06	54.94
Disposals/Retired	-	-	0.39	-	-	0.39
As at March 31, 2026	64.38	9.16	103.03	4.19	105.42	286.20
Net carrying value as at:						
March 31, 2026	627.67	4.61	7.89	2.17	423.13	1,065.47
March 31, 2025	627.67	5.94	27.35	4.13	452.18	1,117.27

Net carrying value

	₹ in Crore	
	As at March 31, 2026	As at March 31, 2025
Goodwill	627.67	627.67
Other intangible assets	437.80	489.60
Total	1,065.47	1,117.27

NOTE 5a : IMPAIRMENT TESTING OF GOODWILL

Goodwill relating to Madura Fashion & Lifestyle was taken over pursuant to the Composite Scheme of arrangement between the Company and Aditya Birla Fashion and Retail Limited as approved by the NCLT on March 27, 2025.

Madura Fashion & Lifestyle CGU

Madura Undertaking is a leading premium branded apparel player in India with brands like Louis Philippe, Van Heusen, Allen Solly and Peter England. The Madura Garments division is involved in manufacturing and trading of apparels and other lifestyle products.

Carrying amounts of Goodwill allocated to Madura Fashion & Lifestyle CGU is as below:

	₹ in Crore	
	As at March 31, 2026	As at March 31, 2025
Madura Fashion & Lifestyle CGU	627.67	627.67
Total	627.67	627.67

Disclosures with respect to Goodwill allocated to the Madura Fashion & Lifestyle CGU

Value in use calculation of CGU:

The recoverable amount of the CGU as at March 31, 2026, have been determined based on value in use method using cash flow projections from financial budgets approved by senior management covering a three - year period ending March 31, 2029 and cash flow projections for financial years 2030 and 2031 have been extrapolated to demonstrate the tapering of growth rate for computation of perpetual cash flows. The Company has considered a terminal growth rate of 5% to arrive at the value in use to perpetuity beyond March 31, 2031. The post-tax discount rate is applied to discounted future cash flow projections. It is concluded that the carrying value of goodwill does not exceed the value in use. As a result of this analysis, the management did not identify impairment for these CGUs.

Key assumptions used for value in use calculations

Discount rates:

Discount rates represent the current market assessment of the risks specific to the CGU, taking into consideration the time value of money and individual risks of the underlying assets that have not been incorporated in the cash flow estimates. The discount rate calculation of the CGU is derived from its Weighted Average Cost of Capital (WACC). The WACC takes into account both cost of debt and equity. The cost of equity is derived from the expected return on investment by the Company's investors. The cost of debt is based on the interest-bearing borrowings of the Company. Adjustments to the discount rate are made to factor in the specific amount and timing of the future tax flows in order to reflect a post-tax discount rate.

	Discount Rate	
	As at March 31, 2026	As at March 31, 2025
Madura Fashion & Lifestyle CGU		
Pre-tax discount rate (as derived) is 15.30%.	12.50%	12.50%

NOTES TO THE STANDALONE FINANCIAL STATEMENTS
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Growth rate estimates:

Growth rate is based on the Company’s projection of business and growth of the industry in which the CGU is operating. The growth rate is in line with the long-term growth rate of the industry. The growth rate of the CGU considers the Company’s plan to launch new stores, expected same store growth and change in merchandise.

No reasonable possible change in key assumptions are likely to result in the recoverable amount of the CGU being less than their carrying amount.

NOTE 6a : NON-CURRENT FINANCIAL ASSETS - INVESTMENT IN A SUBSIDIARY

₹ in Crore		
	As at March 31, 2026	As at March 31, 2025
(a) Investment in a subsidiary		
Investment in a subsidiary: (Carried at cost)		
Unquoted equity instruments		
5,50,00,000 (March 31, 2025 : 3,50,00,000) fully paid equity shares of ₹ 10/- each of Aditya Birla Garments Limited (Refer Note - 1 below)	55.00	35.00
Total	55.00	35.00
(b) Current Investments (Carried at fair value through profit and loss (FVTPL))		
Quoted investments		
Investment in Mutual Fund	-	117.18
Total	-	117.18
Aggregate book value of unquoted investments	55.00	35.00
Aggregate book value of quoted investments	-	117.18
Aggregate market value of quoted investments	-	117.18
Aggregate amount of impairment in value of investments	-	-

Notes:

1. Aditya Birla Garments Limited (ABGL), a wholly owned subsidiary of the Company was incorporated on June 15, 2022 in compliance with the requirements of ‘Operational Guidelines for the Production Linked Incentive (PLI) scheme for promoting manufacture and sale of Manmade fibre and Textile. The Company has committed to provide support to fund the operations of ABGL in the foreseeable future.

NOTE 7 : NON-CURRENT FINANCIAL ASSETS - LOANS

₹ in Crore		
	As at March 31, 2026	As at March 31, 2025
Loans and advances to employees		
Unsecured, considered good	0.16	0.48
Total	0.16	0.48

NOTE 8 : NON-CURRENT FINANCIAL ASSETS - SECURITY DEPOSITS

₹ in Crore		
	As at March 31, 2026	As at March 31, 2025
Security deposits		
Unsecured, considered good	190.18	176.51
Unsecured, considered doubtful	0.56	0.83
Expected credit loss	(0.56)	(0.83)
Total	190.18	176.51

NOTE 9 : NON-CURRENT FINANCIAL ASSETS - OTHERS

₹ in Crore		
	As at March 31, 2026	As at March 31, 2025
Lease receivables (from sub-lease arrangements)	109.48	203.25
Other bank balance		
Bank deposits with remaining maturity more than 12 months	0.49	0.49
Total	109.97	203.74

NOTES TO THE STANDALONE FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2026

NOTE 10 : DEFERRED TAX ASSETS (NET)

Reflected in the Standalone Balance Sheet as follows:

	₹ in Crore	
	As at March 31, 2026	As at March 31, 2025
Deferred tax assets	105.35	129.91
Deferred tax assets/ (liabilities) (net)	105.35	129.91

Deferred tax assets / (liabilities) relates to the following:

	₹ in Crore			
	Standalone Balance Sheet		Standalone Statement of Profit and Loss	
	As at March 31, 2026	As at March 31, 2025	Year ended March 31, 2026	Period ended March 31, 2025
Difference between carrying amount of property, plant and equipment and intangible assets and their tax base	(46.64)	(61.91)	(15.27)	(31.99)
Disallowance under Section 43B and 40(a)(ia) of the Income Tax Act, 1961	31.68	37.73	6.05	(3.78)
Share-based payment	6.50	9.22	2.72	0.67
Business and depreciation loss as per income tax available for off-set against future taxable income	-	55.95	55.95	68.89
ROU assets	(446.59)	(383.47)	63.11	(24.33)
Lease liabilities	549.81	498.43	(51.38)	14.31
Others	10.59	(26.04)	(36.63)	(2.66)
Net deferred tax assets/ (liabilities)	105.35	129.91	24.55	21.11

Reconciliation of deferred tax assets/ (liabilities) (net):

	₹ in Crore	
	As at March 31, 2026	As at March 31, 2025
As at the beginning of the year	129.91	-
Transferred pursuant to Composite Scheme (Refer Note: 48)	-	151.02
Deferred tax credit / (charge) recognised in profit and loss during the year (Refer Note - 38 a)	(24.23)	(22.19)
Deferred tax credit / (charge) recognised in OCI during the year (Refer Note - 38 a)	(0.32)	1.08
As at the end of the year	105.35	129.91

Note:-

i) Corporate tax rate considered for arriving at the above amounts is 25.17% u/s 115BAA of Income Tax Act,1961.

NOTE 11 : OTHER NON-CURRENT ASSETS

	₹ in Crore	
	As at March 31, 2026	As at March 31, 2025
Capital advances	3.98	2.65
Prepayments	9.44	5.51
Balances with government authorities (other than income tax)	33.68	33.75
Other receivables	1.88	11.84
Total	48.98	53.75

NOTE 12 : INVENTORIES

Accounting Policy

Stock in Trade, work-in-progress, finished goods, raw materials, components, stores and spares, and packing materials are valued at lower of cost or net realisable value. Cost is determined on weighted average cost basis. See note 51 for other accounting policies relevant to inventories

	₹ in Crore	
	As at March 31, 2026	As at March 31, 2025
<i>At lower of cost and net realisable value</i>		
Raw materials	237.07	233.07
Includes Goods-in-transit ₹ 22.95 Crore (March 31, 2025 : ₹ 27.57 Crore)		
Work-in-progress	25.10	20.22
Finished goods	584.64	467.92
Stock-in-trade	1,462.97	1,379.15
Includes Goods-in-transit ₹ 39.45 Crore (March 31, 2025 : ₹ 63.19 Crore)		
Stores and spares	2.83	2.09
Packing materials	7.01	5.07
Total	2,319.62	2,107.52

During the year ended March 31, 2026 : ₹ 2.77 Crores (March 31, 2025 : ₹ NIL) is recognised as an reversal of provision for obsolescence of inventories.

NOTES TO THE STANDALONE FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2026

NOTE 13 : CURRENT FINANCIAL ASSETS - LOANS

₹ in Crore		
	As at March 31, 2026	As at March 31, 2025
Loans and advances to employees		
Unsecured, considered good	5.99	5.74
Total	5.99	5.74

NOTE 14 : CURRENT FINANCIAL ASSETS - SECURITY DEPOSITS

₹ in Crore		
	As at March 31, 2026	As at March 31, 2025
Security deposits		
Unsecured, considered good	110.77	100.13
Unsecured, considered doubtful	7.11	7.58
Provision for doubtful deposits	(7.11)	(7.58)
Total	110.77	100.13

NOTE 15 : TRADE RECEIVABLES

Accounting Policy

Trade receivables are amounts due from customers for goods sold or services provided in the ordinary course of business and reflect the Company’s unconditional right to consideration (that is, payment is due only on the passage of time).

Trade receivables are recognised initially at the transaction price as they do not contain significant financing components. The Company holds the trade receivables with the objective of collecting the contractual cash flows and therefore measures them subsequently at amortised cost using the effective interest method, less loss allowance.

For trade receivables and contract assets, the Company applies the simplified approach required by Ind AS 109, which requires expected lifetime losses to be recognised from initial recognition of the receivables.

₹ in Crore		
	As at March 31, 2026	As at March 31, 2025
Trade receivables from others	1,093.03	1,204.21
Trade receivables from related parties (Refer Note - 45)	103.70	151.34
	1,196.73	1,355.55
Less: Loss Allowances	(25.19)	(30.07)
Total	1,171.54	1,325.48

Break-up for security details:

₹ in Crore		
	As at March 31, 2026	As at March 31, 2025
Trade receivables		
Secured, considered good	88.02	90.47
Unsecured, considered good	1,085.06	1,238.33
Unsecured, considered doubtful	23.65	26.75
	1,196.73	1,355.55

Ageing of Trade Receivables:

		₹ in Crore						
Particulars		Outstanding as on March 31, 2026 (for following periods from due date of payment)						
		Not due	0 - 6 months	6 months - 1 year	1-2 years	2-3 years	More than 3 years	Total
(i)	Undisputed Trade receivables – considered good	1,044.57	75.61	25.55	27.35	-	-	1,173.08
(ii)	Undisputed Trade Receivables – considered doubtful	-	-	-	-	-	-	-
(iii)	Undisputed - Credit Impaired	-	-	-	-	-	-	-
(iv)	Disputed Trade Receivables considered good	-	-	-	-	-	-	-
(v)	Disputed Trade Receivables considered doubtful	-	-	-	-	-	-	-
(vi)	Disputed Trade Receivables – which have significant increase in credit risk	-	-	-	-	-	-	-
(vii)	Disputed Trade Receivables – credit impaired	-	-	-	-	-	-	-
(viii)	Trade Receivables assessed for credit risk on individual basis:	-	-	-	-	-	-	-
	Disputed	-	-	-	0.01	0.62	8.05	8.68
	Undisputed	-	0.01	0.01	0.04	1.65	13.26	14.97
(ix)	Provision on Trade Receivables assessed on individual basis	-	-	-	-	-	-	(23.65)
(x)	Expected credit loss	-	-	-	-	-	-	(1.54)
Total		1,044.57	75.62	25.56	27.40	2.27	21.31	1,171.54

NOTES TO THE STANDALONE FINANCIAL STATEMENTS
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		₹ in Crore						
Particulars		Outstanding as on March 31, 2025 (for following periods from due date of payment)						Total
		Not due	0 - 6 months	6 months - 1 year	1-2 years	2-3 years	More than 3 years	
(i)	Undisputed Trade receivables – considered good	1,107.10	110.30	84.18	28.52	-	-	1,330.10
(ii)	Undisputed Trade Receivables – considered doubtful	-	-	-	-	-	-	-
(iii)	Undisputed - Credit Impaired	-	-	-	-	-	-	-
(iv)	Disputed Trade Receivables considered good	-	-	-	-	-	-	-
(v)	Disputed Trade Receivables considered doubtful	-	-	-	-	-	-	-
(vi)	Disputed Trade Receivables – which have significant increase in credit risk	-	-	-	-	-	-	-
(vii)	Disputed Trade Receivables – credit impaired	-	-	-	-	-	-	-
(viii)	Trade Receivables assessed for credit risk on individual basis:	-	-	-	-	-	-	-
	Disputed	-	-	0.01	0.62	0.59	7.50	8.72
	Undisputed	-	-	1.49	1.98	4.76	8.50	16.73
(ix)	Provision on Trade Receivables assessed on individual basis	-	-	-	-	-	-	(26.75)
(x)	Expected credit loss	-	-	-	-	-	-	(3.32)
Total		1,107.10	110.30	85.68	31.12	5.35	16.01	1,325.48

No trade or other receivables is due from directors or other officers of the Company either severally or jointly with any other person.

For terms and conditions relating to related party receivables, refer Note - 45.

Trade receivables are generally non-interest bearing and the credit period generally between 30 to 180 days.

Based on the risk profiling for each category of customer, the Company has not evaluated credit risk where the risk is mitigated by collateral. The Company has evaluated credit risk for departmental, depletion, e-commerce B2B, export and trade customers. The Company follows the simplified approach method for computing the expected credit loss. Additionally, specific provisions are considered taking into account customer related specific information over and above probability of default (PD). Provision matrix takes into account historical credit loss experience adjusted for forward-looking estimates and macro-economic factors. The expected credit loss allowance is based on the ageing of the receivables and the rates as given in the provision matrix. The provision matrix at the end of the reporting period is as follows:

	Expected credit loss (%)								₹ in Crore
	As at March 31, 2026				As at March 31, 2025				
	E-com B2B	Departmental stores#	Depletion key accounts#	Trade Channel	E-com B2B	Departmental stores#	Depletion key accounts#	Trade Channel	
Not due	0.00%	0.00%	0.00%	0.31%	0.00%	0.00%	0.00%	0.70%	
0-90 days	0.00%	0.00%	0.00%	0.32%	0.00%	0.00%	0.00%	0.70%	
91-180 days	0.00%	0.00%	0.00%	0.40%	0.00%	0.00%	0.00%	0.75%	
181-365 days	0.00%	0.00%	0.00%	0.40%	0.00%	0.00%	0.00%	0.85%	
1-2 years	0.00%	0.00%	0.00%	0.45%	0.00%	0.00%	0.00%	0.85%	
2-3 years	0.00%	0.00%	0.00%	0.45%	0.00%	0.00%	0.00%	0.90%	
More than 3 years	0.00%	0.00%	0.00%	0.45%	0.00%	0.00%	0.00%	1.00%	

Ageing of receivables on which impairment allowance of doubtful debts is applied

	As at March 31, 2026				As at March 31, 2025				₹ in Crore
	E-com B2B	Departmental stores #	Depletion key accounts #	Trade Channel	E-com B2B	Departmental stores #	Depletion key accounts #	Trade Channel	
Not due	342.71	204.28	5.95	395.77	220.63	417.61	4.40	396.69	
0-90 days	0.41	15.22	-	32.14	2.92	31.02	-	28.42	
91-180 days	3.20	11.60	0.15	12.89	29.73	5.25	0.18	12.77	
181-365 days	0.76	5.65	-	10.09	72.08	4.59	-	6.43	
1-2 years	-	-	-	11.05	24.88	-	-	7.54	
2-3 years	-	-	-	2.27	0.19	-	-	2.54	
More than 3 years	-	-	-	13.54	-	-	-	10.88	
Total	347.09	236.75	6.10	477.76	350.44	458.47	4.58	465.28	

Impact is considered to be immaterial.

Movement in the provision for loss allowance

	₹ in Crore	
	As at March 31, 2026	As at March 31, 2025
As at the beginning of the year	30.07	-
Transferred pursuant to Composite Scheme (Refer Note: 48)	-	30.19
Expected credit loss provision made/ (reversed) on trade receivables calculated at lifetime expected credit losses	(1.78)	-
Specific provision made/ (reversed)	(3.10)	(0.12)
As at the end of the year	25.19	30.07

NOTES TO THE STANDALONE FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2026

NOTE 16 : CASH AND CASH EQUIVALENTS

₹ in Crore		
	As at March 31, 2026	As at March 31, 2025
Balances with banks		
Current accounts	57.49	19.59
Deposit accounts (original maturity less than 3 months)	12.00	-
Balances with credit card companies	17.45	29.87
Cash on hand	0.25	0.42
Cheques/ drafts on hand	1.79	3.11
Total	88.98	52.99

Net debt reconciliation:

As at March 31, 2026

₹ in Crore						
	As at March 31, 2025	Cash flows (net)	Non-cash changes		Gain of sale of Current Investment	As at March 31, 2026
			Fair value adjustments	Others		
Investing activities						
Cash and cash equivalents	52.99	35.99	-	-	-	88.98
Current investments	117.18	(123.86)	-	-	6.68	-
Total (a)	170.17	(87.87)	-	-	6.68	88.98
Financing activities						
Borrowings	851.22	(131.66)	-	-	-	719.57
Lease liabilities	1,980.26	(681.08)	-	885.22	-	2,184.40
Total (b)	2,831.48	(812.74)	-	885.22	-	2,903.96
Net debt (b-a)						2,814.99

As at March 31, 2025

₹ in Crore					
	Transferred pursuant to Composite Scheme (Refer Note: 48)	Cash flows (net)	Non-cash changes		As at March 31, 2025
			Fair value adjustments	Others	
Investing activities					
Cash and cash equivalents		132.21	(79.22)	-	52.99
Current investments		361.75	244.57	-	117.18
Total (a)		493.96	165.35	-	170.17
Financing activities					
Borrowings		1,341.77	(490.55)	-	851.22
Lease liabilities		1,904.30	(640.99)	-	1,980.26
Total (b)		3,246.07	(1,131.54)	-	2,831.48
Net debt (b-a)		2,752.11	(1,296.89)	1,206.09	2,661.31

NOTE 17 : BANK BALANCE OTHER THAN CASH AND CASH EQUIVALENTS

₹ in Crore		
	As at March 31, 2026	As at March 31, 2025
Bank deposits (with original maturity of more than 3 months and remaining maturity of less than 12 months)	-	0.07
Total	-	0.07

NOTE 18 : CURRENT FINANCIAL ASSETS - OTHERS

₹ in Crore		
	As at March 31, 2026	As at March 31, 2025
Other receivables	10.94	15.90
Lease receivables (from sub-lease arrangements)	79.43	60.16
Derivative contracts	14.84	-
Total	105.21	76.06

NOTE 19 : OTHER CURRENT ASSETS

₹ in Crore		
	As at March 31, 2026	As at March 31, 2025
Prepayments	28.00	22.95
Advance to suppliers	71.32	107.92
Export incentives	2.64	3.59
Balances with government authorities (other than income tax)	267.22	168.59
Right to return assets	305.73	296.72
Other receivables	1.23	16.88
Total	676.14	616.65

NOTES TO THE STANDALONE FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2026

NOTE 20 : EQUITY SHARE CAPITAL

Authorised share capital

	As at March 31, 2026		As at March 31, 2025	
	No. of shares	₹ in Crore	No. of shares	₹ in Crore
Equity share capital				
As at the beginning of the year	50,000	0.05	-	-
Increase during the year	1,99,99,50,000	1,999.95	50,000	0.05
As at the end of the year	2,00,00,00,000	2,000.00	50,000	0.05

	As at March 31, 2026		As at March 31, 2025	
	No. of shares	₹ in Crore	No. of shares	₹ in Crore
Preference share capital				
As at the beginning of the year	-	-	-	-
Preference shares of ₹ 10/- each	5,55,000	0.56	-	-
As at the end of the year	5,55,000	0.56	-	-

Issued equity share capital

	As at March 31, 2026		As at March 31, 2025	
	No. of shares	₹ in Crore	No. of shares	₹ in Crore
As at the beginning of the year	50,000	0.05	-	-
Equity shares issued on incorporation of Company	-	-	50,000	0.05
Increase during the year	1,22,07,27,153	1,220.73	-	-
Share cancelled during the year	(50,000)	(0.05)	-	-
As at the end of the year	1,22,07,27,153	1,220.73	50,000	0.05

Subscribed and paid-up equity share capital

	As at March 31, 2026		As at March 31, 2025	
	No. of shares	₹ in Crore	No. of shares	₹ in Crore
As at the beginning of the year	50,000	0.05	-	-
Equity shares issued on incorporation of Company	-	-	50,000	0.05
Increase during the year	1,22,05,21,649	1,220.52	-	-
Share cancelled during the year	(50,000)	(0.05)	-	-
As at the end of the year	1,22,05,21,649	1,220.52	50,000	0.05

Note: The allotment of 2,05,504 equity shares of ABFRL was kept in abeyance pending receipt of requisite regulatory approvals/ clearances. Accordingly, pursuant to the approved Composite Scheme of Arrangement, the corresponding entitlement of equity shares of the Company have also been kept in abeyance and have not been issued.

(i) Shares held by Promoters :

Shares held by Promoters as at March 31, 2026		
Promoter Name	No. of Shares	% of total shares
Birla Group Holdings Private Limited	17,76,02,065	14.55%
Igh Holdings Private Limited	13,64,72,680	11.18%
Pilani Investment And Industries	10,39,69,875	8.52%
Grasim Industries Ltd	9,75,93,931	8.00%
Hindalco Industries Limited	5,02,39,794	4.12%
Kumar Mangalam Birla	12,51,589	0.10%
Rajashree Birla	8,63,696	0.07%
Aryaman Vikram Birla	2,68,000	0.02%
Birla Industrial Finance India Limited	1,66,508	0.01%
Birla Consultants Limited	1,66,422	0.01%
Abnl Investment Limited	77,430	0.01%
Birla Industrial Investments India Limited	34,666	0.00%
Neerja Birla	20,270	0.00%
Vasavadatta Bajaj	19,542	0.00%
Aditya Vikram Kumarmangalam Birla (HUF)	1,780	0.00%
Total	56,87,48,248	46.59%

Shares held by Promoters as at March 31, 2025		
Promoter name	No. of Shares	% of total shares
Aditya Birla Fashion and Retail Limited	50,000	100%
Total	50,000	100%

(ii) Change in Promoter and Promoter Group

Birla Group Holdings Private Limited is the Promoter of the Company as on March 31, 2026.The Promoter and Promoter Group holds an aggregate of 56,87,48,248 Equity Shares, representing 46.60 % of the paid-up equity share capital of the Company as on March 31, 2026.The Promoter and Promoter Group has acquired shareholding in the Company pursuant to the Scheme of Arrangement among ABFRL (“Demerged Company”), Aditya Birla Lifestyle Brands Limited (“the Company”) and their respective shareholders and creditors (“Scheme”). Prior to the Scheme, Aditya Birla Fashion Retail Limited was the promoter of the Company.

(iii) Rights, preferences and restrictions attached to equity shares

The Company has only one class of equity shares having face value of 10 per share. Each holder of an equity share is entitled to one vote per share. The dividend proposed by the Board of Directors, if any, is subject to the approval of the shareholders at the ensuing Annual General Meeting.In the event of liquidation of the Company, the holders of equity shares will be entitled to receive the remaining assets of the Company, after distribution to all preference shareholders. The distribution will be in proportion to the number of the equity shares held by the shareholders.

NOTES TO THE STANDALONE FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2026

(iv) Details of shareholders holding more than 5% shares in the Holding Company

Name of the shareholder	As at March 31, 2026		As at March 31, 2025	
	No. of shares held	% of paid-up share capital	No. of shares held	% of paid-up share capital
Birla Group Holdings Private Limited	17,76,02,065	14.55%	-	0%
IGH Holdings Private Limited	13,64,72,680	11.18%	-	0%
Pilani Investment and Industries	10,39,69,875	8.52%	-	0%
Grasim Industries Ltd	9,75,93,931	8.00%	-	0%
Caladium Investment Pte. Ltd.	6,58,00,866	5.39%	-	0%
Aditya Birla Fashion and Retail Limited	-	-	50,000	100%

(v) Shares reserved for issue under Employee Stock Option Plan

For details of shares reserved for issue under the Employee Stock Option Plan (ESOP) of the Company, refer Note - 42

(vi) Aggregate number of shares issued for consideration other than cash

	As at March 31, 2026	As at March 31, 2025
Equity shares issued pursuant to composite scheme of arrangement	1,22,02,94,773	NIL

NOTE 21 : OTHER EQUITY

	₹ in Crore	
	As at March 31, 2026	As at March 31, 2025
Share suspense account		
As at the beginning of the year	1,220.26	-
Pursuant to Composite Scheme	-	1,220.26
Transferred to Equity share capital	(1,220.26)	
As at the end of the year	-	1,220.26
Reserves and surplus		
Securities premium		
As at the beginning of the year	-	-
Issue of shares upon exercise of options	2.65	-
As at the end of the year	2.65	-

	₹ in Crore	
	As at March 31, 2026	As at March 31, 2025
Retained earnings		
As at the beginning of the year	69.00	-
Profit/(Loss) for the year	134.60	69.00
Share issue expenses	(11.54)	
As at the end of the year	192.06	69.00
Share options outstanding account		
As at the beginning of the year	41.49	-
Pursuant to Composite Scheme	-	40.00
Share based payment expense	3.14	1.49
Issue of shares upon exercise of options/Reversals	(4.35)	-
As at the end of the year	40.28	41.49
Treasury shares (Refer Note - 42)		
As at the beginning of the year	-	
Treasury shares Issued/ (purchased) by ESOP Trust (Net)	(27.07)	-
As at the end of the year	(27.07)	-
Capital reserve		
As at the beginning of the year	(33.68)	-
Issue of shares upon exercise of options	0.56	(33.68)
Cancelled during the year	0.05	-
As at the end of the year	(33.07)	(33.68)
Other comprehensive income		
Remeasurement gains/ (losses) on defined benefit plans		
As at the beginning of the year	(3.22)	-
Gains/ (losses) during the year	0.96	(3.22)
As at the end of the year	(2.26)	(3.22)
Total	172.59	1,293.85

NOTES TO THE STANDALONE FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2026

Other equity

	₹ in Crore	
	As at March 31, 2026	As at March 31, 2025
Share suspense account	-	1,220.26
Securities premium	2.65	-
Retained earnings	192.06	69.00
Group share options outstanding account	40.28	41.49
Treasury shares (Refer Note - 42)	(27.07)	
Capital reserve	(33.07)	(33.68)
Remeasurement gains/ (losses) on defined benefit plans	(2.26)	(3.22)
Total	172.59	1,293.85

The description of the nature and purpose of each reserve within other equity is as follows:

a) Securities Premium account

Securities premium is used to record the premium on issue of shares. Securities premium is utilised in accordance with the provisions of the Act.

b) Retained earnings

Retained earnings comprise of the Company’s accumulated undistributed profits/ (losses) after taxes.

c) Share options outstanding account

The fair value of the equity-settled share based payment transactions with employees is recognised in Standalone Statement of Profit and Loss with corresponding credit to employee stock options outstanding account. The amount of cost recognised (net of exercise price) is transferred to share premium on exercise of the related stock options.

d) Capital reserve

This reserve is created against the difference in the net assets transferred and issuance of equity share capital in accordance with the Composite Scheme. The reserve will be utilised in accordance with the provision of the Act.

e) Remeasurement gains/ (losses) on defined benefit plans

The cumulative balances of gains/ (losses) arising on remeasurements of defined benefit plan is accumulated and recognised within this component of other comprehensive income. Items included in remeasurement gains/ (losses) reserve will not be reclassified subsequently to Standalone Statement of Profit and Loss.

f) Dividends

The Board of Directors have recommended a dividend of ₹ 0.50 per equity share of face value of 10/- each aggregating to ₹ 61.03 Crore and dividend of 8% on the outstanding preference shares aggregating to ₹ 0.04 Crore for the financial year 2025-26. The dividend proposed is subject to approval of members in the ensuing Annual General Meeting of the Company.

NOTE 22 : NON-CURRENT FINANCIAL LIABILITIES - BORROWINGS

	Effective interest rate	Maturity	As at March 31, 2026	As at March 31, 2025
	% p.a.		₹ in Crore	₹ in Crore
Non Convertible Debentures				
Redeemable non-convertible debentures - Series 12(Unsecured)	7.22%	March 16, 2029	499.52	-
Term loan from others				
Other borrowings (Unsecured)	10.55% - 11.46%	June 30, 2026	-	0.49
Preference shares				
Cumulative redeemable preference shares	8.00%	March 26, 2029	0.56	0.55
Total			500.08	1.04

Current maturities of long-term borrowings

	Effective interest rate	Maturity	As at March 31, 2026	As at March 31, 2025
	% p.a.		₹ in Crore	₹ in Crore
Current maturities of long-term borrowings				
Redeemable non-convertible debentures - Series 9 (Unsecured)*	7.97%	January 29, 2026	-	499.28
Other borrowings (Unsecured)	10.55% - 11.46%	June 30, 2026	0.55	1.43
Total (included in Current Borrowings)			0.55	500.71
*Net off unamortised charges				
Aggregate secured borrowings			-	-
Aggregate unsecured borrowings			500.63	501.75

Note:-

- (i) The Company has not defaulted on any loans payable, and there has been no breach of any covenant attached to the borrowings.

NOTES TO THE STANDALONE FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2026

NOTE 23 : NON-CURRENT FINANCIAL LIABILITIES- OTHERS

₹ in Crore		
	As at March 31, 2026	As at March 31, 2025
Liability towards license rights	570.46	518.08
Total	570.46	518.08

NOTE 24 : NON-CURRENT PROVISIONS

₹ in Crore		
	As at March 31, 2026	As at March 31, 2025
Employee benefit obligation		
Provision for gratuity (Refer Note - 41)	15.93	9.87
Stock Appreciation Rights (SAR)	5.98	12.33
Total	21.91	22.20

NOTE 25 : OTHER NON-CURRENT LIABILITIES

₹ in Crore		
	As at March 31, 2026	As at March 31, 2025
Deferred income	19.56	19.53
Total	19.56	19.53

NOTE 26 : CURRENT - BORROWINGS

₹ in Crore		
	As at March 31, 2026	As at March 31, 2025
Loans repayable on demand from banks		
Cash credit/ Working capital demand loan (Unsecured)	218.94	349.47
Current maturities of long term borrowings (Refer Note - 22)	0.55	500.71
Total current borrowings	219.49	850.18
Aggregate secured borrowings	-	-
Aggregate unsecured borrowings	219.49	850.18

NOTE 27 : TRADE PAYABLES

₹ in Crore		
	As at March 31, 2026	As at March 31, 2025
Total outstanding dues of Micro Enterprises and Small Enterprises (MSME) (Refer details below) #	94.26	88.85
Total outstanding dues of creditors other than Micro Enterprises and Small Enterprises (MSME) *#	2,141.85	2,029.42
Total	2,236.11	2,118.27

*Includes payables to related parties (Refer Note - 45).

Details of dues to Micro and Small Enterprises as defined under MSMED Act, 2006

₹ in Crore		
	As at March 31, 2026	As at March 31, 2025
a. The principal amount and the interest due thereon remaining unpaid as at the end of each accounting year:		
Principal amount due*	113.81	101.57
Interest due on the above	0.44	0.24
b. The amount of interest paid by the buyer in terms of Section 16 of the Micro, Small and Medium Enterprises Development Act, 2006, along with the amount of the payment made to the supplier beyond the appointed day during each accounting year	45.91	55.12

NOTES TO THE STANDALONE FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2026

	₹ in Crore	
	As at March 31, 2026	As at March 31, 2025
c. The amount of interest due and payable for the period of delay in making payment (which have been paid but beyond the appointed day during the year) but without adding the interest specified under Micro, Small and Medium Enterprises Development Act, 2006	-	-
d. The amount of interest accrued and remaining unpaid at the end of each accounting year	1.51	1.87
e. The amount of further interest remaining due and payable even in the succeeding years, until such date when the interest dues as above are actually paid to the small enterprise for the purpose of disallowance of a deductible expenditure under Section 23 of the Micro, Small and Medium Enterprises Development Act, 2006.	8.63	7.12

* Includes amount due to creditors for capital supplies/ services amounting to ₹ 19.55 Crore as at March 31, 2026 (₹ 12.96 Crore as at March 31, 2025) disclosed under current financial liabilities - Others (Refer Note - 28).

The above disclosures are provided by the Company based on the information available with the Company in respect of the registration status of its vendors.

Ageing of Trade Payables:

	₹ in Crore					
Particulars	Outstanding as on March 31, 2026 (for following periods from due date of payment)					
	Not due (including unbilled)	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
(i) MSME	86.95	6.57	-	-	-	93.52
(ii) Others	1,908.36	197.18	17.25	5.93	12.14	2,140.86
(iii) Disputed dues – MSME	-	-	0.71	-	0.03	0.74
(iv) Disputed dues – Others	-	-	-	-	0.99	0.99
Total	1,995.31	203.75	17.96	5.93	13.16	2,236.11

	₹ in Crore					
Particulars	Outstanding as on March 31, 2025 (for following periods from due date of payment)					
	Not due (including unbilled)	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
(i) MSME	84.32	4.05	-	0.00	0.03	88.40
(ii) Others	971.15	973.44	65.80	4.97	12.52	2,027.88
(iii) Disputed dues – MSME	-	-	0.42	-	0.03	0.45
(iv) Disputed dues – Others	0.00	0.01	0.45	0.00	1.08	1.54
Total	1,055.47	977.50	66.67	4.97	13.66	2,118.27

#Details of trade payables under supplier financing arrangement

Terms & Conditions

The Company participates in supplier financing arrangements involving its suppliers and financial institutions. This arrangement allow suppliers to receive early payment for their invoices through the financial institution. The financial institution pays the supplier early at a discounted rate, and the Company settles the outstanding balance directly with the financial institution at the contractual due date agreed with the vendors. No guarantees or collateral are provided under the arrangement.

Key terms and conditions of the arrangement are:

- The financial institution pays the supplier within 2 days from submission.
- The Company pays the financial institution on the contractual due date agreed with the vendors. The Company does not obtain any extended credit terms from the financial institution beyond the contractual due date agreed with the vendors.
- The cost of financing are negotiated by the suppliers with the financial institution and is borne by the suppliers.

Particulars	As at March 31, 2026	As at March 31, 2025*
Carrying amount of Financial Liabilities		
Presented in Trade payables (Supplier Financing arrangements entered)	708.73	NA
- of which suppliers have received payment from finance provider	706.63	NA
Range of payment due dates		
Liabilities that are part of arrangements	30-180 Days	NA
Comparable liabilities that are not part of arrangements*	15-180 Days	NA

* The Company has not provided comparative information in respect of the amendments to Ind AS 7 and Ind AS 107 relating to supplier finance arrangements, as it has applied the transitional relief available on initial adoption of these amendments, which allows entities not to present comparative disclosures for prior period.

There were no material business combinations or foreign exchange differences that would affect the liabilities under the supplier finance arrangement in either period.

The carrying amounts of liabilities under the supplier finance arrangement are considered to be reasonable approximations of their fair values, due to their short-term nature.

In its liquidity assessment, the Company does not see any liquidity risk on account of these supplier financing arrangements, as terms for the Company do not vary materially based on whether the supplier avails such financing arrangements.

NOTES TO THE STANDALONE FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2026

NOTE 28 : CURRENT FINANCIAL LIABILITIES - OTHERS

₹ in Crore		
	As at March 31, 2026	As at March 31, 2025
Interest accrued but not due on borrowings	2.46	6.41
Creditors for capital supplies/ services (including dues to micro and small enterprises)	56.39	24.77
Derivative contracts	-	4.96
Employee Payable	108.61	102.62
Liability towards license rights	2.55	1.41
	170.01	140.17

NOTE 29 : CURRENT PROVISIONS

₹ in Crore		
	As at March 31, 2026	As at March 31, 2025
Employee benefit obligation		
Provision for compensated absences	57.10	57.27
Stock Appreciation Rights (SAR)	34.69	33.54
Provision for pending litigations (Refer Note - 44)	50.02	50.02
Total	141.81	140.83

Movement of provision for pending litigations during the year:

₹ in Crore		
	As at March 31, 2026	As at March 31, 2025
Opening balance	50.02	-
Transferred pursuant to Composite Scheme (Refer Note: 48)	-	53.09
Add: provision made during the year	-	0.78
Less: provision utilised during the year	-	(3.03)
Less: provision reversed during the year	-	(0.82)
Closing balance	50.02	50.02

NOTE 30 : OTHER CURRENT LIABILITIES

₹ in Crore		
	As at March 31, 2026	As at March 31, 2025
Advances received from customers	27.42	25.36
Deferred revenue*	10.71	6.37
Other advances received	0.12	0.15
Statutory dues (other than income tax)	47.05	36.36
Refund liabilities	454.79	499.11
Other Payables	2.68	-
Total	542.77	567.35

* Deferred revenue

₹ in Crore		
	As at March 31, 2026	As at March 31, 2025
As at the beginning of the year	6.37	-
Transferred pursuant to Composite Scheme (Refer Note: 48)	-	5.55
Deferred during the year	35.18	46.29
Released to the Standalone Statement of Profit and Loss	(30.84)	(45.47)
As at the end of the year	10.71	6.37

The deferred revenue relates to the accrual and release of customer loyalty points according to the loyalty programme announced. As at March 31, 2026, the estimated liability towards unredeemed points amounts to ₹ 10.71 Crore (₹ 6.37 Crore as at March 31, 2025)

NOTES TO THE STANDALONE FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2026

NOTE 31 : REVENUE FROM OPERATIONS

Accounting Policy

(I) Revenue from contracts with customers

Revenue from contracts with customers is recognised upon transfer of control of promised goods/ services to customers at an amount that reflects the consideration to which the Company expect to be entitled for those goods/ services.

To recognize revenues, the Company applies the following five-step approach:

- Identify the contract with a customer;
- Identify the performance obligations in the contract;
- Determine the transaction price;
- Allocate the transaction price to the performance obligations in the contract; and
- Recognise revenues when a performance obligation is satisfied.

Revenue from sale of products

Revenue from sales of products is measured at the amount of transaction price (net of returns, customer incentives, discounts, variable consideration and other similar charges offered by the Company) allocated to that performance obligation.

Goods and Service Tax (GST) is not received by the Company on its own account. Rather, it is tax collected on behalf of the government. Accordingly, it is excluded from revenue.

Assets and liabilities arising from right to return

The Company has contracts with customers which entitles the customer to an right to return.

Right to return assets

A right of return gives an entity a contractual right to recover the goods from a customer (right to return asset), if the customer exercises its option to return the goods and obtain a refund. The asset is measured at the carrying amount of the inventory, less any expected costs to recover the goods, including any potential decreases in the value of the returned goods.

Refund liabilities

A refund liability is the obligation to refund part or all of the consideration received (or receivable) from the customer. The Company has therefore recognised refund liabilities in respect of customer's right to return. The liability is measured at the amount the Company ultimately expects it will have to return to the customer. The Company updates its estimate of refund liabilities (and the corresponding change in the transaction price) at the end of each reporting period.

The Company has presented its right to return assets and refund liabilities under other current assets and other current liabilities, respectively.

Income from gift voucher

Gift voucher sales are recognised when the vouchers are redeemed, and the goods are sold to the customer.

Loyalty points programme

The Company operates a loyalty programme which allows customers to accumulate points on purchases made in retail stores. The points give rise to a separate performance obligation as it entitles them for redemption as settlement of future purchase transaction price. Consideration received is allocated between the sale of products and the points issued, with the consideration allocated to the points equal to their fair value. Fair value of points is determined based on the historical trends.

Transaction price allocated to reward points is deferred and recognised when points are redeemed or when the points expire. The amount of revenue is based on the value of points redeemed/ expired.

Income from services

Income from services is recognised as they are rendered based on agreements/ arrangements with the concerned parties, and recognised net of goods and services tax/ applicable taxes.

Export incentives income

Export incentives under various schemes notified by government are accounted for in the year of exports based on eligibility and when there is no uncertainty with respect to its recoverability.

Licence fees and royalties

Royalty and licensing revenue is received from customers for usage of the Group's brand name. Revenue is recognised over time based on the terms of contracts with the customer.

Commission income

In case of sales of goods, where the Company is an agent in the transaction, the difference between the revenue and the cost of the goods sold is disclosed as commission income under other operating income.

	₹ in Crore	
	Year ended March 31, 2026	Period ended March 31, 2025
Revenue from sale of products		
Sale of products	8,294.63	7,747.46
Revenue from redemption of loyalty points (Refer Note - 30)	30.84	45.47
Total revenue from sale of products	8,325.47	7,792.93
Revenue from rendering of services	14.44	15.47
Other operating income		
Scrap sales	4.32	2.13
Export incentives	14.47	8.60
Licence fees and royalties	14.44	10.56
Commission income	-	0.04
Total	8,373.14	7,829.73

NOTES TO THE STANDALONE FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2026

(a) Right to return assets and refund liabilities:

	₹ in Crore	
	As at March 31, 2026	As at March 31, 2025
Right to return assets	305.73	296.72
Refund liabilities	454.79	499.11

(b) Contract balances:

	₹ in Crore	
	As at March 31, 2026	As at March 31, 2025
Contract assets		
Trade receivables	1,171.54	1,325.48
Contract Liabilities		
Advances received from customers	27.42	25.36
Deferred revenue	10.71	6.37

(c) Reconciliation of revenue as recognised in the Standalone Statement of Profit and Loss with the contracted price:

	₹ in Crore	
	Year ended March 31, 2026	Period ended March 31, 2025
Revenue as per contracted price	10,194.38	9,762.69
Less:		
Provision for sales return	1,248.73	1,267.02
Provision for discounts	561.80	659.58
Consideration allocated to loyalty points	10.71	6.37
Revenue as per the Standalone Statement of Profit and Loss	8,373.14	7,829.73

(d) Disclosure of disaggregated revenue recognised in the Standalone Statement of Profit and Loss based on geographical location of customers:

	₹ in Crore	
	Year ended March 31, 2026	Period ended March 31, 2025
Revenue from customers outside India	208.54	180.06
Revenue from customers within India	8,164.60	7,649.67
Revenue as per the Standalone Statement of Profit and Loss	8,373.14	7,829.73

NOTE 32 : OTHER INCOME

	₹ in Crore	
	Year ended March 31, 2026	Period ended March 31, 2025
Profit on sale of property, plant and equipment	-	0.01
Interest income	16.66	5.99
Net gain on redemption of mutual funds	6.68	-
Interest income from financial assets at amortised cost	41.65	44.68
Gain on retirement of right-of-use assets (Refer Note - 43a)	5.06	6.99
Miscellaneous income	13.99	19.60
Total	84.04	77.27

NOTE 33 : COST OF MATERIALS CONSUMED

	₹ in Crore	
	Year ended March 31, 2026	Period ended March 31, 2025
(a) Materials consumed		
Inventories at the beginning of the year	233.07	186.09
Add: Purchases	1,167.15	1,055.89
	1,400.23	1,241.98
Less: Inventories at the end of the year	237.07	233.07
Total	1,163.16	1,008.91
(b) Purchase of stock-in-trade		
Purchase of stock-in-trade	2,531.66	2,146.68
Total	2,531.66	2,146.68
(c) Changes in inventories of finished goods, work-in-progress and stock-in-trade		
Opening inventories		
Finished goods	467.92	419.01
Stock-in-trade	1,379.15	1,568.20
Work-in-progress	20.22	20.49
	1,867.29	2,007.70
Less:		
Closing inventories		
Finished goods	584.64	467.92
Stock-in-trade	1,462.97	1,379.15
Work-in-progress	25.10	20.22
	2,072.71	1,867.29
(Increase)/Decrease in inventories	(205.41)	140.41

NOTES TO THE STANDALONE FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2026

NOTE 34 : EMPLOYEE BENEFITS EXPENSE

	₹ in Crore	
	Year ended March 31, 2026	Period ended March 31, 2025
Salaries, wages and bonus	781.14	771.93
Contribution to provident and other funds (Refer Note - 41)	56.78	53.41
Share-based payment to employees (Refer Note - 42)	(0.48)	19.76
Gratuity expense (Refer Note - 41 & Note - 37a)	14.76	12.22
Staff welfare expense	44.22	42.59
Total	896.42	899.91

NOTE 35 : FINANCE COSTS

	₹ in Crore	
	Year ended March 31, 2026	Period ended March 31, 2025
Interest expense on borrowings	86.70	94.19
Interest on security deposits	38.42	42.05
Interest expense on lease liabilities (Refer Note - 4b & 43a)	175.72	187.74
Interest on financial liabilities at amortized cost	55.10	52.97
Total	355.94	376.95

NOTE 36 : DEPRECIATION AND AMORTISATION EXPENSE

	₹ in Crore	
	Year ended March 31, 2026	Period ended March 31, 2025
Depreciation on property, plant and equipment (Refer Note - 3a)	176.12	145.64
Depreciation on right-of-use assets (Refer Note - 4a & 43a)	557.03	499.04
Amortisation on intangible assets (Refer Note - 5)	54.94	56.97
Total	788.09	701.65

NOTE 37 : OTHER EXPENSES

	₹ in Crore	
	Year ended March 31, 2026	Period ended March 31, 2025
Consumption of stores and spares	7.23	6.25
Power and fuel	94.56	86.89
Repairs and maintenance		
Buildings	0.01	0.01
Plant and machinery	0.74	0.71
Others	172.12	165.10
Insurance	6.14	6.54
Rates and taxes	9.21	15.05
Processing charges	98.96	78.45
Commission to selling agents	100.15	92.86
Advertisement and sales promotion	300.51	258.40
Transportation and handling	133.82	120.94
Royalty expense	12.47	14.10
Legal and professional	178.56	97.81
Bad debts written off	0.63	0.86
Provision for bad and doubtful deposits and advances	-	1.68
Travelling and conveyance	90.47	85.29
Loss on sale/ discard of property, plant and equipment	0.13	-
Bank and credit card charges	27.07	31.43
Payment to auditors (Refer details below)	1.80	1.51
Foreign exchange loss (net)	44.60	16.10
Information technology	119.60	109.34
Outsourcing, housekeeping and security	470.85	429.94
Corporate Social Responsibility (CSR) (Refer Note - 40)	2.23	-
Miscellaneous	73.25	59.02
Total	1,945.11	1,678.27

NOTES TO THE STANDALONE FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2026

Payment to auditors:

	₹ in Crore	
	Year ended March 31, 2026	Period ended March 31, 2025
For Statutory audit	1.09	1.20
For Limited review	0.26	-
For tax audit fees	0.12	0.15
For attestation and certification services	0.12	0.04
For reimbursement of expenses	0.21	0.12
Total	1.80	1.51

NOTE 37a : EXCEPTIONAL ITEMS

- (i) On November 21, 2025, the Government of India notified the Code on Wages, 2019, the Industrial Relations Code, 2020, the Code on Social Security, 2020 and the Occupational Safety, Health and Working Conditions Code, 2020 (together referred to as the Labour Code), consolidating 29 existing labour laws. The Company has assessed impact of the Labour Code based on the available information and recognised past service cost on gratuity, amounting to ₹ 48.97 crores (Contractual : ₹ 35.09 Crore and Non-contractual : ₹ 13.88 Crore), arising on account of revised definition of wages. The said past service cost has been presented as an ‘exceptional item’ in standalone financial statements for the year ended March 31, 2026. Management continues to monitor the developments relating to the implementation of the Labour Code and will review the estimates as further clarifications are issued and the Rules are notified.
- (ii) Exceptional items for the period ended March 31, 2025 includes provision for impairment of goodwill, right-of-use assets, franchisee rights and Inventory Obsolescence amounting to ₹ 98.33 Crore pursuant to restructuring of operations of a business unit.

NOTE 38a : INCOME TAX EXPENSE

The major components of income tax (credit)/ expense are:

In Standalone Statement of Profit and Loss:

Profit or loss section

	₹ in Crore	
	Year ended March 31, 2026	Period ended March 31, 2025
Current income tax		
Current income tax charge	20.63	-
	(A)	20.63
Deferred tax charge / (credit)		
Relating to origination and reversal of temporary differences	24.23	22.19
	(B)	24.23
Total	(A+B)	44.86

In Other Comprehensive Income (OCI)

Deferred tax related to items recognised in OCI during the year

	₹ in Crore	
	Year ended March 31, 2026	Period ended March 31, 2025
Deferred tax charge/ (credit) on:		
Net (gains)/ losses on re-measurement of defined benefit plans	0.32	(1.08)
Total	0.32	(1.08)

Reconciliation of tax (income)/ expense and the accounting profit/ (loss) multiplied by India’s domestic tax rate

	₹ in Crore	
	Year ended March 31, 2026	Period ended March 31, 2025
Accounting Profit/(Loss) before income tax	179.46	91.19
Tax expense/ (income) at statutory income tax rate of 25.17% (March 31, 2025: 25.17%)	45.17	22.95
Reconciling items:		
Corporate Social Responsibility disallowed for tax purposes	0.57	-
Other expenses disallowed for tax purposes	0.38	0.47
Others	(1.26)	(1.23)
Income tax expenses/ (income) as per Statement of Profit and Loss Account	44.86	22.19

NOTE 38b : Current tax assets (Non-Current)

	₹ in Crore	
	Year ended March 31, 2026	Period ended March 31, 2025
Non-current tax assets (net of provision of ₹ 20.63 Crore (March 31, 2025 : NIL))	30.55	14.68
Total	30.55	14.68

NOTE 39 : EARNINGS PER SHARE (EPS)

Basic EPS amounts are calculated by dividing the profit/(loss) for the year attributable to equity holders of the Company by the weighted average number of equity shares outstanding during the year.

Diluted EPS amounts are calculated by dividing the profit/(loss) attributable to equity holders of the Company by the weighted average number of equity shares outstanding during the year plus the weighted average number of equity shares that would be issued on conversion of all the dilutive potential equity shares into equity shares.

NOTES TO THE STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026

The following reflects the profit/(loss) and equity share data used in the basic and diluted EPS computations:

₹ in Crore			
		Year ended March 31, 2026	Period ended March 31, 2025
Earnings Per Share (EPS) is calculated as under:			
Profit/(Loss) for calculation of EPS	(A)	134.60	69.00
Weighted average number of equity shares for calculation of Basic EPS*	(B)	1,21,60,68,089	1,22,02,60,946
Profit / (Loss) per share - basic (₹)	(A/B)	1.11	0.57
Weighted average number of equity shares outstanding		1,21,53,54,589	1,22,02,60,946
Weighted average number of potential equity shares		7,51,489	-
Weighted average number of equity shares for calculation of Diluted EPS		1,21,61,06,078	1,22,02,60,946
Diluted EPS (₹)	(C)	1.11	0.57
Nominal value of shares (₹)		10.00	10.00

*Adjusted for treasury shares.

NOTE 40 : DISCLOSURE IN RESPECT OF CORPORATE SOCIAL RESPONSIBILITY UNDER SECTION 135 OF THE COMPANIES ACT, 2013 AND RULES THEREON

Details of actual CSR expenditure incurred:

₹ in Crore			
		Year ended March 31, 2026	Period ended March 31, 2025
i) Amount required to be spent by the company during the year		1.82	-
ii) Amount of expenditure incurred		2.23	-
iii) Shortfall at the end of the financial year		-	-
iv) Total of previous years shortfall		-	-
v) Reason for shortfall		-	-
vi) Nature of CSR activities	CSR activities are mainly focussed towards Education, Health and Sanitation, Water, Digitisation, Sustainable livelihood, Institutional Building and Social Causes.		NA
vii) Details of related party transaction		2.23	-
viii) Where a provision is made with respect to a liability incurred by entering into a contractual obligation, the movements in the provision		NA	NA

Notes :

- (1) The Company has carried forward the excess amount of ₹ 0.41 crores (Mar 31, 2025: Nil) spent during the year towards CSR, in excess of the amount required to be spent.
- (2) The Corporate Social Responsibility (CSR) expenses were initially paid by Aditya Birla Fashion and Retail Limited (ABFRL) on behalf of the Company. The amount spent has been recharged by ABFRL to the Company.

NOTE 41 : GRATUITY AND OTHER POST-EMPLOYMENT BENEFIT PLANS

The Company operates a gratuity plan through a Trust wherein eligible employees are entitled to a benefits equivalent to fifteen days' wages last drawn for each completed year of service, in compliance with the Code on Social Security, 2020. In accordance with the Code's standardized definition of wages, the calculation base is mandated to comprise a minimum of 50% of the employee's total Cost to Company (CTC). In cases where the Company's internal scheme provides more favorable terms than the minimum obligations under the Code, the more favorable terms are applied.

The benefits are payable on termination of service, resignation, or retirement, whichever occurs earlier. For regular permanent employees, the benefits vest after five years of continuous service.

Following the effectiveness of the Composite Scheme of Arrangement (refer Note 48), Management is actively executing the necessary legal and regulatory procedures to transfer the existing fund and its underlying assets from the name of Aditya Birla Fashion and Retail Limited (ABFRL) into the name of the Company.

The gratuity plan is fully funded through annual contributions to an Insurer Managed Fund administered by the Life Insurance Corporation of India under its Gratuity Scheme.

The following tables summarise the components of net benefit expense recognised in the Standalone Statement of Profit and Loss and Standalone Balance Sheet

Net benefit expense recognised through the Standalone Statement of Profit and Loss

₹ in Crore		
	Year ended March 31, 2026	Period ended March 31, 2025
Current service cost	13.75	11.86
Interest cost on defined benefit obligation	6.47	5.57
Interest income on plan assets	(5.46)	(5.21)
Subtotal	14.76	12.22
Past service cost	13.88	-
Total	28.64	12.22

NOTES TO THE STANDALONE FINANCIAL STATEMENTS
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Changes in the defined benefit obligation and fair value of plan assets are as follows:

(i) Changes in the present value of the Defined Benefit Obligations (DBO)

	₹ in Crore	
	As at March 31, 2026	As at March 31, 2025
Opening defined benefit obligation	92.83	-
Transfer pursuant to Composite Scheme (Refer note: 48)	-	77.51
Current service cost	13.75	11.86
Interest cost on defined benefit obligation	6.47	5.57
Actuarial (gain)/ loss on account of:		
Changes in financial assumptions	(2.79)	3.58
Experience adjustments	2.57	0.93
Actuarial (gain)/ loss recognised in OCI	(0.22)	4.51
Past service cost	13.88	-
Benefits paid	(9.31)	(6.36)
Addition/ (deletion) due to transfer of employees	(2.12)	(0.26)
Closing defined benefit obligation	115.28	92.83

(ii) Change in fair value of plan assets

	₹ in Crore	
	As at March 31, 2026	As at March 31, 2025
Opening fair value of the plan assets	82.96	-
Transfer pursuant to Composite Scheme (Refer note: 48)	-	72.27
Contributions by the employer	9.87	5.27
Interest income on plan assets	5.46	5.21
Actuarial gain/ (loss) recognised in OCI		
Actual returns on plan assets excluding amounts included in net interest	1.06	0.21
Closing fair value of the plan assets	99.35	82.96

Amounts recognised in the Standalone Balance Sheet

	₹ in Crore	
	As at March 31, 2026	As at March 31, 2025
Present value of the defined benefit obligation	115.28	92.83
Less : Fair value of plan assets	99.35	82.96
Net liability/ (asset)	15.93	9.87
Net liability is classified as follows:		
Current	-	-
Non-current	15.93	9.87
Net liability - Funded	15.93	9.87

Note : The Gratuity liability as of the March 31, 2026 of ₹ 15.93 Crores excludes liability of gratuity related to contractual manpower of ₹ 35.09 Crores which is classified under trade payable.

The principal assumptions used in determining gratuity (funded) defined benefit obligations for the Company are shown below:

	As at March 31, 2026	As at March 31, 2025
Discount rate	7.00%	6.70%
Salary escalation rate		
Management	8.00%	8.00%
Staff	7.00%	7.00%
Workers	5.00%	5.00%

The estimates of future salary increase, considered in actuarial valuation, takes into account inflation, seniority, promotion and other relevant factors such as supply and demand in the employment market.

The overall expected rate of return on plan assets is determined based on the market yield prevailing as on that date, applicable to the period over which the obligation is expected to be settled.

A quantitative sensitivity analysis for significant assumptions is as follows:

	As at March 31, 2026		As at March 31, 2025	
Sensitivity level				
Discount rate	0.50% increase	0.50% decrease	0.50% increase	0.50% decrease
Increase/ (Decrease) in DBO (₹ in Crore)	(4.28)	4.58	(3.66)	3.93
Salary escalation rate	0.50% increase	0.50% decrease	0.50% increase	0.50% decrease
Increase/ (Decrease) in DBO (₹ in Crore)	4.42	(4.18)	3.91	(3.68)

The above sensitivity analysis are based on a change in an assumption while holding all other assumptions constant. In

NOTES TO THE STANDALONE FINANCIAL STATEMENTS
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practice, this is unlikely to occur, and changes in some of the assumptions may be correlated. When calculating the sensitivity of the defined benefit obligation to significant actuarial assumptions the same method (present value of the defined benefit obligation calculated using the projected unit credit method at the end of the reporting period) has been applied as when calculating the defined benefit liability recognized in the balance sheet.

The maturity profile of the defined benefit obligation are as follows:

	₹ in Crore	
	As at March 31, 2026	As at March 31, 2025
Within the next 12 months (next annual reporting period)	13.91	11.05
Between 2 and 5 years	47.21	35.74
Between 6 and 10 years	50.74	38.34
Beyond 10 years	113.17	97.52
Total	225.03	182.65

The Company is expected to contribute ₹ 32.63 Crore to the gratuity fund during the year ended March 31, 2027. (March 31, 2026 : 24.03 Crores)

The weighted average duration of the defined benefit plan obligation at the end of the reporting period is 8 years. (March 31, 2025 : 8 years)

Risk exposure

Through its defined benefit plans, Company is exposed to number of risks, the most significant of which are detailed below:

Asset volatility	The plan liabilities are calculated using a discount rate set with reference to yields of government securities; if plan assets underperform this yield, this will create a deficit. Plan asset investments for gratuity are made in pre-defined insurance plans. These are subject to risk of default and interest rate risk. The fund manages credit risk/ interest rate risk through continuous monitoring to minimise risk to an acceptable level.
Inflation Risk	The present value of the defined benefit plan liability is sensitive to future salary growth assumptions. The obligation is calculated based on projected salaries of employees, which incorporate expected inflation and career progression. If actual salary increase is higher than the assumed, the defined benefit obligation will rise, leading to an increase in the plan liability.
Life Expectancy	The present value of the defined benefit plan liability is calculated by reference to the best estimates of the mortality of plan participants both during and after their employment. An increase in life expectancy of the plan participants will increase the plan's liability.

Defined contribution plans

Provident Fund: Contributions are made mainly to provident fund in India for employees at the rate of 12% of basic salary as per regulations. The contributions are made to registered provident fund administered by the government. The obligation of the Company is limited to the amount contributed and it has no further contractual nor any constructive obligation.

Employees’ State Insurance: Employees’ State Insurance is a state plan applicable to employees of the Company whose salaries do not exceed a specified amount. The contributions are made on the basis of a percentage of salary to a fund administered by government authority. The obligation of the Company is limited to the extent of contributions made on a monthly basis.

Superannuation Fund: Certain executive staff of the Company participate in Superannuation Fund, which is a voluntary contribution plan.

The Company has no further obligations to the plan beyond its monthly contributions to the Superannuation Fund, the corpus of which is administered by a Trust belonging to demerged company and is invested in insurance products.

National Pension Scheme: Certain executive staff of the Company participate in National Pension Scheme, which is a voluntary contribution plan. The Company has no further obligations to the plan beyond its monthly contributions to a fund administered by a pension fund manager appointed by Pension Fund Regulatory and Development Authority.

Amount recognised as an expense and included in Note - 34 as “Contribution to provident and other funds”

	₹ in Crore	
	Year ended March 31, 2026	Period ended March 31, 2025
Contribution to Government Provident Fund	40.83	38.09
Contribution to Employee Pension Scheme (EPS)	4.75	5.97
Contribution to Employee State Insurance (ESI)	7.12	6.67
Contribution to Employee Deposit Linked Insurance Scheme (EDLIS)	1.67	0.12
Contribution to Superannuation Fund	0.60	0.60
Contribution to Labour Welfare Fund (LWF)	0.17	0.09
Contribution to National Pension Scheme (NPS)	1.64	1.87
Total	56.78	53.41

NOTE 42 : SHARE-BASED PAYMENT

The expense recognised for employee services received during the year is shown in the following table:

	Year ended March 31, 2026	Period ended March 31, 2025
Expense arising from equity-settled share-based payment transactions (net of cross charge)	3.36	1.49
Expense arising from cash-settled share-based payment transactions	(3.84)	18.27
Total	(0.48)	19.76

NOTES TO THE STANDALONE FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2026

I. Aditya Birla Lifestyle Brands Limited Employee Stock Option Scheme 2017:

In terms of the Composite Scheme of Arrangement (refer Note 48), the existing grantees of Aditya Birla Fashion and Retail Limited ('ABFRL') Employee Stock Option Schemes, comprising eligible employees of ABFRL and certain employees of the Company are entitled to an equal number of stock options and Restricted Stock Units (RSUs) of the Company. The Nomination and Remuneration Committee ("NRC") of the Board of Directors ("Board") of the Company formulated the above ESOP Scheme which was approved on May 23, 2025.

Options and RSUs granted under the plan carry no dividend or voting rights. Upon exercise, each option/ RSU is convertible into one equity share. Options and RSUs granted under the Scheme shall have remaining Vesting Period and Exercise Period of corresponding outstanding options/ RSUs of ABFRL.

Set out below is a summary of options and RSUs granted under the plan:

Particulars	31-Mar-26			
	Weighted average exercise price per share option (₹)	Number of options	Weighted average exercise price per RSU (₹)	Number of RSUs
Opening balance	-	-	-	-
Options due to transfer in (net) pursuant to Composite Scheme	119.78	4,14,979	6.73	2,12,373
Granted during the year	-	-	-	-
Exercised during the year*	119.78	(9,003)	6.73	(2,12,373)
Forfeited during the year	119.78	(3,600)	-	-
Expired during the year	-	-	-	-
Closing balance	119.78	4,02,376	-	-
Vested	-	-	-	-
Vested and exercisable	119.78	4,02,376	-	-

*The weighted average share price at the date of exercise of options during the year was ₹ 142.01 and ₹ 139.23 for RSUs.

Share options outstanding at the end of the year have the following expiry date and exercise prices:

Share options outstanding on 31 March 2026	Expiry date	Exercise price (₹)
3,93,373	8-Sep-26	120.00
9,003	18-Apr-27	110.10

Weighted average remaining contractual life of options outstanding at end of the year is 0.45 years. There are no RSUs outstanding at the end of the year relating to this scheme.

Certain employees of the Company are entitled to receive options and RSUs under the Aditya Birla Fashion and Retail Limited ('ABFRL') Employee Stock Option Scheme 2017.

Set out below is a summary of options granted under the plan:

Particulars	31-Mar-26		31-Mar-25	
	Weighted average exercise price per share option (₹)	Number of options	Weighted average exercise price per share option (₹)	Number of options
Opening balance#	58.19	1,85,951	-	-
Transferred pursuant to Composite Scheme	-	-	164.23	3,88,363
Granted during the year	-	-	-	-
Options transferred in/(out)	58.19	2,28,131	-	-
Exercised during the year *	58.19	(30,949)	177.56	(1,79,903)
Forfeited during the year	58.19	(3,602)	178.30	(22,509)
Expired during the year	-	-	-	-
Closing balance	58.19	3,79,531	178.30	1,85,951
Unvested	-	-	-	-
Vested and exercisable	58.19	3,79,531	177.98	1,85,951

Set out below is a summary of RSUs granted under the plan:

Particulars	31-Mar-26		31-Mar-25	
	Weighted average exercise price per RSU (₹)	Number of RSUs	Weighted average exercise price per RSU (₹)	Number of RSUs
Opening balance#	3.27	78,906	-	-
Transferred pursuant to Composite Scheme	-	-	10.00	84,976
Granted during the year	-	-	-	-
Options transferred in/(out)	3.27	1,41,606	-	-
Exercised during the year *	3.27	(2,20,512)	10.00	(6,070)
Forfeited during the year	-	-	-	-
Expired during the year	-	-	-	-
Closing balance	-	-	10.00	78,906
Unvested	-	-	-	-
Vested and exercisable	-	-	10.00	78,906

*The weighted average share price at the date of exercise of options during the year was ₹ 179.84 and ₹ 146.04 for RSUs.

In accordance with the Composite Scheme of Arrangement, the Exercise Price per Option and RSU has been adjusted, based on the fair and reasonable adjustments made to the options and RSUs granted to the Eligible Employees under the Stock Option Schemes. Such adjustments have been made to the weighted average exercise price per option/RSU from opening grants.

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Share options outstanding at the end of the year have expiry dates ranging from September 7, 2026 till February 01, 2027 and exercise prices ranging from ₹ 53.50 to ₹ 58.30.

Weighted average remaining contractual life of options outstanding at end of the year is 0.45 years.

There are no RSUs outstanding at the end of the year relating to this scheme.

II. Aditya Birla Lifestyle Brands Limited Employee Stock Option Scheme 2019:

In terms of the Composite Scheme of Arrangement (refer Note 48), the existing grantees of Aditya Birla Fashion and Retail Limited ('ABFRL') Employee Stock Option Schemes, comprising eligible employees of ABFRL and certain employees of the Company are entitled to an equal number of stock options and Restricted Stock Units (RSUs) of the Company. The Nomination and Remuneration Committee ("NRC") of the Board of Directors ("Board") of the Company formulated the above ESOP Scheme which was approved on May 23, 2025.

Options and RSUs granted under the plan carry no dividend or voting rights. Upon exercise, each option/ RSU is convertible into one equity share. Options and RSUs granted under the Scheme shall have remaining Vesting Period and Exercise Period of corresponding outstanding options/ RSUs of ABFRL.

The options granted under this Scheme is continued to be settled by ABFRL Employee Welfare Trust. The Trust holds and transfer the shares of the Company to the eligible employees upon exercise of the options, in accordance with the terms of the Scheme and applicable regulatory provisions.

Set out below is a summary of options and RSUs granted under the plan:

Particulars	31-Mar-26			
	Weighted average exercise price per share option (₹)	Number of options	Weighted average exercise price per RSU (₹)	Number of RSUs
Opening balance	-	-	-	-
Options due to transfer in (net) pursuant to Composite Scheme	150.90	32,48,416	6.73	6,69,358
Granted during the year	-	-	-	-
Exercised during the year *	116.80	(16,277)	6.73	(68,931)
Forfeited during the year	146.27	(51,509)	-	-
Expired during the year	-	-	-	-
Closing balance	151.15	31,80,630	6.73	6,00,427
Vested	-	-	-	-
Vested and exercisable	151.15	31,80,630	6.73	6,00,427

*The weighted average share price at the date of exercise of options during the year was ₹ 142.01 and ₹ 121.96 for RSUs.

Share options outstanding at the end of the year have expiry dates ranging from December 3, 2026 till September 20, 2030 and exercise prices ranging from ₹ 110.44 to ₹ 222.59.

Weighted average remaining contractual life of options outstanding at end of the year is 1.81 years.

RSUs outstanding at the end of the year have expiry dates ranging from December 1, 2027 till September 19, 2030 and exercise prices of ₹ 6.73.

Weighted average remaining contractual life of RSUs outstanding at end of the year is 2.48 years.

III. Aditya Birla Fashion and Retail Limited Employee Stock Option Scheme 2019

Eligible employees of the Company were granted Stock options by Aditya Birla Fashion and Retail Limited under Aditya Birla Fashion and Retail Limited Employee Stock Option Scheme 2019 ("Scheme 2019"). As per the Composite Scheme of Arrangement (refer Note 48), the Employees of the Company continues to be entitled to the Options/RSUs granted by ABFRL post demerger of the MFL undertaking under the Composite Scheme.

The options granted under this Scheme continues to be settled by ABFRL Employee Welfare Trust. The Trust holds and transfers the shares of ABFRL to the eligible employees upon exercise of the options, in accordance with the terms of the Scheme and applicable regulatory provisions.

In accordance with the Composite Scheme of Arrangement, the Exercise Price per Option has been adjusted, based on the fair and reasonable adjustments made to the options granted to the Eligible Employees under the Stock Option Schemes.

Set out below is a summary of options granted under the plan:

Particulars	31-Mar-26		31-Mar-25	
	Weighted average exercise price per share option (₹)	Number of options	Weighted average exercise price per share option (₹)	Number of options
Opening balance#	62.87	12,12,323	-	-
Transferred pursuant to Composite Scheme	-	-	209.50	14,78,113
Granted during the year	-	-	-	-
Options transferred in/(out)	62.87	16,87,822	-	-
Exercised during the year *	62.87	(1,71,019)	188.40	(1,47,897)
Forfeited during the year	62.87	(27,891)	229.28	(1,17,893)
Expired during the year	-	-	-	-
Closing balance	62.87	27,01,235	217.76	12,12,323
Unvested	-	-	217.76	1,30,324
Vested and exercisable	62.87	27,01,235	211.98	10,81,999

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Set out below is a summary of RSUs granted under the plan:

Particulars	31-Mar-26		31-Mar-25	
	Weighted average exercise price per RSU (₹)	Number of RSUs	Weighted average exercise price per RSU (₹)	Number of RSUs
Opening balance#	3.27	1,82,804	-	-
Transferred pursuant to Composite Scheme	-	-	10.00	2,47,625
Granted during the year	-	-	-	-
Options transferred in/(out)	3.27	3,64,408	-	-
Exercised during the year *	3.27	(73,484)	10.00	(64,821)
Forfeited during the year	-	-	-	-
Expired during the year	-	-	-	-
Closing balance	3.27	4,73,728	10.00	1,82,804
Unvested	-	-	10.00	77,779
Vested and exercisable	3.27	4,73,728	10.00	1,05,025

*The weighted average share price at the date of exercise of options during the year was ₹ 176.52 and ₹ 145.04 for RSUs.

In accordance with the Composite Scheme of Arrangement, the Exercise Price per Option and RSU has been adjusted, based on the fair and reasonable adjustments made to the options and RSUs granted to the Eligible Employees under the Stock Option Schemes. Such adjustments have been made to the weighted average exercise price per option/RSU from opening grants.

Share options outstanding at the end of the year have expiry dates ranging from December 1, 2026 till December 27, 2030 and exercise prices ranging from ₹ 53.66 to ₹ 108.16.

Weighted average remaining contractual life of options outstanding at end of the year is 1.84 years.

Options (RSUs) outstanding at the end of the year have expiry dates ranging from December 1, 2027 till September 19, 2030 and exercise price of ₹ 3.27.

Weighted average remaining contractual life of Options (RSUs) outstanding at end of the year is 2.5 years.

IV. Aditya Birla Lifestyle Brands Limited Employee Stock Option Scheme 2025:

On November 4, 2025, the Nomination and Remuneration Committee and the Board of Directors (“Board”) of the Company, approved introduction of Employee Stock Option Scheme, viz. Aditya Birla Lifestyle Brands Limited Employee Stock Option Scheme 2025 (“Scheme 2025”), for issue of Stock Options in the form of Options (“Options”) and/or Restricted Stock Units (“RSUs”) to the identified employees. Shareholders of the Company, vide a resolution passed at the Annual General Meeting of the Company, held on September 23, 2025, approved the introduction of the Scheme and authorised the Board/ NRC to finalise and implement the Scheme.

Under the plan, participants are granted options and RSUs with graded vesting over 3 years of service from the grant date. Once vested, the options and RSUs remain exercisable for a period of 5 years. Options and RSUs carry no dividend or voting rights. Upon exercise, each option or RSUs are convertible into one equity share. The Scheme is administered by the Aditya Birla Lifestyle Brands Limited Employee Welfare Trust. Upon exercise, the Trust transfers the shares to the eligible employees.

Set out below is a summary of options and RSUs granted under the plan:

Particulars	31-Mar-26			
	Weighted average exercise price per share option (₹)	Number of options	Weighted average exercise price per RSU (₹)	Number of RSUs
Opening balance	-	-	-	-
Granted during the year	135.53	14,61,944	10.00	5,94,613
Exercised during the year	-	-	-	-
Forfeited during the year	136.20	(4,588)	10.00	(4,755)
Expired during the year	-	-	-	-
Closing balance	135.53	14,57,356	10.00	5,89,858
Unvested	135.53	14,57,356	10.00	5,89,858
Vested and exercisable	-	-	-	-

Share options outstanding at the end of the year have expiry dates ranging from November 3, 2031 till February 1, 2034 and exercise prices ranging from ₹ 102.97 to ₹ 136.20.

Weighted average remaining contractual life of options outstanding at end of the year is 6.6 years.

Options RSUs outstanding at the end of the year have expiry dates ranging from November 3, 2033 till February 1, 2034 and exercise price of ₹ 10.

Weighted average remaining contractual life of RSUs outstanding at end of the year is 7.61 years.

Fair value of options granted:

The fair value at grant date of options granted during the year ended 31 March 2026 was in the range of ₹ 43.95 to ₹ 64.57 and ₹ 97.26 to ₹ 130.39 for RSUs. The fair value at grant date is independently determined using the Binomial Model which takes into account the exercise price, the term of the option, the share price at grant date and expected price volatility of the underlying share, the expected dividend yield and the risk-free interest rate for the term of the option.

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The model inputs for options granted during the year ended 31 March 2026 included:

- (a) Exercise price: ₹ 102.97 to ₹ 136.20 for options; ₹ 10 for RSUs
- (b) Grant date: 1 November 2025 and 2 February 2026
- (c) Share price at grant date: ₹ 102.97 and ₹ 136.20
- (d) Expected price volatility of the company’s shares: 27.94% to 29.47%
- (e) Expected dividend yield: 0%
- (f) Risk-free interest rate: 6.56% to 7.01%

V. Aditya Birla Lifestyle Brands Limited -TCNS Employee Stock Option Scheme 2024(“ABLBL-TCNS ESOP Scheme”)

In terms of the Composite Scheme of Arrangement (refer Note 48), the existing grantees of Aditya Birla Fashion and Retail Limited (‘ABFRL’) TCNS Employee Stock Option Scheme 2024, comprising certain employees of ABFRL were entitled to an equal number of stock options of ABLBL. The Nomination and Remuneration Committee (“NRC”) of the Board of Directors (“Board”) of the ABLBL formulated the above ESOP Scheme which was approved on May 23, 2025. Options granted under the plan carry no dividend or voting rights. Upon exercise, each option is convertible into one equity share of ABLBL. Options granted under the Scheme shall have remaining Vesting Period and Exercise Period of corresponding outstanding options of ABFRL.

Set out below is a summary of options granted under the plan:

Particulars	31-Mar-26	
	Weighted average exercise price per share option (₹)	Number of options
Transferred pursuant to Composite Scheme	147.80	23,43,504
Opening balance	-	-
Granted during the year	-	-
Options transferred in/(out)	-	-
Exercised during the year *	110.13	(5,500)
Forfeited during the year	183.55	(1,30,625)
Expired during the year	-	-
Closing balance	145.78	22,07,379
Unvested	-	-
Vested and exercisable	145.78	22,07,379

*The weighted average share price at the date of exercise of options during the year was ₹ 130.17.

Share options outstanding at the end of the year have expiry dates ranging from January 22, 2027 till September 30, 2031 and exercise prices ranging from ₹ 110.13 to ₹ 262.84.

Weighted average remaining contractual life of options outstanding at end of the year is 2.03 years.

I. Aditya Birla Lifestyle Brands Limited Employee Stock Appreciation Rights Scheme 2019

In terms of the Composite Scheme of Arrangement (refer Note 48), the existing grantees of Aditya Birla Fashion and Retail Limited (‘ABFRL’) Stock Appreciation Rights Scheme 2019 (‘SAR 2019’), comprising eligible employees of ABFRL and certain employees of the Company are entitled to an equal number of stock appreciation rights of the Company. The Nomination and Remuneration Committee (“NRC”) of the Board of Directors (“Board”) of the Company formulated the Stock Appreciation Rights Scheme which was approved on May 23, 2025. Upon exercise, eligible employees of the Company and of ABFRL are entitled to cash payment by the Company. SAR granted under the Scheme shall have remaining Exercise Period of corresponding outstanding SARs of ABFRL.

The fair value of the Option SARs was determined using the Binomial model using the following inputs:

Particulars	31-Mar-26
Share price at measurement date (₹ per share)	₹ 88.23
Expected volatility (%)	25.59% to 28.40%
Dividend yield (%)	0%
Risk-free interest rate (%)	5.46% to 6.42%

Details of the SARs outstanding as at March 31, 2026 are as follows:

No. of units outstanding as at March 31, 2026	Range of Vesting Period
23,50,579	1-3 years

II. Aditya Birla Lifestyle Brands Limited Employee Stock Appreciation Rights Scheme 2024

In terms of the Composite Scheme of Arrangement (refer Note 48), the existing grantees of Aditya Birla Fashion and Retail Limited (‘ABFRL’) Stock Appreciation Rights Scheme 2024 (‘SAR 2024’), comprising eligible employees of ABFRL and certain employees of the Company are entitled to an equal number of stock appreciation rights of the Company. The Nomination and Remuneration Committee (“NRC”) of the Board of Directors (“Board”) of the Company formulated the Stock Appreciation Rights Scheme which was approved on May 23, 2025. Upon exercise, eligible employees of the Company and of ABFRL are entitled to cash payment by the Company. SAR granted under the Scheme shall have remaining Exercise Period of corresponding outstanding SARs of ABFRL.

The fair value of the Option SARs was determined using the Binomial model using the following inputs:

Particulars	31-Mar-26
Share price at measurement date (₹ per share)	₹ 88.23
Expected volatility (%)	28.35% to 28.63%
Dividend yield (%)	0%
Risk-free interest rate (%)	6.42% to 6.99%

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Details of the SARs outstanding as at March 31, 2026 are as follows:

No. of units outstanding as at March 31, 2026	Range of Vesting Period
32,12,140	1-3 years

SAR Provision as at the year-end classified as:

Particulars	As at March 31, 2026	As at March 31, 2025
Current	34.69	33.54
Non-current	5.98	12.33
Total	40.67	45.87

III. Aditya Birla Fashion and Retail Limited Stock Appreciation Rights Scheme 2019

Certain employees of the Company were granted Stock Appreciation Rights by Aditya Birla Fashion and Retail Limited under Aditya Birla Fashion and Retail Limited Stock Appreciation Rights 2019 (“SAR 2019”). In terms of the Composite Scheme of Arrangement (refer Note 48), the existing grantees of Aditya Birla Fashion and Retail Limited (‘ABFRL’) SAR 2019 continued to held such SAR which is to be settled by ABFRL. When exercisable, each SAR entitle to a cash payment to the respective employees. The Company treats such SARs as equity settled as the entity has no obligation to settle the share-based payment transaction.

Set out below is a summary of Options granted under the plan:

Particulars	31-Mar-26		31-Mar-25	
	Weighted average exercise price per share option (₹)	Number of options	Weighted average exercise price per share option (₹)	Number of options
Opening balance#	62.87	7,20,579	-	-
Transferred pursuant to Composite Scheme	-	-	281.70	11,01,332
Granted during the year	-	-	-	-
Options transferred in/(out)	62.87	6,05,160	-	-
Exercised during the year *	62.87	(3,92,870)	216.09	(1,61,531)
Forfeited during the year	62.87	(41,766)	234.80	(2,19,222)
Expired during the year	-	-	-	-
Closing balance	62.87	8,91,103	238.26	7,20,579
Unvested	-	-	238.26	3,16,305
Vested and exercisable	62.87	8,91,103	228.06	4,04,274

Set out below is a summary of RSUs granted under the plan:

Particulars	31-Mar-26		31-Mar-25	
	Weighted average exercise price per RSU (₹)	Number of RSUs	Weighted average exercise price per RSU (₹)	Number of RSUs
Opening balance#	3.27	4,69,179	-	-
Transferred pursuant to Composite Scheme	-	-	10.00	5,40,391
Granted during the year	-	-	-	-
Options transferred in/(out)	3.27	2,06,016	-	-
Exercised during the year *	3.27	(68,752)	10.00	(50,579)
Forfeited during the year	3.27	(25,397)	10.00	(20,633)
Expired during the year	-	-	-	-
Closing balance	3.27	5,81,046	10.00	4,69,179
Unvested	-	-	10.00	2,48,206
Vested and exercisable	3.27	5,81,046	10.00	2,20,973

*The weighted average share price at the date of exercise of SAR options during the year was ₹ 134.45 and ₹ 127.94 for SAR RSUs.

In accordance with the Composite Scheme of Arrangement, the Exercise Price per Option and RSU has been adjusted, based on the fair and reasonable adjustments made to the options and RSUs granted to the Eligible Employees under the Stock Option Schemes. Such adjustments have been made to the weighted average exercise price per option/RSU from opening grants.

SAR options outstanding at the end of the year have expiry dates ranging from August 04, 2026 till November 07, 2028 and exercise prices ranging from ₹ 67.48 to ₹ 108.16.

Weighted average remaining contractual life of SARs(options) outstanding at end of the year is 1.38 years.

SAR RSUs outstanding at the end of the year have expiry dates ranging from August 17, 2027 till November 07, 2028 and exercise price of ₹ 3.27.

Weighted average remaining contractual life of SAR RSUs outstanding at end of the year is 1.84 years.

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NOTE 43 : COMMITMENTS AND CONTINGENCIES

a) Leases

Lease commitments as lessee

The Company has entered into agreements for taking on lease certain land/ office/ store premises, warehouses, factories, property, plant and equipment on lease and licence basis. The lease term is for periods ranging from 3 to 21 years, with escalation clauses in the lease agreements. Consistent with Industry practice, the Company has contracts which have fixed rentals or variable rentals based on a percentage of sales in the stores, or a combination of both.

Expenses/ Income recognised in the Standalone Statement of Profit and Loss

	₹ in Crore	
	Year ended March 31, 2026	Period ended March 31, 2025
Other income		
Gain on termination of right-of-use assets (Including exceptional item)	5.06	8.93
Rent		
Expense relating to short-term leases	19.47	18.06
Expense relating to leases of low value assets	-	-
Variable rent*	734.31	746.64
Rent concession	-	-
Finance cost		
Interest expense on lease liabilities	175.72	187.74
Depreciation and amortisation expenses		
Depreciation on right-of-use assets	557.03	499.04
Other expenses		
Sublease payments received (not shown separately in the Standalone Statement of Profit and Loss)	93.56	88.57

* The variable rent varies basis percentage of Net Sales Value (NSV) at the lease premises.

Contractual maturities of lease liabilities

The below table provides details regarding the contractual maturities of lease liabilities on undiscounted basis:

	₹ in Crore	
	As at March 31, 2026	As at March 31, 2025
Within one year	665.88	566.20
After one year but not more than five years	1,365.53	1,188.20
More than five years	306.01	367.19
Total	2,337.42	2,121.59

The initial non-cancellable period of the lease agreement pertaining to stores are upto 3 years, beyond which there is an option for the Company to continue the lease, which the Company expects to continue for a period of 2 years after the initial non-cancellable period, accordingly 5 years has been considered as the lease term of the stores. Post such period, the Company has the option to exit the lease by giving a notice period and the Company assesses its intention to continue considering location and other economic factors associated with the lease arrangement.

Total net cash outflow for leases for the year ended March 31, 2026 is ₹ 1453.89 Crore. (March 31, 2025 is ₹ 1,405.66 Crore)

In accordance with its capital expenditure strategy, the Company is engaged in a sale and leaseback transaction involving certain assets, including furniture and fixtures, and office equipment.

Lease commitments for leases not considered in measurement of lease liabilities

	₹ in Crore	
Particulars	As at March 31, 2026	As at March 31, 2025
Lease commitment for short-term leases	1.11	0.95
Total	1.11	0.95

Variable lease payments

Some property leases contain variable payment terms that are linked to sales generated from a store. For certain individual stores, upto 100% of lease payment are on the basis of variable payment terms. Variable payment terms are used for a variety of reasons, including minimising the fixed cost base for newly established stores. Variable lease payments that depend on sales are recognised in profit or loss in the period in which the condition that triggers those payments occur. Sensitivity analysis of the variable lease payments on the profit/ (loss) before tax is as discussed below :

	₹ in Crore			
Particulars	As at March 31, 2026		As at March 31, 2025	
Increase/ (Decrease) in sales	Increase by 5%	Decrease by 5%	Increase by 5%	Decrease by 5%
Rent	36.72	(36.72)	37.33	(37.33)

b) Capital commitments

	₹ in Crore	
Particulars	As at March 31, 2026	As at March 31, 2025
Estimated amount of contracts remaining to be executed on capital account and not provided for (net of advances)	73.67	39.87
Total	73.67	39.87

c) Other commitments

As at March 31, 2026, the Company has committed to provide financial support to Aditya Birla Garments Limited to enable them to meet their commitments within a period of next 12 months.

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NOTE 44 : CONTINGENT LIABILITIES NOT PROVIDED FOR

Particulars	₹ in Crore	
	As at March 31, 2026	As at March 31, 2025
Claims against the Company not acknowledged as debts		
Commercial taxes	0.10	0.10
Excise duty	0.50	0.50
Customs duty	7.50	3.55
Textile committee cess	0.75	0.75
Others*	2.86	2.71
Total	11.71	7.61

* Pertains to claims made by third parties, pending settlement which are considered not tenable.

The Company’s pending litigations primarily comprise of claims relating to indirect taxes. These includes matters pertains to customs duty representing obligations under the export promotion capital goods (EPCG) scheme benefits obtained on the import of goods against export obligations; excise duty involving demands raised on account of reversal of CENVAT credit upon sale of capital goods and commercial taxes, covering cases relating to shortfall in submission of statutory forms (F, H, I and C), disallowance of input tax credit and other related issues.

The Company has reviewed all its pending litigations and proceedings, and has adequately provided for where provisions are required and disclosed the contingent liabilities in its standalone financial statements where financial outflow is not probable. The Company does not expect the outcome of these proceedings to have a materially adverse effect on its standalone financial statements. In respect of certain disputes in nature of service tax, Kerala surcharge,shortfall in submission of statutory forms (F, H, I and C) and certain other litigations, where the management’s assessment of a financial outflow is probable, the Company is carrying a provision of ₹ 50.02 Crore as at March 31, 2026 (March 31, 2025 : ₹ 50.02 Crore) (Refer Note: 29).

The Company has a process whereby periodically all long-term contracts are assessed for material foreseeable losses. The Company has made provision as required under the accounting standards for material foreseeable losses on derivative contracts as at March 31, 2026.

ABFRL, demerged company, received a GST demand of ₹ 308 Crores (including penalty of ₹ 227 Crores). Demand mainly relates to availment of ineligible credit, irregular availment of ITC and non payment of GST on ISD invoices . Management of ABFRL has filed a writ petition against the said demand with the Honorable High Court of Karnataka on April 30, 2026. Management of ABFRL and the Company have determined that approximately ₹ 272 Crores out of the said demand pertains to the Madura Fashion and Lifestyle division (MFL division) for periods prior to the demerger of the MFL division into the Company. In accordance with the Scheme of Arrangement, ABFRL shall take necessary steps to substitute the Company in proceedings before the authorities and all the related costs, liabilities and obligations incurred by ABFRL in this regard shall be reimbursed by the Company.Based on an evaluation carried out with the assistance of an external legal counsel and internal indirect tax experts, management is of the view that the likelihood of any outflow of economic resources in respect of this matter is remote.

NOTE 45 : RELATED PARTY TRANSACTIONS

Names of related parties and related party relationship with whom transactions have taken place:

Name of related parties

Holding Company

Aditya Birla Fashion and Retail Limited (till March 26, 2025)

Parties under common control

Aditya Birla Fashion and Retail Limited (with effect from March 27, 2025)

Wholly owned subsidiary

Aditya Birla Garments Limited

Fellow Subsidiaries (till March 26, 2025) and subsidiaries of parties under common control (with effect from March 27, 2025)

Finesse International Design Private Limited

Indivinity Clothing Retail Private Limited

Jaypore E-Commerce Private Limited

House of Masaba Lifestyle Private Limited

Goodview Fashion Private Limited

Aditya Birla Digital Fashion Ventures Limited

Promoter or Promoter Group

Hindalco Industries Ltd.

Grasim Industries Ltd. (including Grasim Premium Fabric Pvt Ltd and Jayashree Textile division)

Private Company in which a director is a director and member

Birla Cosmetics Private Limited

Private Company in which a director is a director.

Aditya Birla Management Corporation Pvt. Ltd

Post-employment benefit plan for the benefit of employees of the company

ABFRL Employees Group Gratuity Fund Trust

ABFRL Employees Group Superannuation Scheme Trust

ABFRL Birla Jan Kalyan Trust

NOTES TO THE STANDALONE FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2026

Key Management Personnel (“KMP”)

Directors

Mr. Ashish Dikshit- Managing Director with effect from May 01, 2025

Mr. Vishak Kumar - Deputy Managing Director with effect from May 01, 2025

Mr. Anil Malik- Director with effect from April 09, 2024 to May 20, 2025

Mr. Jagdish Bajaj- Director with effect from April 09, 2024 to May 20, 2025

Mr. Arun Kumar Adhikari - Independent Director with effect from May 20, 2025

Mr. Aryaman Vikram Birla - Non-Executive Director with effect from May 20, 2025

Ms. Ananyashree Birla - Non-Executive Director with effect from May 20, 2025

Mr. Nish Bhutani - Independent Director with effect from May 20, 2025

Ms. Preeti Vyas - Independent Director with effect from May 20, 2025

Mr. Venkatesh Mysore - Independent Director with effect from May 20, 2025

Mr. Sunirmal Talukdar - Independent Director with effect from May 20, 2025

Mr. Yogesh Chaudhary - Independent Director with effect from May 20, 2025

Mr. Pankaj Sood - Non-Executive Director with effect from May 23, 2025

Chief Financial Officer

Mr. Dharmendra Lodha - with effect from May 15, 2025

Company Secretary

Mr. Rajeev Agrawal - with effect from May 15, 2025 to Nov 30, 2025

Ms. Sonia Bhandari - with effect from Feb 16, 2026 to Apr 19, 2026

Mr. Rameez Shaikh - with effect from Apr 20, 2026

The following table provides the total amount of transactions that have been entered into with related parties for the relevant financial year:

	Year ended March 31, 2026			Period ended March 31, 2025		
	Subsidiary Company	KMP and Relative of KMP	Other related parties	Holding and Fellow Subsidiaries	KMP and Relative of KMP	Other related parties
Sale of goods	27.23	-	244.89	241.45	-	-
Reimbursement of expenses recovered from	0.54	-	5.79	0.65	-	-
Purchase of goods	202.91	-	10.84	69.57	-	-
Reimbursement of expenses paid to	0.03	-	161.33	121.18	-	-
Production services given	-	-	20.44	11.21	-	-
Purchase of capital item	0.24	-	-	0.07	-	-
Contribution to trusts	-	-	2.27	-	-	-
Transfer of Post-employment liabilities	-	-	0.62	0.86	-	-
Sale of capital item	-	-	0.09	-	-	-
Contribution to post employment benefit plans	-	1.07	10.50	-	-	-
Remuneration paid to KMP	-	16.93	-	-	-	-
Director Sitting Fee	-	0.46	-	-	-	-
Investment in equity shares	20.00	-	-	-	-	-

Balances outstanding

	As at March 31, 2026			As at March 31, 2025		
	Subsidiary Company	KMP and Relative of KMP	Other related parties	Holding and Fellow Subsidiaries	KMP and Relative of KMP	Other related parties
Amounts owed to related parties	25.20	-	95.20	7.44	-	-
Amounts owed by related parties	1.02	-	102.69	151.34	-	-
Deposits/ Loans receivable	-	-	-	-	-	-

Note:-

- (a) No amounts in respect of the related parties have been written off/ back during the year.
- (b) Terms and conditions of transactions with related parties :

NOTES TO THE STANDALONE FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2026

The sales to and purchases from related parties are made on terms equivalent to those that prevail in arm’s length transactions. Amount owed to and by related parties are unsecured and interest free and settlement occurs in cash. There have been no guarantees received or provided for any related party receivables or payables. For the year ended March 31, 2026, the Company has not recorded any impairment of receivables relating to amounts owed by related parties (March 31, 2025 : NIL). This assessment is undertaken each financial year through examining the financial position of the related party and the market in which the related party operates.

- (c) Also refer note 48 for disclosures relating to transfer of Madura Fashion & Lifestyle undertaking from Aditya Birla Fashion and Retail Limited pursuant to a composite scheme of arrangement during the year ended March 31, 2025.

NOTE 46 : FINANCIAL INSTRUMENTS: FAIR VALUE, RISK MANAGEMENT OBJECTIVES AND POLICIES

A. Accounting classification and fair values

The carrying value and fair value of financial instruments by categories as at March 31, 2026 are as follows:

As at March 31, 2026

₹ in Crore							
	FVTPL	FVTOCI	Amortised cost*	Total carrying value	Fair value		
					Level 1	Level 2	Level 3
Financial assets							
Investments (Refer Notes - 6b)	-	-	-	-	-	-	-
Loans (Refer Notes - 7 and 13)	-	-	6.15	6.15	-	-	-
Security deposits (Refer Notes - 8 and 14)	-	-	300.95	300.95	-	-	-
Trade receivables (Refer Note - 15)	-	-	1,171.54	1,171.54	-	-	-
Cash and cash equivalents (Refer Note - 16)	-	-	88.98	88.98	-	-	-
Bank balance other than the cash and cash equivalents (Refer Note - 17)	-	-	-	-	-	-	-
Other financial assets (Refer Notes - 9 and 18)	-	-	200.34	200.34	-	-	-
Derivative contracts (Refer Note - 18)	14.84	-	-	14.84	-	14.84	-
Total	14.84	-	1,767.96	1,782.80	-	14.84	-
Financial liabilities							
Non-current borrowings (Refer Note - 22)	-	-	500.08	500.08	-	-	-
Current borrowings (Refer Note - 26)	-	-	219.49	219.49	-	-	-
Deposits	-	-	511.55	511.55	-	-	-
Trade payables (Refer Note - 27)	-	-	2,236.11	2,236.11	-	-	-
Other financial liabilities (Refer Notes - 23 and 28)	-	-	740.47	740.47	-	-	-
Total	-	-	4,207.70	4,207.70	-	-	-

As at March 31, 2025

₹ in Crore							
	FVTPL	FVTOCI	Amortised cost*	Total carrying value	Fair value		
					Level 1	Level 2	Level 3
Financial assets							
Investments (Refer Notes - 6b)	117.18	-	-	117.18	117.18	-	-
Loans (Refer Notes - 7 and 13)	-	-	6.22	6.22	-	-	-
Security deposits (Refer Notes - 8 and 14)	-	-	276.64	276.64	-	-	-
Trade receivables (Refer Note - 15)	-	-	1,325.48	1,325.48	-	-	-
Cash and cash equivalents (Refer Note - 16)	-	-	52.99	52.99	-	-	-
Bank balance other than the cash and cash equivalents (Refer Note - 17)	-	-	0.07	0.07	-	-	-
Other financial assets (Refer Notes - 9 and 18)	-	-	279.80	279.80	-	-	-
Total	117.18	-	1,941.20	2,058.38	117.18	-	-
Financial liabilities							
Non-current borrowings (Refer Note - 22)	-	-	1.04	1.04	-	-	-
Current borrowings (Refer Note - 26)	-	-	850.18	850.18	-	-	-
Deposits	-	-	524.85	524.85	-	-	-
Trade payables (Refer Note - 27)	-	-	2,118.27	2,118.27	-	-	-
Other financial liabilities (Refer Notes - 23 and 28)	-	-	653.25	653.25	-	-	-
Derivative contracts (Refer Note - 28)	4.96	-	-	4.96	-	4.96	-
Total	4.96	-	4,147.59	4,152.55	-	4.96	-

* Carrying value of financial instruments measured at amortised cost equals to the fair value on account of their short-term nature.

* The investment made in a subsidiary as of March 31, 2026 is ₹ 55 Crores (March 31, 2025 : 35 Crores) is measured at cost.

Key inputs for level 1 and 3 fair valuation techniques

- a) Derivative contracts:
- i) Forward contracts: Fair value of forward foreign exchange contracts is determined using forward exchange rates as provided by banks to the Company (level 2).
- b) Mutual Funds :
- i) The fair value of Mutual funds is based on the quoted market prices (level 1).

NOTES TO THE STANDALONE FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2026

B. Risk management objectives and policies

The Company’s principal financial liabilities, other than derivatives, comprise loans and borrowings, trade and other payables. The main purpose of these financial liabilities is to finance the Company’s operations. The Company’s principal financial assets include trade and other receivables and cash and cash equivalents that arise directly from its operations.

The Company is exposed to market risk, credit risk and liquidity risk. The Company’s senior management oversees the management of these risks. It is the Company’s policy that no trading in derivatives for speculative purposes may be undertaken. The Board of Directors review and agree policies for managing each of these risks, which are summarised below:

a) Market risk

Market risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: interest rate risk, currency risk and price risk.

i) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in the market interest rates. The Company’s exposure to the risk of changes in market interest rates relates primarily to the Company’s debt obligations with floating interest rates.

The Company manages its interest rate risk by having a balanced portfolio of fixed and variable rate borrowings. As at March 31, 2026, approximately 39% (March 31, 2025 : 58%) of the Company’s borrowings are at a fixed rate of interest.

Interest rate sensitivity

The following table demonstrates the sensitivity to a reasonably possible change in interest rates on that portion of loans and borrowings taken at floating rates. With all other variables held constant, the Company’s profit/ (loss) before tax is affected through the impact on floating rate borrowings, as follows:

₹ in Crore				
As at March 31, 2026			As at March 31, 2025	
Percentage change (%)	0.5% Increase	0.5% Decrease	0.5% Increase	0.5% Decrease
Increase/ (decrease) in Profit/ loss before tax	(1.10)	1.10	(1.65)	1.65

The assumed movement in interest rates for interest rate sensitivity analysis is based on the currently observable market environment, showing a significantly higher volatility than in the prior years.

ii) Foreign currency risk

Foreign currency risk is the risk that the fair value or future cash flows of an exposure will fluctuate because of changes in foreign exchange rates. The Company’s exposure to the risk of changes in foreign exchange rates relates primarily to the Company’s operating activities denominated in foreign currency.

The Company manages foreign currency risk by hedging its transactions using foreign currency forward contracts. The foreign exchange forward contracts are not designated as cash flow hedges, and are entered into for periods consistent with foreign currency exposure of the underlying transactions, generally from 1 to 6 months. As at March 31, 2026, the Company has hedged Nil (March 31, 2025 : Nil) receivables in foreign currency and has hedged 99% (March 31, 2025 : 98%) of its payables in foreign currency.

The following table provide the details of forward contracts outstanding at the Standalone Balance Sheet date:

As at March 31, 2026

	Currency	Foreign currency in Crore	₹ in Crore
Forward contracts to buy (Hedge of payables)	USD	4.96	473.05

As at March 31, 2025

	Currency	Foreign currency in Crore	₹ in Crore
Forward contracts to buy (Hedge of payables)	USD	4.97	433.08

The details of unhedged foreign currency exposure as at the Standalone Balance Sheet date are as follows:

As at March 31, 2026

	Currency	Foreign currency in Crore	₹ in Crore
Trade payables (net of advances)	EURO	0.03	3.47
	GBP	-	-
	HKD	-	-
	AUD	0.00	0.01
Trade receivables	USD	0.05	4.88
	EURO	0.08	8.93
	GBP	0.09	11.29
	HKD	-	-
Bank balances	CNY	-	-
	BDT	0.18	0.12
Other financial liability*	USD	6.06	573.01

*this is related to liability towards license rights which is repayable in next 16 years.

NOTES TO THE STANDALONE FINANCIAL STATEMENTS
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As at March 31, 2025

	Currency	Foreign currency in Crore	₹ in Crore
Trade payables (net of advances)	EURO	0.05	4.68
	GBP	0.01	0.55
	AUD	0.00	0.02
Trade receivables	USD	0.10	9.64
	EURO	0.06	5.96
	GBP	0.09	8.12
	HKD	0.03	2.32
Bank balances	CNY	0.03	0.33
	BDT	0.18	0.12
Other financial liability*	USD	6.07	519.49

*this is related to liability towards license rights which is repayable in next 17 years.

Foreign currency sensitivity

The following table demonstrates the sensitivity to a reasonably possible change in foreign currencies, with all other variables held constant. The impact on the Company's Profit/ loss before tax is due to changes in the foreign currency rate is as below :

Percentage change (%)	As at March 31, 2026		As at March 31, 2025	
	0.5% Increase	0.5% Decrease	0.5% Increase	0.5% Decrease
Increase/ (decrease) in Profit/ loss before tax	(2.76)	2.76	(2.49)	2.49
Increase/ (decrease) in Profit/ loss after tax	(2.06)	2.06	(1.86)	1.86

b) Credit risk

Credit risk is the risk that counterparty will not meet its obligations under a financial instrument or customer contract, leading to a financial loss. To manage this, the Company periodically assesses financial reliability of customers and other counterparties, taking into account the financial condition, current economic trends, and analysis of historical bad debts and ageing of financial assets. Individual risk limits are set and periodically reviewed on the basis of such information. Credit risk from balances with banks and financial institutions is managed by the Company's treasury department in accordance with the Company's policy. Investments of surplus funds are made only with approved counterparties and within credit limits assigned to each counterparty.

The Company only deals with parties which has good credit rating given by external rating agencies or based on the Company's internal assessment.

Financial assets are written off when there is no reasonable expectations of recovery, such as a debtor failing to engage in a repayment plan with the Company. Where loans or receivables have been written off, the Company continues to engage in enforcement activity to attempt to recover the receivable dues where recoveries are made, these are recognised as income in the Standalone Statement of Profit and Loss.

The Company is exposed to credit risk from its operating activities (primarily trade receivables and security deposits).

Trade receivables

Customer credit risk is managed by each business unit, subject to the Company's established policy, procedures and control relating to customer credit risk management. Credit quality of a customer is assessed, and individual credit limits are defined in accordance with this assessment. Outstanding customer receivables are regularly monitored. As at March 31, 2026, the Company has 28 customers (March 31, 2025 : 24 customers) that owed the Company more than ₹ 5.00 Crore each and account for approximately 81% (March 31, 2025 : 75%) of all the receivables outstanding. There are 187 customers (March 31, 2025 : 158 customers) with balances greater than ₹ 0.50 Crore upto ₹ 5.00 Crore each and account for approximately 13% (March 31, 2025 : 12%) of the total amounts receivable.

An impairment analysis is performed at each reporting date on the basis of sales channel. In addition, a large number of immaterial receivables are grouped into homogeneous groups and assessed for impairment collectively. The calculation is based on losses based on historical data.

The Company's maximum exposure to credit risk for the components of the Standalone Balance Sheet as at March 31, 2026 and March 31, 2025 , is the carrying amount as provided in Note - 15.

Credit risk from balances with banks is managed by the Company's treasury department in accordance with the Company's policy. Investments of surplus funds are made only with approved counterparties and within credit limits assigned to each counterparty. Counterparty credit limits are reviewed by the Company's Board of Directors on an annual basis. The limits are set to minimize the concentration of risks and therefore mitigate financial loss through counterparty's potential failure to make payments.

c) Liquidity risk

The Company monitors its risk of shortage of funds. The Company's objective is to maintain a balance between continuity of funding and flexibility through the use of bank overdrafts, bank loans, debentures. Approximately, 30.50% of the Company's debt will mature in less than one year (March 31, 2025 : 99.88%) based on the carrying value of borrowings reflected in the financial statements. The Company assessed the concentration of risk with respect to refinancing its debt and concluded it to be low. The Company has access to various sources of funding.

NOTES TO THE STANDALONE FINANCIAL STATEMENTS
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The below tables summarises the maturity profile of the Company's financial liabilities based on contractual payments.

As at March 31, 2026

	₹ in Crore			
	Less than 1 year	1 to 5 years	More than 5 years	Total
Borrowings*	256.87	570.72	-	827.59
Lease liabilities*	665.88	1,365.53	306.01	2,337.42
Other financial liabilities*	223.72	263.58	950.45	1,437.75
Deposits	264.49	247.06	-	511.55
Trade payables	2,236.11	-	-	2,236.11
Total	3,647.07	2,446.89	1,256.46	7,350.42

As at March 31, 2025

	₹ in Crore			
	Less than 1 year	1 to 5 years	More than 5 years	Total
Borrowings*	888.65	1.04	-	889.69
Lease liabilities*	566.20	1,188.20	367.19	2,121.59
Other financial liabilities*	190.74	236.76	911.76	1,339.26
Deposits	250.55	274.30	-	524.85
Trade payables	2,118.27	-	-	2,118.27
Total	4,014.41	1,700.30	1,278.95	6,993.66

*Includes interest

Excessive risk concentration

Concentrations arise when a number of counterparties are engaged in similar business activities, or activities in the same geographical region, or have economic features that would cause their ability to meet contractual obligations, to be similarly affected by changes in economic, political or other conditions. Concentrations indicate the relative sensitivity of the Company's performance to developments affecting a particular industry.

The Company is leader in apparels in the country and has a diversified portfolio of brands.

d) Price risk

The Company has no investment in mutual funds and other similar financial asset at March 31, 2026 and accordingly is not exposed to price risk.

NOTE 47 : CAPITAL MANAGEMENT

The Company's objective, when managing capital is to ensure the going concern operation and to maintain an efficient capital structure to reduce the cost of capital, support the corporate strategy and meet shareholder's expectations. The policy of the Company is to borrow funds through banks/ financial institutions supported by committed borrowing facilities to meet anticipated funding requirements. The Company manages its capital structure and makes adjustments in the light of changes in economic conditions and the requirement of financial markets.

The capital structure is governed by policies approved by the Board of Directors, and is monitored by various metrics. Funding requirements are reviewed periodically with any debt issuances.

The following table summarises the capital of the Company (debts excludes lease liabilities):

	₹ in Crore	
Particulars	As at March 31, 2026	As at March 31, 2025
Current borrowings	219.49	850.18
Non-Current borrowings	500.08	1.04
Total borrowings	719.57	851.22
Equity (including share suspense)	1,393.11	1,293.90

In order to achieve this overall objective, the Company's capital management, amongst other things, aims to ensure that it meets financial covenants attached to the interest-bearing loans and borrowings.

During the year, the Company has not defaulted on any loans payable, and there have been no breach of any financial covenants attached to the borrowings.

No changes were made in the objectives, policies or processes for managing capital during the year ended March 31, 2026.

NOTE 48 : SCHEME OF ARRANGEMENT

The Board at its meeting held on April 19, 2024, subject to necessary approvals, considered and approved the demerger of the Madura Fashion and Lifestyle division ('MFL division') under a Scheme of Arrangement between Aditya Birla Fashion and Retail Limited ('Demerged Company') and the Company. The Scheme received sanction from the Hon'ble NCLT on March 27, 2025 and a certified copy of the order was received on April 22, 2025 ("Order"). The Company and the Demerged Company filed the certified copy of the Order and the Scheme with the Registrar of Companies, Mumbai, making the Scheme effective from May 1, 2025.

The financial statements of the Company for the year ended March 31, 2025 included the results of operation, cash flows and financial affairs of the MFL Division. On May 26, 2025, the Company allotted 1,22,02,94,773 fully paid-up equity shares of face value ₹ 10/- each, to the shareholders of the Demerged Company as on the record date i.e. May 22, 2025, in the share exchange ratio 1:1 i.e. 1 (one) fully paid-up equity share of the Company having face value of ₹ 10/- each for every 1 (one) fully paid-up equity share of ₹ 10/- each of the Demerged Company, in accordance with the terms of the Scheme.

The equity shares of the Company were listed on BSE Limited and the National Stock Exchange of India Limited on June 23, 2025.

NOTES TO THE STANDALONE FINANCIAL STATEMENTS
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NOTE 49 : RATIO DISCLOSURES

	As at March 31, 2026	As at March 31, 2025	% Change	Reasons for variance more than 25%
Current ratio (times) ¹	1.25	1.08	16%	
Debt equity ratio (times) ²	0.35	0.39	-10%	
Debt service coverage ratio (times) ³	0.49	1.52	-68%	Increase in Principal Repayment of non current borrowings compared to previous year
Return On Equity (%) ⁴	10.02%	5.48%	83%	Increase in Profit After Tax compared to previous year
Inventory turnover (times) ⁵	3.78	3.63	4%	
Debtors turnover (times) ⁶	6.71	6.91	-3%	
Trade Payables turnover (times) ⁷	1.70	1.57	8%	
Net capital turnover (times) ⁸	7.26	5.97	22%	
Net profit margin (%) ⁹	1.61%	0.88%	83%	Increase in Profit After Tax compared to previous year
Return On Average Capital Employed (%) ¹⁰	12.71%	10.89%	17%	
Return On Investment (%) ¹¹	6.42%	5.69%	13%	

Ratios have been computed as follows:

- Current ratio = Current Assets / Current Liabilities (excluding Lease Liabilities accounted as per Ind AS 116)
- Debt equity ratio = Debt / EquityDebt = Borrowings (excluding Lease Liabilities accounted as per Ind AS 116) - Cash and Bank Balance (includes fixed deposits) - Liquid InvestmentsEquity = Equity share capital + Other equity (excluding Ind AS 116)
- Debt service coverage ratio = Earnings before interest* and tax / [Finance cost* + Principal repayment of non-current borrowings (netted off to the extent of non-current borrowings availed during the same period for the repayments)]
- Return on equity ratio = Profit after tax / Average of opening and closing Net Worth
- Inventory turnover = Revenue from Operations for the period / Average of opening and closing Inventories
- Debtors turnover = Revenue from Operations for the period / Average of opening and closing Trade Receivables
- Trade payables turnover = Total Purchases / Average of opening and closing Trade Payables
- Net capital turnover = Revenue from Operations for the period / Average of opening and closing Working Capital (excluding current Borrowings and lease Liabilities)
- Net profit margin = Profit After Tax / Revenue from Operations
- Return on Average Capital Employed = Earnings before interest and tax / Average of opening and closing Capital Employed (Capital Employed = Net Worth + Debt + Lease liabilities)
- Return on Investment = Earnings before interest and tax / Average of opening and closing Total Assets

* Finance cost/ interest comprises of Interest expense on borrowings and excludes interest expense on lease liabilities and interest charge on fair value of financial instruments.

NOTE 50 : SEGMENT INFORMATION

Operating segment have been identified on the basis of nature of products and other quantitative criteria specified in the Ind AS 108. Operating segments are reported in a manner consistent with the internal reporting provided to the Chief Operating Decision Maker (“CODM”) of the company. The company’s business activity falls within a single operating business segment of Branded Apparels (Garments and Accessories).

NOTE 51 : SUMMARY OF OTHER ACCOUNTING POLICIES

(a) Fair value measurements and hierarchy

The Company measures financial instruments, such as investments (other than equity investments in subsidiaries) and derivatives at fair value at each Standalone Balance Sheet date.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

- In the principal market for the asset or liability; or
- In the absence of a principal market, in the most advantageous market for the asset or liability.

The principal or the most advantageous market must be accessible by the Company.

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their best economic interest.

A fair value measurement of a non-financial asset takes into account a market participant’s ability to generate economic benefits by using the asset in its highest and best use, or by selling it to another market participant that would use the asset in its highest and best use.

The Company uses valuation techniques that are appropriate in the circumstances, and for which sufficient data are available to measure the fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy based on its nature, characteristics and risks:

- Level 1 - inputs are quoted (unadjusted) market prices in active markets for identical assets or liabilities that the entity can access at the measurement date;
- Level 2 - valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and
- Level 3 - valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For assets and liabilities that are recognised in the financial statements on a recurring basis, the Company determines whether transfers have occurred between levels in the hierarchy by re-assessing categorization (based on the lowest level of input that is significant to the fair value measurement as a whole) at the end of each reporting period.



NOTES TO THE STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026

(b) Foreign currencies

Transactions and balances:

Foreign currency transactions are translated into the functional currency using the exchange rates at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation of monetary assets and liabilities denominated in foreign currencies at year end exchange rates are generally recognised in profit or loss.

Foreign exchange gains and losses arising on foreign currency borrowings are presented in the statement of profit and loss, within finance costs. All other foreign exchange gains and losses are presented in the statement of profit and loss on a net basis within other income/other expenses, as appropriate.

(c) Government grants

Government grants are recognised where there is a reasonable assurance that the grant will be received and all attached conditions will be complied with:

- When the grant relates to an expense item, it is recognised as income on a systematic basis over the periods that the related costs, for which it is intended to compensate, are expensed.
- When the grant relates to an asset, it is recognised as income in Statement of Profit and Loss in equal amounts over the expected useful life of the related asset.

When loans or similar assistance are provided by governments or related institutions, at a below-market rate of interest, the effect of this favourable interest is treated as a government grant. The loan or assistance is initially recognised and measured at fair value, and the government grant is measured as the difference between the proceeds received and the initial carrying value of the loan. The loan is subsequently measured as per the accounting policies applicable to financial liabilities.

(d) Borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of an asset that necessarily takes a substantial period of time to get ready for its intended use are capitalised as part of the cost of the respective asset. All other borrowing costs are expensed in the period they occur in the Standalone Statement of Profit and Loss.

Borrowing cost includes interest and other costs incurred in connection with the arrangement of borrowings.

Borrowing cost also includes exchange differences to the extent regarded as an adjustment to the interest costs.

(e) Taxes

Current tax

The Income tax expense or credit for the period is the tax payable on the current period's taxable income based on the applicable income tax rate adjusted by changes in deferred tax assets and liabilities attributable to temporary differences and to unused tax losses.

Income tax assets and liabilities are measured at the amount expected to be recovered from or paid to the taxation authorities. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted at the reporting date in India.

The management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation and establishes provisions where appropriate.

Deferred tax

Deferred tax is recognised on temporary differences between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes at the reporting date.

Deferred tax liabilities are recognised for all taxable temporary differences, except when the deferred tax liability arises from the initial recognition of goodwill or an asset or a liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor the taxable profit or loss.

Deferred tax assets are recognised for all deductible temporary differences, the carry forward of unused tax credits and any unused tax losses. Deferred tax assets are recognised to the extent that it is probable that taxable profit will be available against which the deductible temporary differences and the carry forward of unused tax credits and unused tax losses can be utilised, except when the deferred tax asset relating to the deductible temporary difference arises from the initial recognition of an asset or a liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor the taxable profit or loss.

The carrying amount of deferred tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised. Unrecognised deferred tax assets are re-assessed at each reporting date and are recognised to the extent that it has become probable that future taxable profits will allow the deferred tax asset to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the year when the asset is realised or the liability is settled, based on tax rates and tax laws that have been enacted or substantively enacted at the reporting date.

Deferred tax assets and deferred tax liabilities are offset, if a legally enforceable right exists to set off current tax assets against current tax liabilities and the deferred taxes relate to the same taxable entity and the same taxation authority.

The Company had adopted the new tax regime as per Section 115BAA of the Income Tax Act, 1961, as introduced by the Taxation Laws (Amendment) Ordinance, 2019.

Current tax and deferred tax relating to items recognised outside the Standalone Statement of Profit and Loss are recognised outside the Standalone Statement of Profit and Loss (either in OCI or in equity). Current tax and deferred tax items are recognised in correlation to the underlying transaction either in OCI or directly in equity.

(f) Property, plant and equipment

Freehold land is carried at historical cost. Historical cost includes expenditure that is directly attributable to the acquisition of the items. Property, plant and equipment is stated at cost net of accumulated depreciation and accumulated impairment losses, if any. Cost includes borrowing costs for long-term construction projects, if the recognition criteria is met.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Company, and the cost of the item



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can be measured reliably. The carrying amount of any component accounted for as a separate asset is de-recognised when replaced. All other repairs and maintenance are charged to the Standalone Statement of Profit and Loss, during the reporting period in which they are incurred.

Capital work-in-progress is stated at cost net of accumulated impairment losses, if any.

Based on managements' assessment, items of property, plant and equipment individually costing less than five thousand rupees, are depreciated within one year from the date the asset is ready to use or useful life of class of asset to which these assets belong.

Gains or losses on disposal of property, plant and equipment are determined by comparing proceeds with carrying amount. These are included in the Standalone Statement of Profit and Loss within other gains/ losses.

The residual values, useful lives and methods of depreciation of property, plant and equipment are reviewed at each financial year end and adjusted prospectively, if appropriate.

(g) Intangible assets

Intangible assets are stated at cost less accumulated amortisation and impairment. The cost of intangible assets acquired in a business combination is their fair value at the date of acquisition. Internally generated intangibles, excluding capitalised development costs, are not capitalised and the related expenditure is reflected in the Standalone Statement of Profit and Loss, in the period in which the expenditure is incurred.

Intangible assets with finite life are amortised over the useful economic life and assessed for impairment, whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method for an intangible asset with a finite useful life are reviewed at least at the end of each reporting period and changes if any, are made on a prospective basis. The amortisation expense on intangible assets with finite lives is recognised in the Standalone Statement of Profit and Loss.

Intangible assets with indefinite useful life are not amortised, but are tested for impairment annually, either individually or at the cash-generating unit level. The assessment of indefinite life is reviewed annually to determine whether the indefinite life continues to be supportable. If not, the change in useful life from indefinite to finite is made on a prospective basis.

Gains or losses arising from de-recognition of an intangible asset are measured as the difference between the net disposal proceeds and the carrying amount of the asset and are recognised in the Standalone Statement of Profit and Loss when the asset is de-recognised.

(h) Business combination and goodwill

Business Combinations are accounted for using the acquisition method. Cost of an acquisition is measured as the aggregate of the consideration transferred measured at acquisition date fair value and the amount of any non-controlling interests in the acquiree. Acquisition-related costs are recognised in Standalone Statement of Profit and Loss as incurred.

At the acquisition date, the identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured at their fair values. However, certain assets and liabilities i.e. deferred tax assets or liabilities, assets or liabilities related to employee benefit arrangements, liabilities or equity instruments related to share-based payment arrangements and assets or disposal groups that are classified as held for sale, acquired or assumed in a business combination are measured as per the applicable Ind-AS.

Judgement is applied in determining the acquisition date and determining whether control is transferred from one party

to another. Control exists when the Company is exposed to or has rights to variable returns from its involvement with the entity and has the ability to affect those returns through power over the entity. In assessing control, potential voting rights are considered only if the rights are substantive.

At the acquisition date, goodwill on business combination is initially measured at cost, being the excess of the sum of the consideration transferred, the amount recognised for any non-controlling interests in the acquiree, and the fair value of the acquirer's previously held equity interest in the acquiree (if any) over the net identifiable assets acquired and the liabilities assumed.

After initial recognition, goodwill is measured at cost less any accumulated impairment losses. For the purposes of impairment testing, goodwill acquired in a business combination is allocated to each of the Company's cash-generating units that are expected to benefit from the synergies of the combination, irrespective of whether other assets or liabilities of the acquiree are assigned to those units.

A cash-generating unit (CGU) to which goodwill has been allocated is tested for impairment annually as at reporting date. When the recoverable amount of the CGU is less than its carrying amount, an impairment loss is recognised.

On disposal of the relevant cash-generating unit, the attributable amount of goodwill is included in the determination of the profit or loss on disposal.

(i) Impairment of non-financial assets

At the end of each reporting period, the Company reviews the carrying amounts of its assets to determine whether there is any indication of impairment based on internal/ external factors. An impairment loss, if any, is charged to the Standalone Statement of Profit and Loss in the year in which an asset is identified as impaired. An asset's recoverable amount is higher of an asset's or cash-generating unit's (CGUs) fair value less costs of disposal and its value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rates, that reflects current market assessment of the time value of money and the risks specific to the asset for which estimates of future cash flows have not been adjusted. Recoverable amount is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets. When the carrying amount of an asset or CGU exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount. Impairment losses are recognised in the Standalone Statement of Profit and Loss.

A cash-generating unit to which goodwill has been allocated is tested for impairment annually as at reporting date. If the recoverable amount of the cash-generating unit is less than its carrying amount, the impairment loss is allocated first to reduce the carrying amount of any goodwill allocated to the unit and then to the other assets of the unit pro-rata based on the carrying amount of each asset in the unit. Any impairment loss for goodwill is recognised directly in the Standalone Statement of Profit and Loss.

Reversal of impairment losses, except on goodwill, is recorded when there is an indication that the impairment losses recognised for the assets no longer exist or have decreased. An impairment loss recognised for goodwill is not reversed in subsequent periods.

(j) Financial instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

Financial assets and financial liabilities are recognised when a Company becomes a party to the contractual provisions of the instruments.

NOTES TO THE STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026

Financial assets and financial liabilities are initially measured at fair value, except for trade receivables which do not contain significant financing component are initially measured at transaction price. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities (other than financial assets and financial liabilities measured at fair value through profit or loss) are added to or deducted from the fair value of the financial assets or financial liabilities, as appropriate, on initial recognition. Transaction costs directly attributable to the acquisition of financial assets or financial liabilities at fair value through the Standalone Statement of Profit and Loss are recognised immediately in the Standalone Statement of Profit and Loss.

Purchases or sales of financial assets that require delivery of assets within a time frame established by regulation or convention in the market place are recognised on the trade date.

All recognized financial assets, are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

For the purpose of subsequent measurement, financial instruments of the Company are classified in the following categories:

(a) Non-derivative financial assets

(i) Financial assets at amortised cost

Financial asset is measured at amortised cost using Effective Interest Rate (EIR), if both the conditions are met:

- The asset is held within a business model whose objective is to hold assets in order to collect contractual cash flows; and
- The contractual terms of the instrument give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Effective Interest Rate (EIR) method:

The EIR method is a method of calculating the amortised cost of a debt instrument and of allocating interest income over the relevant period. Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The effective interest rate is the rate that exactly discounts estimated future cash receipts (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the debt instrument or, where appropriate, a shorter period, to the gross carrying amount on initial recognition.

Income is recognised on an effective interest basis for debt instruments other than those financial assets classified as at Fair Value Through Profit or Loss (FVTPL). Interest income is recognised in the Standalone Statement of Profit and Loss and is included in the 'Other income' line item.

(ii) Financial assets at Fair Value Through Other Comprehensive Income (FVTOCI)

An instrument shall be measured at FVTOCI, if both of the following conditions are met:

- The objective of the business model is achieved by both collecting contractual cash flows and selling financial assets; and
- The asset's contractual cash flows represent Solely Payments of Principal and Interest (SPPI).

Financial assets included within FVTOCI category are measured initially as well as at each reporting period at fair value plus transaction cost. Fair value movements are recognised in other comprehensive income. However, the Company recognises interest income, impairment losses and reversals and foreign exchange gain/ (loss) in the Standalone Statement of Profit and Loss. On de-recognition of the asset, cumulative gain or loss previously recognised in OCI is reclassified from equity to the Standalone Statement of Profit and Loss.

(iii) Financial assets at Fair Value Through Profit or Loss (FVTPL)

Financial assets that do not meet the amortised cost criteria or FVTOCI criteria (refer above) are measured at FVTPL. In addition, financial assets that meet the amortised cost criteria or the FVTOCI criteria but are designated as at FVTPL are measured at FVTPL.

A financial asset that meets the amortised cost criteria or financial assets that meet the FVTOCI criteria may be designated as at FVTPL upon initial recognition if such designation eliminates or significantly reduces a measurement or recognition inconsistency that would arise from measuring assets or liabilities or recognising the gains and losses on them on different bases. The Company has not designated any debt instrument as at FVTPL.

Financial assets at FVTPL are measured at fair value at the end of each reporting period, with any gains or losses arising on re-measurement recognised in the Standalone Statement of Profit and Loss. The net gain or loss recognised in the Standalone Statement of Profit and Loss incorporates any dividend or interest earned on the financial asset and is included in the 'Other income' line item. Dividend on financial assets at FVTPL is recognised when the Company's right to receive the dividends is established, it is probable that the economic benefits associated with the dividend will flow to the entity, the dividend does not represent a recovery of part of cost of the investment and the amount of dividend can be measured reliably.

Call options over shares in the acquired subsidiary is initially recognised as a financial asset at fair value, with subsequent changes in fair value recognised in the standalone statement of profit and loss.

(iv) Equity investments

Investment in Subsidiaries is out of scope of Ind AS 109 and hence, the Company has accounted for its investment in Subsidiaries at cost. All other equity investments are measured at fair value as per Ind AS 109. Equity instruments which are held for trading are classified as at FVTPL. For all other equity instruments, the Company has an irrevocable election to present in other comprehensive income subsequent changes in the fair value. The Company makes such election on an instrument-by-instrument basis. The classification is made on initial recognition and is irrevocable.

If the Company decides to classify an equity instrument as at FVTOCI, then all fair value changes on the instrument, excluding dividends, are recognised in the OCI. There is no recycling of the amounts from OCI to the Standalone Statement of Profit and Loss, even on sale of investment. However, the Company may transfer the cumulative gain or loss within equity.

Impairment of financial assets:

Expected credit losses are the weighted average of credit losses with the respective risks of default occurring as the weights. Expected credit loss is the difference between all contractual cash flows that are due to the Company in accordance with the contract and all the cash flows that the Company expects to receive (i.e. all

NOTES TO THE STANDALONE FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2026

cash shortfalls), discounted at the original effective interest rate (or credit adjusted effective interest rate for purchased or originated credit-impaired financial assets).

The Company measures the loss allowance for a financial instrument at an amount equal to the lifetime expected credit losses if the credit risk on that financial instrument has increased significantly since initial recognition. If the credit risk on a financial instrument has not increased significantly since initial recognition, the Company measures the loss allowance for that financial instrument at an amount equal to 12-month expected credit losses. 12-month expected credit losses are portion of the lifetime expected credit losses and represent the lifetime cash shortfalls that will result if default occurs within 12 months after the reporting date and thus, are not cash shortfalls that are predicted over the next 12 months.

If the Company measured loss allowance for a financial instrument at lifetime expected credit loss model in the previous period, but determines at the end of a reporting period that the credit risk has not increased significantly since initial recognition due to improvement in credit quality as compared to the previous period, the Company again measures the loss allowance based on 12-month expected credit losses.

When making the assessment of whether there has been a significant increase in credit risk since initial recognition, the Company uses the change in the risk of a default occurring over the expected life of the financial instrument instead of the change in the amount of expected credit losses. To make that assessment, the Company compares the risk of a default occurring on the financial instrument as at the reporting date with the risk of a default occurring on the financial instrument as at the date of initial recognition and considers reasonable and supportable information, that is available without undue cost or effort, that is indicative of significant increases in credit risk since initial recognition.

For trade receivables or any contractual right to receive cash or another financial asset that results from transactions that are within the scope of Ind AS 115, the Company always measures the loss allowance at an amount equal to lifetime expected credit losses.

Further, for the purpose of measuring lifetime expected credit loss allowance for trade receivables, the Company has used a practical expedient as permitted under Ind AS 109. This expected credit loss allowance is computed based on a provision matrix, which takes into account historical credit loss experience and adjusted for forward looking information.

The impairment requirements for the recognition and measurement of a loss allowance are equally applied to debt instruments at FVTOCI except that the loss allowance is recognised in OCI and is not reduced from the carrying amount in the Standalone Balance Sheet.

The Company determines whether it is necessary to recognise an impairment loss on its investment in its subsidiaries. At each reporting date, the Company determines whether there is objective evidence that the investment in the subsidiaries is impaired. If there is such evidence, the Company calculates the amount of impairment as the difference between the recoverable amount of the subsidiaries its carrying value, and then recognises the impairment loss in the standalone statement of profit and loss.

(b) Non-derivative financial liabilities

(i) Classification as debt or equity

Debt and equity instruments issued by the Company are classified as either financial liabilities or as equity in

accordance with the substance of the contractual arrangements and the definitions of a financial liability and an equity instrument.

(1) Equity instruments:

An equity instrument is any contract that evidences a residual interest in the assets of an entity after deducting all of its liabilities. Equity instruments issued by the Company are recognised at the proceeds received, net of direct issue costs.

Repurchase of the Company's own equity instruments is recognised and deducted directly in equity. No gain or loss is recognised in the Standalone Statement of Profit and Loss on the purchase, sale, issue or cancellation of the Company's own equity instruments.

(2) Compound financial instruments:

The component parts of compound financial instruments (convertible notes) issued by the Company are classified separately as financial liabilities and equity in accordance with the substance of the contractual arrangements and the definitions of a financial liability and an equity instrument. A conversion option that will be settled by the exchange of a fixed amount of cash or another financial asset for a fixed number of the Company's own equity instruments is an equity instrument.

At the date of issue, the fair value of the liability component is estimated using the prevailing market interest rate for similar non-convertible instruments. This amount is recognised as a liability on an amortised cost basis using the effective interest method until extinguished upon conversion or at the instrument's maturity date.

(3) Financial liabilities:

All financial liabilities are measured at amortised cost using the effective interest method or at FVTPL.

However, financial liabilities that arise when a transfer of a financial asset does not qualify for derecognition or when the continuing involvement approach applies, financial guarantee contracts issued by the Company, and commitments issued by the Company to provide a loan at below-market interest rate are measured in accordance with the specific accounting policies set out below.

Financial liabilities at FVTPL:

Financial liabilities are classified as at FVTPL when the financial liability is either held for trading or it is designated as at FVTPL.

A financial liability is classified as held for trading, if:

- It has been acquired or incurred principally for the purpose of selling or repurchasing it in the near term; or
- On initial recognition it is part of a portfolio of identified financial instruments that the Company manages together and has a recent actual pattern of short-term profit-taking; or
- It is a derivative that is not a financial guarantee contract or designated and effective as a hedging instrument.



NOTES TO THE STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026

A financial liability other than a financial liability held for trading may, be designated as at FVTPL upon initial recognition, if:

- Such designation eliminates or significantly reduces a measurement or recognition inconsistency that would otherwise arise;
- The financial liability forms part of a group of financial assets or financial liabilities or both, which is managed and its performance is evaluated on a fair value basis, in accordance with the Company's documented risk management or investment strategy, and information about the Company is provided internally on that basis; or
- It forms part of a contract containing one or more embedded derivatives, and Ind AS 109 permits the entire combined contracts to be designated as at FVTPL in accordance with Ind AS 109.

Financial liabilities at FVTPL are stated at fair value, with any gains or losses arising on re-measurement recognised in the Standalone Statement of Profit and Loss.

However, financial liabilities that are not held-for-trading and are designated as at FVTPL, the amount of change in the fair value of the financial liability that is attributable to changes in the credit risk of that liability is recognised in other comprehensive income, unless the recognition of the effects of changes in the liability's credit risk in other comprehensive income would create or enlarge an accounting mismatch in the Standalone Statement of Profit and Loss, in which case these effects of changes in credit risk are recognised in the Standalone Statement of Profit and Loss. The remaining amount of change in the fair value of liability is always recognised in the Standalone Statement of Profit and Loss. Changes in fair value attributable to a financial liability's credit risk that are recognised in other comprehensive income are reflected immediately in other comprehensive income under other equity and are not subsequently reclassified to the Standalone Statement of Profit and Loss.

Gains or losses on financial guarantee contracts and loan commitments issued by the Company that are designated by the Company as at fair value through profit or loss are recognised in the Standalone Statement of Profit and Loss.

Financial liabilities subsequently measured at amortised cost:

Financial liabilities that are not held-for-trading and are not designated as at FVTPL are measured at amortised cost at the end of subsequent accounting periods. The carrying amounts of financial liabilities that are subsequently measured at amortised cost are determined based on the effective interest method. Interest expense that is not capitalised as part of costs of an asset is included in the 'Finance costs' line item.

The effective interest method is a method of calculating the amortised cost of a financial liability and of allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the financial liability, or (where appropriate) a shorter period, to the gross carrying amount on initial recognition.

(ii) Loans and borrowings

Borrowings are initially recognised at fair value, net of transaction costs incurred. Borrowings are subsequently measured at amortised cost. Any difference between the proceeds (net of transaction costs) and the redemption amount is recognised in the Standalone Statement of Profit and Loss over the period of borrowings using the EIR method. Fees paid on the establishment of loan facilities are recognised as the transaction cost of the loan to the extent it is probable that some or all of the facility will be drawn down, the fees are deferred until the draw down occurs. To the extent that there is no evidence that is probable that some or all of the facility will be drawn down, the fee is capitalised as a prepayment for liquidity and amortised over the period of facility to which it relates.

Preference shares, which are mandatorily redeemable on a specific date, are classified as liabilities. The dividends on these preference shares are recognised in the Standalone Statement of Profit and Loss as 'Finance costs'.

(iii) Foreign exchange gains and losses

The fair value of financial assets denominated in a foreign currency is determined in that foreign currency and translated at the spot rate at the end of each reporting period.

- For foreign currency denominated financial assets measured at amortised cost and FVTPL, the exchange differences are recognised in the Standalone Statement of Profit and Loss, except for those which are designated as hedging instruments in a hedging relationship.
- For the purposes of recognising foreign exchange gains and losses, FVTOCI financial assets are treated as financial assets measured at amortised cost. Thus, the exchange differences on the amortised cost are recognised in the Standalone Statement of Profit and Loss, and other changes in the fair value of FVTOCI financial assets are recognised in OCI.

For financial liabilities that are denominated in a foreign currency and are measured at amortised cost at the end of each reporting period, the foreign exchange gains and losses are determined based on the amortised cost of the instruments and are recognised in 'Other income'.

The fair value of financial liabilities denominated in a foreign currency is determined in that foreign currency and translated at the spot rate at the end of the reporting period. For financial liabilities that are measured as at FVTPL, the foreign exchange component forms part of the fair value gains or losses and is recognised in the Standalone Statement of Profit and Loss.

De-recognition of financial assets and financial liabilities

The Company de-recognises a financial asset when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another party. If the Company neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the Company recognises its retained interest in the asset and an associated liability for the amounts it may have to pay. If the Company retains substantially all the risks and rewards of ownership of a transferred financial asset, the Company continues to recognise the financial asset and also recognises a collateralised borrowing for the proceeds received.



NOTES TO THE STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026



On de-recognition of a financial asset in its entirety, the difference between the asset's carrying amount and the sum of the consideration received and receivable, and the cumulative gain or loss that had been recognised in OCI and accumulated in equity is recognised in the Standalone Statement of Profit and Loss.

On de-recognition of a financial asset other than in its entirety (for example: when the Company retains an option to repurchase part of a transferred asset), the Company allocates the previous carrying amount of the financial asset between the part it continues to recognise under continuing involvement and the part it no longer recognises on the basis of the relative fair values of those parts on the date of the transfer. The difference between the carrying amount allocated to the part that is no longer recognised and the sum of the consideration received for the part no longer recognised and any cumulative gain or loss allocated to it that had been recognised in other comprehensive income is recognised in the Standalone Statement of Profit and Loss. A cumulative gain or loss that had been recognised in other comprehensive income is allocated between the part that continues to be recognised and the part that is no longer recognised on the basis of the relative fair values of those parts.

The Company de-recognises financial liabilities only when the Company's obligations are discharged, cancelled or have expired. An exchange with a lender of debt instruments with substantially different terms is accounted for as an extinguishment of the original financial liability and the recognition of a new financial liability. Similarly, a substantial modification of the terms of an existing financial liability (whether or not attributable to the financial difficulty of the debtor) is accounted for as an extinguishment of the original financial liability and the recognition of a new financial liability. The difference between the carrying amount of the financial liability de-recognised and the consideration paid and payable is recognised in the Standalone Statement of Profit and Loss.

Offsetting financial instruments

Financial assets and liabilities are offset, and the net amount is reported in the Standalone Balance Sheet where there is a legally enforceable right to offset the recognised amounts, and there is an intention to settle on a net basis or realise the asset and settle the liability simultaneously. The legally enforceable right must not be contingent on future events and must be enforceable in the normal course of business.

(k) Derivative financial instruments

The Company uses derivative financial instruments, such as forward currency contracts, to hedge its foreign currency risks and options contract in accordance with agreement. Such derivative financial instruments are initially recognised at fair value on the date on which a derivative contract is entered into and are subsequently re-measured at fair value. Derivatives are carried as financial assets when the fair value is positive and as financial liabilities when the fair value is negative.

Any gains or losses arising from changes in the fair value of derivatives are taken directly to the Standalone Statement of Profit and Loss, except for the effective portion of cash flow hedges, which is recognised in OCI and later reclassified to the Standalone Statement of Profit and Loss when the hedge item affects the Standalone Statement of Profit and Loss or treated as basis adjustment, if a hedged forecast transaction subsequently results in the recognition of a non-financial asset or non-financial liability.

(l) Inventories

Raw materials, components, stores and spares, and packing materials are valued at lower of cost or net realisable value.

However, these items are considered to be realisable at cost if the finished products, in which they will be used, are expected to be sold at or above cost. Cost includes cost of purchase and other costs in bringing the inventories to their present location and condition. Cost is determined on weighted average cost basis.

Traded goods, work-in-progress and finished goods are valued at cost or net realisable value, whichever is lower. Work-in-progress and finished goods include costs of direct materials, labour and a proportion of manufacturing overheads based on the normal operating capacity but excluding borrowing cost. Traded goods cost includes cost of purchase and other costs incurred in bringing the inventories to their present location and condition. Cost is determined on weighted average cost basis.

Net realisable value is the estimated selling price in the ordinary course of business, less estimated costs of completion and the estimated costs necessary to make the sale.

Proceeds in respect of sale of raw materials/ stores are credited to the respective heads. Obsolete and defective inventory are duly provided for, basis the management estimates.

(m) Provisions and contingent liabilities

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation. When a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows (when the effect of the time value of money is material).

Provisions are recognised when the Company has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and the amount can be reliably estimated. The expense relating to a provision is presented in the Standalone Statement of Profit and Loss, net of any reimbursements.

When some or all of the economic benefits required to settle a provision are expected to be recovered from a third party, a receivable is recognised as an asset, if it is virtually certain that reimbursement will be received and the amount of the receivable can be measured reliably.

A present obligation that arises from past events, where it is either not probable that an outflow of resources will be required to settle or a reliable estimate of the amount cannot be made, is disclosed as a contingent liability. Contingent liabilities are also disclosed when there is a possible obligation arising from past events, the existence of which will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Company (Refer Note – 44).

Claims against the Company, where the possibility of any outflow of resources in settlement is remote, are not disclosed as contingent liabilities.

Contingent assets are not recognised in the financial statements since this may result in the recognition of income that may never be realised. However, when the realisation of income is virtually certain, then the related asset is not a contingent asset and is recognised.

(n) Employee benefits

(a) Short-term employee benefits

Short-term employee benefits are recognised as an expense on accrual basis.

NOTES TO THE STANDALONE FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026

(b) Defined contribution plan

The Company makes defined contribution to the Government Employee Provident Fund and Superannuation Fund, which are recognised in the Standalone Statement of Profit and Loss, on accrual basis. The Company recognises contribution payable to the provident fund scheme as an expense, when an employee renders the related service. The Company has no obligation, other than the contribution payable to the provident fund.

(c) Defined benefit plan

The Company operates a defined benefit gratuity plan in India. The Company operates gratuity plan through a Trust wherein certain employees are entitled to the benefit equivalent to fifteen days salary last drawn for each completed year of service as per the Payment of Gratuity Act, 1972. In case of some employees, the Company's scheme is more favourable as compared to the obligation under Payment of Gratuity Act, 1972. The benefit vests after five years of continuous service and the same is payable on termination of service or retirement, whichever is earlier. The gratuity plan is funded (maintained by an independent insurance company) hence the liability has been categorized as funded. The Company's liabilities under The Payment of Gratuity Act, 1972 are determined on the basis of actuarial valuation made at the end of each financial year using the projected unit credit method. Obligation is measured at the present value of estimated future cash flows using a discounted rate that is determined by reference to market yields at the Standalone Balance Sheet date on Government bonds, where the terms of the Government bonds are consistent with the estimated terms of the defined benefit obligation.

The net interest cost is calculated by applying the discount rate to the net balance of the defined benefit obligation and fair value of plan assets. This cost is included in the 'Employee benefits expense' in the Standalone Statement of Profit and Loss. Re-measurement gains or losses and return on plan assets (excluding amounts included in net Interest on the net defined benefit liability) arising from changes in actuarial assumptions are recognised in the period in which they occur, directly in OCI. These are presented as re-measurement gains or losses on defined benefit plans under other comprehensive income in other equity. Remeasurements gains or losses are not reclassified subsequently to the Standalone Statement of Profit and Loss.

(d) Compensated absences

The employees of the Company are entitled to compensated absences. The employees can carry forward a portion of the unutilised accumulating compensated absences and utilise it in future periods or receive cash at retirement or termination of employment. The Company records an obligation for compensated absences in the period in which the employee renders the services that increases this entitlement. The Company measures the expected cost of compensated absences as the additional amount that the Company expects to pay as a result of the unused entitlement that has accumulated at the end of the reporting period. The Company recognises accumulated compensated absences based on actuarial valuation in the Standalone Statement of Profit and Loss.

The Company presents the entire leave as a current liability in the Standalone Balance Sheet, since it does not have any unconditional right to defer its settlement for twelve months after the reporting date.

(o) **Share-based payment**

Certain employees of the Company have been granted stock-based awards, including stock options, stock appreciation rights (SARs), and restricted stock units (RSUs) of Aditya Birla Fashion and Retail Limited (Demerged Company), in accordance with the ESOP Policy of ABFRL. In compliance with Ind AS 102 – Share-based Payments, the Company has

accounted for these awards using the graded vesting method. The Grant date fair value of equity-settled awards has been used for the purpose of accounting the related expenses. SARs are remeasured at fair value at each balance sheet date, with changes recognized in the Statement of Profit and Loss.

(p) **Earnings per share**

Basic earnings per share is calculated by dividing the net profit or loss attributable to equity holders of the Company by the weighted average number of equity shares outstanding during the period.

Partly paid equity shares are treated as a fraction of an equity share to the extent that they are entitled to participate in dividends relative to a fully paid equity share during the reporting period. Earnings, considered in ascertaining the Company's earnings per share, is the net profit for the period after deducting preference dividends. The weighted average number of equity shares outstanding during the period is adjusted for treasury shares and events such as bonus issue, bonus element in a rights issue that have changed the number of equity shares outstanding, without a corresponding change in resources.

Diluted earnings per share adjusts the figures used in the determination of basic earnings per share to take into account the after income tax effect of interest and other financing costs associated with dilutive potential equity shares and the weighted average number of additional equity shares that would have been outstanding assuming the conversion of all dilutive potential equity shares.

(q) **Cash and cash equivalents**

Cash and cash equivalents in the Standalone Balance Sheet and for the purpose of the Standalone Statement of Cash Flows comprise cash on hand and cash at bank including fixed deposits with original maturity period of three months or less and short-term highly liquid investments with an original maturity of three months or less net of outstanding bank overdrafts as they are considered an integral part of the Company's cash management.

(r) **Common control business acquisition**

Acquisition of business under common control has been accounted in accordance with "Pooling of interest method", as specified below:

- (a) All assets and liabilities acquired are stated at their carrying values as appearing in the financial statements of de-merged company
- (b) Shares held by the de-merged company in the Company shall be cancelled
- (c) Difference between the carrying amounts of assets and liabilities acquired, face value of the shares cancelled as referred to in (b) above and the amount recorded as share-capital issued to the shareholders of the de-merged company shall be transferred to capital reserve; and
- (d) Financial information relating to the acquired business has been accounted from the beginning of the financial year, as if the acquisition had occurred from that date.

NOTES TO THE STANDALONE FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2026

NOTE 52 : ADDITIONAL REGULATORY INFORMATION REQUIRED BY SCHEDULE III

(i) DETAILS OF BENAMI PROPERTY HELD

No proceedings have been initiated on or are pending against the Company under the Prohibition of Benami Property Transactions Act, 1988 (as amended in 2016) (formerly the Benami Transactions (Prohibition) Act, 1988 (45 of 1988)) and Rules made thereunder.

(ii) COMPLIANCE WITH NUMBER OF LAYERS OF COMPANIES

The Company has complied with the number of layers prescribed under Section 2(87) of the Companies Act, 2013 read with Companies (Restriction of number of layers) Rules, 2017.

(iii) RELATIONSHIP WITH STRUCK OFF COMPANIES

The Company has no transactions with or balances due to or from companies struck off under Companies Act, 2013 or Companies Act, 1956.

(iv) BORROWINGS SECURED AGAINST CURRENT ASSETS

During the period, the Company was not granted working capital loans secured by current assets; therefore, it was not required to file quarterly statements with any banks or financial institutions.

(v) WILFUL DEFAULTER

The Company has not been declared wilful defaulter by any bank or financial institution or government or any government authority.

(vi) COMPLIANCE WITH APPROVED SCHEME(S) OF ARRANGEMENTS

The company has not entered into any scheme of arrangement which has an accounting impact on current financial year

(vii) UTILISATION OF BORROWED FUNDS AND SHARE PREMIUM

The Company has not advanced or loaned or invested funds to any other person(s) or entity(ies), including foreign entities (Intermediaries) with the understanding that the Intermediary shall:a. directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Company (Ultimate Beneficiaries) orb. provide any guarantee, security or the like to or on behalf of the ultimate beneficiaries.

The Company has not received any funds from any person(s) or entity(ies), including foreign entities (Funding Party) with the understanding (whether recorded in writing or otherwise) that the Company shall:a. directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party (Ultimate Beneficiaries) or b. provide any guarantee, security or the like on behalf of the ultimate beneficiaries.

(viii) UNDISCLOSED INCOME

There is no income surrendered or disclosed as income during the current year in the tax assessments under the Income Tax Act, 1961, that has not been recorded in the books of account.

(ix) DETAILS OF CRYPTO CURRENCY OR VIRTUAL CURRENCY

The Company has not traded or invested in crypto currency or virtual currency during the current year.

(x) VALUATION OF PROPERTY PLANT AND EQUIPMENT (INCLUDING RIGHT-OF-USE ASSETS) AND INTANGIBLE ASSETS

The Company has not revalued its Property, Plant and Equipment (including Right-of-use assets) and Intangible assets during the current year. The Company did not have any Investment Property during the current year.

(xi) REGISTRATION OF CHARGES OR SATISFACTION WITH REGISTRAR OF COMPANIES

There are no charges or satisfaction which are yet to be registered with the Registrar of Companies beyond the statutory period.

As per our report of even date

For Price Waterhouse & Co Chartered Accountants LLP
Chartered Accountants
ICAI Firm Registration No. 304026E/E300009

A.J. SHAIKH
Partner
Membership No. : 203637

Place: Mumbai
Date: May 07, 2026

For and on behalf of the Board of Directors of Aditya Birla Lifestyle Brands Limited

ASHISH DIKSHIT
(Managing Director)
(DIN: 01842066)
Place: Mumbai
Date: May 07, 2026

DHARMENDRA LODHA
(Chief Financial Officer)
(M.No: ACS 24939)
Place: Mumbai
Date: May 07, 2026

VISHAK KUMAR
(Deputy Managing Director and CEO)
(DIN: 09078653)
Place: Mumbai
Date: May 07, 2026

RAMEEZ SHAIKH
(Company Secretary)
Place: Mumbai
Date: May 07, 2026

INDEPENDENT AUDITOR’S REPORT

To the Members of Aditya Birla Lifestyle Brands Limited
Report on the Audit of the Consolidated Financial Statements

Opinion

1.

We have audited the accompanying consolidated financial statements of Aditya Birla Lifestyle Brands Limited (hereinafter referred to as the “Holding Company “), its subsidiary and a trust controlled by it (Holding Company, its subsidiary and its trust together referred to as “the Group”), which comprise the Consolidated Balance Sheet as at March 31, 2026, and the Consolidated Statement of Profit and Loss (including Other Comprehensive Income), the Consolidated Statement of Changes in Equity and the Consolidated Statement of Cash Flows for the year then ended, and notes to the consolidated financial statements, including material accounting policy information and other explanatory information (hereinafter referred to as “the consolidated financial statements”).
2.

In our opinion and to the best of our information and according to the explanations given to us, the aforesaid consolidated financial statements give the information required by the Companies Act, 2013 (“the Act”) in the manner so required and give a true and fair view in conformity with the accounting principles generally accepted in India, of the consolidated state of affairs of the Group, as at March 31, 2026, and consolidated total comprehensive income (comprising of profit and other comprehensive income), consolidated changes in equity and its consolidated cash flows for the year then ended.

Basis for Opinion

3.

We conducted our audit in accordance with the Standards on Auditing (SAs) specified under Section 143(10) of the Act. Our responsibilities under those Standards are further described in the “Auditor’s responsibilities for the audit of the consolidated financial statements” section of our report. We are independent of the Group, in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in India in terms of the Code of Ethics issued by the Institute of Chartered Accountants of India and the relevant provisions of the Act, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters

4.

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Key audit matter	How our audit addressed the key audit matter
Provision for Inventory obsolescence (Refer Note 2.4(b) and 12 to the consolidated financial statements) The Group held inventories of Rs.2,348.53 crores at March 31, 2026. In accordance with Ind AS 2, Inventories, inventories are carried at lower of cost or net realizable value. The Group operates in a fast changing fashion market where there is a risk of inventory falling out of fashion and proving difficult to be sold above cost. Management has a policy to recognize provisions for inventory considering assessment of future trends and the Company’s past experience related to its ability to liquidate the aged inventory. The provision for inventory obsolescence has been considered as a key audit matter, as determination of provision for inventory involves significant management judgment and estimate.	Our audit procedures included the following: - Understood and evaluated the design and tested the operating effectiveness of Group’s controls to assess the adequacy of provision for inventory obsolescence. - Evaluated the methodology used by the management to determine the provision for inventory obsolescence and determined whether the method is consistent with that applied in the prior year. - Assessed whether the changes in the methodology (if any) are reasonable and consistent with our understanding of the changes in the business. - Tested the ageing report including assessing its completeness and the underlying management judgements and estimates made. Further, assessed on a sample basis whether the calculation of provision for obsolescence is in accordance with Group’s policy. - Verified appropriate approvals for specific obsolescence provisions and assessed their reasonableness on a sample basis. - Evaluated the adequacy of the disclosures made in the consolidated financial statements.
Provision for discounts and sales return (Refer Note 2.4(c) to the consolidated financial statements) The Group has recognised provisions for unsettled discounts and sales returns amounting to ₹ 288.08 crores and ₹ 455.60 crores, respectively, at March 31, 2026. Revenue from contracts with customers is recognised when the entity satisfies a performance obligation by transferring control of promised goods to a customer. Recognition of revenue requires determination of the net selling price after considering variable consideration including forecast of sales returns and discounts. The estimate of sales returns and discounts depends on contract terms, forecasts of sales volumes and past history of quantum of returns. The expected returns and discounts that have not yet been settled with the customers are estimated and accrued. Determination of provisions for discounts and sales returns is determined as a key audit matter as it involves significant management judgement and estimation.	Our audit procedures included the following: - Understood and evaluated the design and tested the operating effectiveness of Group’s controls to assess the adequacy of provision for discounts and sales returns. - Evaluated the periodic account reconciliations prepared by the management during the year. - Evaluated the management estimates and judgements in determining the provision for discounts and sales returns and assessed whether the same is consistent with the prior year. - Evaluated the contract terms for a sample of customer contracts to assess the reasonableness of the provision for discounts and returns and determined whether the same is in line with terms of the contract. - Verified credit notes issued to customers on a sample basis and assessed the validity of claims with the underlying documents and appropriate approvals through substantive testing. - Evaluated the adequacy of the disclosures made in the consolidated financial statements.

INDEPENDENT AUDITOR'S REPORT

Other Information

5. The Holding Company's Board of Directors is responsible for the other information. The other information comprises the information included in the Annual report, but does not include the financial statements and our auditor's reports thereon. The Annual report is expected to be made available to us after the date of this auditor's report.

Our opinion on the consolidated financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

When we read the Annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and take appropriate action as applicable under the relevant laws and regulations.

Responsibilities of Management and Those Charged with Governance for the consolidated financial statements

6. The Holding Company's Board of Directors is responsible for the preparation and presentation of these consolidated financial statements in term of the requirements of the Act that give a true and fair view of the consolidated financial position, consolidated financial performance and consolidated cash flows, and changes in equity of the Group in accordance with the accounting principles generally accepted in India, including the Indian Accounting Standards specified under Section 133 of the Act. The respective Board of Directors of the companies and trustees of a Trust included in the Group are responsible for maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding the assets of the Group, and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and the design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring accuracy and completeness of the accounting records, relevant to the preparation and presentation of the consolidated financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error, which have been used for the purpose of preparation of the consolidated financial statements by the Board of Directors of the Holding Company, as aforesaid.
7. In preparing the consolidated financial statements, the respective Board of Directors of the companies and trustees of a Trust included in the Group are responsible for assessing the ability of the respective companies to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the respective Board of Directors and trustees of a Trust either intends to liquidate the respective companies or to cease operations, or has no realistic alternative but to do so.
8. The respective Board of Directors of the companies and trustees of a Trust included in the Group are responsible for overseeing the financial reporting process of the respective companies.

Auditor's Responsibilities for the audit of the consolidated financial statements

9. Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

10. As part of an audit in accordance with SAs, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:
- a) Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
 - b) Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under Section 143(3)(i) of the Act, we are also responsible for expressing our opinion on whether the company has adequate internal financial controls with reference to consolidated financial statements in place and the operating effectiveness of such controls.
 - c) Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
 - d) Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the ability of the Group to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
 - e) Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
 - f) Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements.
11. We communicate with those charged with governance of the Holding Company and such other entities included in the consolidated financial statements of which we are the independent auditors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.
12. We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.
13. From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit



INDEPENDENT AUDITOR'S REPORT

matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on Other Legal and Regulatory Requirements

14. As required by the Companies (Auditor's Report) Order, 2020 ("CARO 2020"), issued by the Central Government of India in terms of sub-section (11) of Section 143 of the Act, we give in the "Annexure B", a statement on the matters specified in paragraph 3(xxi) of CARO 2020.
15. As required by Section 143(3) of the Act, we report, to the extent applicable, that:
 - (a) We have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit of the aforesaid consolidated financial statements.
 - (b) In our opinion, proper books of account as required by law relating to preparation of the consolidated financial statements have been kept by the Group so far as it appears from our examination of those books, except for the matters stated in paragraph 15(h)(vi) below on reporting under Rule 11 (g) of the Companies (Audit and Auditors) Rules, 2014 (as amended). Further, in the absence of sufficient appropriate audit evidence, we are unable to verify whether the backup of certain books and papers maintained in electronic mode has been maintained on a daily basis on servers physically located in India during the year.
 - (c) The Consolidated Balance Sheet, the Consolidated Statement of Profit and Loss (including other comprehensive income), the Consolidated Statement of Changes in Equity and the Consolidated Statement of Cash Flows dealt with by this Report are in agreement with the relevant books of account and records maintained for the purpose of preparation of the consolidated financial statements.
 - (d) In our opinion, the aforesaid consolidated financial statements comply with the Indian Accounting Standards specified under Section 133 of the Act.
 - (e) On the basis of the written representations received from the directors of the Holding Company and taken on record by the Board of Directors of the Holding Company and the reports of the statutory auditors of its subsidiary, incorporated in India, none of the directors of the Group companies, incorporated in India is disqualified as on March 31, 2026 from being appointed as a director in terms of Section 164(2) of the Act.
 - (f) With respect to the maintenance of accounts and other matters connected therewith, reference is made to our remarks in paragraph 15(b) above and paragraph 15(h)(vi) below.
 - (g) With respect to the adequacy of internal financial controls with reference to consolidated financial statements of the Holding Company and its subsidiary incorporated in India and the operating effectiveness of such controls, refer to our separate report in "Annexure A".
 - (h) With respect to the other matters to be included in the Auditor's Report in accordance with Rule 11 of the Companies (Audit and Auditors) Rules, 2014 (as amended), in our opinion and to the best of our information and according to the explanations given to us:
 - i. The consolidated financial statements disclose the impact of pending litigations on the consolidated financial position of the Group. (Refer Note 44 to the consolidated financial statements)

- ii. The Group did not have any long-term contracts including derivative contracts for which there were any material foreseeable losses.
- iii. There were no amounts which were required to be transferred to the Investor Education and Protection Fund by the Holding Company and its subsidiary, incorporated in India during the year ended March 31, 2026.
- iv. (a) The respective managements of the Holding Company and its subsidiary which are companies incorporated in India whose financial statements have been audited under the Act have represented to us that, to the best of their knowledge and belief, as disclosed in Note 52(vii) to the consolidated financial statements, no funds have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Holding Company or by its subsidiary to or in any other person(s) or entity(ies), including foreign entities ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall, whether directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Holding Company or its subsidiary ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.
 - (b) The respective managements of the Holding Company and its subsidiary which are companies incorporated in India whose financial statements have been audited under the Act have represented to us that, to the best of their knowledge and belief, as disclosed in the Note 52(vii) to the consolidated financial statements, no funds have been received by the Holding Company or by its subsidiary from any person(s) or entity(ies), including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Holding Company or its subsidiary shall, whether directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.
 - (c) Based on the audit procedures, that has been considered reasonable and appropriate in the circumstances, performed by us and those performed by the auditors of the subsidiary which are companies incorporated in India whose financial statements have been audited under the Act, nothing has come to our or other auditors' notice that has caused us or the other auditors to believe that the representations under sub-clause (i) and (ii) of Rule 11(e) contain any material misstatement.
- v. The Holding Company and its subsidiary, incorporated in India, have not declared or paid any dividend during the year. Further, as stated in Note 21(f) to the consolidated financial statements, the Board of Directors of the Holding Company has proposed final dividend for the year which is subject to the approval of the members at the ensuing Annual General Meeting. The dividend declared is in accordance with section 123 of the Act to the extent it applies to declaration of dividend.
- vi. Based on our examination, which included test checks and that performed by the auditor of the subsidiary, which is the company incorporated in India whose financial statements have been audited under the Act, the Holding Company and its subsidiary, have used accounting software for maintaining its books of account, which have the feature of recording audit trail (edit log) facility, and that have operated throughout the period for all relevant transactions recorded in the software, except for changes, if any, made by users with specific access at the application level and for direct database changes. During the course of performing our procedures, other than the aforesaid instances of audit trail not maintained where the question of our commenting does not arise, we did not notice any instance of audit trail feature being tampered with. Further, the audit trail, to the extent

INDEPENDENT AUDITOR’S REPORT

maintained in the prior years, has been preserved by the Holding Company and its subsidiary, as per the statutory requirements for record retention.

In respect of the Holding Company, certain accounting software are maintained by third party service providers and due to the absence of or insufficient information in the service auditors’ report related to audit trail, we are unable to comment whether the audit trail feature of the aforesaid software were enabled and operated throughout the year for all relevant transactions recorded in the software or whether there were any instances of the audit trail feature been tampered with. Further, the audit trail was not maintained in the prior years and hence the question of our commenting on whether the audit trail was preserved by the Holding Company as per the statutory requirements for record retention does not arise.

16. The Group incorporated in India have paid/ provided for managerial remuneration in accordance with the requisite approvals mandated by the provisions of Section 197 read with Schedule V to the Act.

For Price Waterhouse & Co Chartered Accountants LLP
Firm Registration Number: 304026E/E-300009

A.J. Shaikh
Partner
Membership Number: 203637
UDIN: 26203637XIOLTJ6725

Place: Bengaluru
Date: May 7, 2026

ANNEXURE A TO INDEPENDENT AUDITOR’S REPORT

Referred to in paragraph 15(g) of the Independent Auditor’s Report of even date to the members of Aditya Birla Lifestyle Brands Limited on the consolidated financial statements as of and for the year ended March 31, 2026

Report on the Internal Financial Controls with reference to consolidated financial statements under clause (i) of sub-section 3 of Section 143 of the Act

1. In conjunction with our audit of the consolidated financial statements of the company as of and for the year ended March 31, 2026, we have audited the internal financial controls with reference to consolidated financial statements of Aditya Birla Lifestyle Brands Limited (hereinafter referred to as “the Holding Company”) and its subsidiary, which are companies incorporated in India, as of that date.

Management’s Responsibility for Internal Financial Controls

2. The respective Board of Directors of the Holding Company and its subsidiary to whom reporting under clause (i) of sub section 3 of Section 143 of the Act in respect of the adequacy of the internal financial controls with reference to financial statements is applicable, which are companies incorporated in India, are responsible for establishing and maintaining internal financial controls based on the internal control over financial reporting criteria established by the company considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting (“the Guidance Note”) issued by the Institute of Chartered Accountants of India (“ICAI”). These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of its business, including adherence to the respective company’s policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as required under the Act.

Auditor’s Responsibility

3. Our responsibility is to express an opinion on the company’s internal financial controls with reference to consolidated financial statements based on our audit. We conducted our audit in accordance with the Guidance Note issued by the ICAI and the Standards on Auditing specified under Section 143(10) of the Companies Act, 2013, to the extent applicable to an audit of internal financial controls, both applicable to an audit of internal financial controls and both issued by the ICAI. Those Standards and the Guidance Note require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether adequate internal financial controls with reference to consolidated financial statements was established and maintained and if such controls operated effectively in all material respects.
4. Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls system with reference to consolidated financial statements and their operating effectiveness. Our audit of internal financial controls with reference to consolidated financial statements included obtaining an understanding of internal financial controls with reference to consolidated financial statements, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. The procedures selected depend on the auditor’s judgement, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error.
5. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion on the company’s internal financial controls system with reference to consolidated financial statements.

ANNEXURE A TO INDEPENDENT AUDITOR’S REPORT

Referred to in paragraph 15(g) of the Independent Auditor’s Report of even date to the members of Aditya Birla Lifestyle Brands Limited on the consolidated financial statements as of and for the year ended March 31, 2026

Meaning of Internal Financial Controls with reference to financial statements

6. A company’s internal financial control with reference to financial statements is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company’s internal financial control with reference to financial statements includes those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorisations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorised acquisition, use, or disposition of the company’s assets that could have a material effect on the financial statements.

Inherent Limitations of Internal Financial Controls with reference to financial statements

7. Because of the inherent limitations of internal financial controls with reference to financial statements, including the possibility of collusion or improper management override of controls, material misstatements due to error or fraud may occur and not be detected. Also, projections of any evaluation of the internal financial controls with reference to financial statements to future periods are subject to the risk that the internal financial control with reference to financial statements may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

Opinion

8. In our opinion, the Holding Company and its subsidiary, which are companies incorporated in India, have, in all material respects, an adequate internal financial controls system with reference to consolidated financial statements and such internal financial controls with reference to consolidated financial statements were operating effectively as at March 31, 2026, based on the internal control over financial reporting criteria established by the company considering the essential components of internal control stated in the Guidance Note issued by the ICAI.

For Price Waterhouse & Co Chartered Accountants LLP
Firm Registration Number: 304026E/E-300009

A.J. Shaikh
Partner
Membership Number: 203637
UDIN: 26203637XIOLTJ6725

Place: Bengaluru
Date: May 7, 2026

ANNEXURE B TO INDEPENDENT AUDITORS’ REPORT

Referred to in paragraph 14 of the Independent Auditor’s Report of even date to the members of Aditya Birla Lifestyle Brands Limited on the Consolidated Financial Statements for the year ended March 31, 2026

As required by paragraph 3(xxi) of the CARO 2020, we report that the auditors of the following companies have given qualification or adverse remarks in their CARO report on the standalone financial statements of the respective companies included in the Consolidated Financial Statements of the Holding Company:

S. No.	Name of the Company	CIN	Relationship with the Holding Company	Date of the respective auditors’ report	Paragraph number and comment in the respective CARO report reproduced below
1	Aditya Birla Lifestyle Brands Limited	U46410MH2024PLC423195	Holding Company	May 7, 2026	i(c)
2	Aditya Birla Garments Limited	U18100MH2022PLC384566	Wholly owned subsidiary	May 6, 2026	i(c)

For Price Waterhouse & Co Chartered Accountants LLP
Firm Registration Number: 304026E/E-300009

A.J. Shaikh
Partner
Membership Number: 203637
UDIN: 26203637XIOLTJ6725

Place: Bengaluru
Date: May 7, 2026

CONSOLIDATED BALANCE SHEET
AS AT MARCH 31, 2026

₹ in Crore			
	Notes	As at March 31, 2026	As at March 31, 2025
ASSETS			
I Non-current assets			
(a) Property, plant and equipment	3a	768.43	638.54
(b) Capital work-in-progress	3b	45.99	13.00
(c) Right-of-use assets	4a	1,775.01	1,524.37
(d) Goodwill	5	627.67	627.67
(e) Other intangible assets	5	437.95	489.60
(f) Financial assets			
(i) Loans	7	0.16	0.48
(ii) Security deposits	8	190.44	176.73
(iii) Other financial assets	9	111.77	204.67
(g) Deferred tax assets	10	102.62	129.91
(h) Current tax assets (Non-Current)	38b	29.20	14.76
(i) Other non-current assets	11	49.13	54.05
Total - Non-current assets		4,138.37	3,873.78
II Current assets			
(a) Inventories	12	2,348.53	2,108.82
(b) Financial assets			
(i) Current investments	6	16.34	117.18
(ii) Loans	13	6.00	5.74
(iii) Security deposits	14	110.80	100.15
(iv) Trade receivables	15	1,198.10	1,322.05
(v) Cash and cash equivalents	16	90.96	53.06
(vi) Bank balance other than cash and cash equivalents	17	0.55	0.59
(vii) Other financial assets	18	128.22	76.16
(c) Other current assets	19	682.18	621.50
Total - Current assets		4,581.68	4,405.25
TOTAL - ASSETS		8,720.05	8,279.03

₹ in Crore			
	Notes	As at March 31, 2026	As at March 31, 2025
EQUITY AND LIABILITIES			
I Equity			
(a) Equity share capital	20	1,220.52	0.05
(b) Share Suspense	21	-	1,220.26
(c) Other equity	21	191.66	56.22
Total - Equity		1,412.18	1,276.53
II Non-current liabilities			
(a) Financial liabilities			
(i) Borrowings	22	580.96	77.44
(ii) Lease liabilities	4b	1,555.98	1,516.88
(iii) Deposits		247.06	274.30
(iv) Other financial liabilities	23	570.46	518.08
(b) Provisions	24	22.95	22.71
(c) Other non-current liabilities	25	30.24	26.02
Total - Non-current liabilities		3,007.65	2,435.43
III Current liabilities			
(a) Financial liabilities			
(i) Borrowings	26	252.73	874.75
(ii) Lease liabilities	4b	628.43	463.38
(iii) Trade payables			
Total outstanding dues of micro enterprises and small enterprises	27	99.23	89.11
Total outstanding dues of creditors other than micro enterprises and small enterprises	27	2,189.00	2,032.21
(iv) Deposits		264.49	250.55
(v) Other financial liabilities	28	177.38	147.36
(b) Provisions	29	143.50	141.64
(c) Other current liabilities	30	545.46	568.07
Total - Current liabilities		4,300.22	4,567.07
TOTAL - EQUITY AND LIABILITIES		8,720.05	8,279.03
Basis of preparation	2		

The accompanying notes are an integral part of the consolidated financial statements

As per our report of even date

For Price Waterhouse & Co Chartered Accountants LLP
Chartered Accountants
ICAI Firm Registration No. 304026E/E300009

A.J. SHAIKH
Partner
Membership No : 203637

Place: Bengaluru
Date: May 07, 2026

For and on behalf of the Board of Directors of
Aditya Birla Lifestyle Brands Limited

ASHISH DIKSHIT
(Managing Director)
(DIN: 01842066)
Place: Mumbai
Date: May 07, 2026

DHARMENDRA LODHA
(Chief Financial Officer)
(M.No: ACS 24939)

Place: Mumbai
Date: May 07, 2026

VISHAK KUMAR
(Deputy Managing Director and CEO)
(DIN: 09078653)
Place: Mumbai
Date: May 07, 2026

RAMEEZ SHAIKH
(Company Secretary)

Place: Mumbai
Date: May 07, 2026

CONSOLIDATED STATEMENT OF PROFIT AND LOSS
FOR THE YEAR ENDED MARCH 31, 2026

₹ in Crore			
	Notes	Year ended March 31, 2026	Period ended March 31, 2025
I Revenue from operations	31	8,395.81	7,829.96
II Other income	32	85.05	77.71
III Total income (I + II)		8,480.86	7,907.67
IV Expenses			
(a) Cost of materials consumed	33a	1,077.55	1,010.33
(b) Purchase of stock-in-trade	33b	2,531.66	2,121.28
(c) Changes in inventories of finished goods, work-in-progress and stock-in-trade	33c	(209.85)	140.41
(d) Employee benefits expense	34	941.33	918.42
(e) Finance costs	35	364.44	382.00
(f) Depreciation and amortisation expense	36	795.39	705.73
(g) Rent expense	43a	753.78	764.70
(h) Other expenses	37	1,957.33	1,683.06
Total expenses		8,211.63	7,725.93
V Profit/(Loss) before exceptional items and tax (III - IV)		269.23	181.74
VI Exceptional items	37a	(49.03)	(98.33)
VII Profit/(Loss) before Tax (V + VI)		220.20	83.41
VIII Income tax expense			
(a) Current tax	38	22.18	-
(b) Deferred tax charge/ (credit)	38	26.97	23.81
		49.15	23.81
IX Net Profit/(Loss) for the year (VII - VIII)		171.05	59.60
X Other comprehensive income			
Items that will not be reclassified to profit or loss			
(a) Re-measurement gains/ (losses) on defined benefit plans	21	1.28	(4.37)
Income tax effect on above	21	(0.32)	1.08
Total other comprehensive income for the year		0.96	(3.29)
XI Total comprehensive income (IX + X)		172.01	56.31
XII Earnings per equity share [Nominal value of share ₹ 10]	39		
Basic (₹)		1.41	0.49
Diluted (₹)		1.41	0.49
Basis of preparation	2		

The accompanying notes are an integral part of the consolidated financial statements

As per our report of even date

For Price Waterhouse & Co Chartered Accountants LLP
Chartered Accountants
ICAI Firm Registration No. 304026E/E300009

A.J. SHAIKH
Partner
Membership No : 203637

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(DIN: 09078653)
Place: Mumbai
Date: May 07, 2026

RAMEEZ SHAIKH
(Company Secretary)

Place: Mumbai
Date: May 07, 2026

Place: Bengaluru
Date: May 07, 2026

CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED MARCH 31, 2026

₹ in Crore			
	Notes	Year ended March 31, 2026	Period ended March 31, 2025
Cash flows from operating activities			
Profit before tax		220.20	83.41
Adjustments for:			
Depreciation, amortisation and impairment	36	795.39	788.55
Finance costs	35	364.44	382.00
Gain on termination of right-of-use assets	32	(5.06)	(8.93)
Loss/(Gain) on sale of property, plant and equipment	37 and 32	0.13	-0.01
Share-based payment	34	(0.48)	19.76
Interest income	32	(16.92)	(6.08)
Net gain on sale of current investments	32	(6.99)	(0.07)
Net unrealised exchange (gain)/ loss		48.54	14.03
Interest income from financial assets at amortised cost	32	(41.65)	(44.68)
Provision/(write back) for doubtful debts, deposits and advances		(1.92)	1.68
Bad debts written off	37	0.63	0.86
Operating profit before working capital changes		1356.31	1230.52
Changes in working capital:			
(Increase)/ decrease in trade receivables		125.52	(376.81)
(Increase)/ decrease in inventories		(239.71)	92.53
(Increase)/ decrease in other assets		(82.07)	57.21
Increase/ (decrease) in trade payables		171.78	166.32
Increase/ (decrease) in provisions		7.00	26.52
Increase/ (decrease) in other liabilities		(83.40)	(48.57)
Cash generated from/ (used) in operations		1,255.43	1,147.72
Income taxes paid (net of refund)		(36.62)	(3.55)
Net cash flow from/ (used) in operating activities		1,218.81	1,144.17
Cash flows from investing activities			
Purchase of property, plant and equipment, intangible assets		(325.80)	(246.48)
Proceeds from sale of property, plant and equipment		3.27	2.95
(Purchase)/proceeds from redemption of current investments (net)		107.83	244.64
Interest received		16.60	5.84
Net cash flow from/ (used) in investing activities		(198.10)	6.95

CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED MARCH 31, 2026

			₹ in Crore	
	Notes	Year ended March 31, 2026	Period ended March 31, 2025	
Cash flows from financing activities				
Proceeds from Issue of equity shares		0.42	0.05	
Proceeds from non - current borrowings (net off charges)		-	37.21	
Proceeds/ (repayments) from current borrowings (net)		(129.81)	(478.71)	
Purchase of Treasury shares by ESOP trust		(27.07)	-	
Proceeds from non-current borrowings		537.32	-	
Repayment of non-current borrowings		(526.02)	(11.83)	
Repayment of lease liabilities		(524.38)	(453.22)	
Interest on lease liabilities		(175.72)	(187.74)	
Interest paid		(137.55)	(136.17)	
Net cash flow from/ (used) in financing activities		(982.81)	(1,230.41)	
Net (decrease)/Increase in cash and cash equivalents		37.90	(79.29)	
Cash and cash equivalents at the beginning of the year		53.06	132.35	
Cash and cash equivalents at the end of the year	16	90.96	53.06	
Components of Cash and cash equivalents				
Balances with banks - on current account		59.47	19.66	
Balances with banks - on Deposit accounts		12.00	-	
Balances with credit card companies		17.45	29.87	
Balances with e-wallet companies		-	-	
Cash on hand		0.25	0.42	
Cheques/ drafts on hand		1.79	3.11	
Total Cash and cash equivalents		90.96	53.06	

As per our report of even date

For Price Waterhouse & Co Chartered Accountants LLP
Chartered Accountants
ICAI Firm Registration No. 304026E/E300009

A.J. SHAIKH
Partner
Membership No : 203637

Place: Bengaluru
Date: May 07, 2026

For and on behalf of the Board of Directors of
Aditya Birla Lifestyle Brands Limited

ASHISH DIKSHIT
(Managing Director)
(DIN: 01842066)
Place: Mumbai
Date: May 07, 2026

DHARMENDRA LODHA
(Chief Financial Officer)
(M.No: ACS 24939)

Place: Mumbai
Date: May 07, 2026

VISHAK KUMAR
(Deputy Managing Director and CEO)
(DIN: 09078653)
Place: Mumbai
Date: May 07, 2026

RAMEEZ SHAIKH
(Company Secretary)

Place: Mumbai
Date: May 07, 2026

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED MARCH 31, 2026

a. Equity share capital

	As at March 31, 2026		As at March 31, 2025	
	No. of shares	₹ in Crore	No. of shares	₹ in Crore
Equity shares of ₹ 10 each subscribed and paid up				
As at the beginning of the year	50,000	0.05	-	-
Equity share issued on incorporation of the company	-	-	50,000	0.05
Shares cancelled during the year pursuant to the Composite Scheme (Refer Note - 48)	(50,000)	(0.05)	-	-
Issued during the year pursuant to the Composite Scheme	1,22,05,21,649	1,220.52	-	-
As at the end of the year	1,22,05,21,649	1,220.52	50,000	0.05

b. Other equity

	Reserves and surplus					Other comprehensive income	Total other equity	Share suspense account (Refer Note - 21)
	Retained earnings (Refer Note - 21)	Securities premium (Refer Note - 21)	Group share based payment reserve (Refer Note - 21)	Treasury shares (Refer Note - 21)	Capital reserve (Refer Note - 21)			
As at April 01, 2024	-	-	-	-	-	-	-	-
Profit for the year	59.60	-	-	-	-	-	59.60	-
Other comprehensive income for the year	-	-	-	-	-	(3.29)	(3.29)	-
Transferred pursuant to Composite scheme (Refer Note-48)	-	-	40.00	-	(41.58)	-	(1.58)	1,220.26
Share-based payment	-	-	1.49	-	-	-	1.49	-
As at March 31, 2025	59.60	-	41.49	-	(41.58)	(3.29)	56.22	1,220.26
As at April 1, 2025	59.60	-	41.49	-	(41.58)	(3.29)	56.22	1,220.26
Profit for the year	171.05	-	-	-	-	-	171.05	-
Other comprehensive income for the year	-	-	-	-	-	0.96	0.96	-
Share forfeiture/ (issued) during the year	-	-	-	-	0.05	-	0.05	-
Transferred to Equity share capital	-	-	-	-	-	-	-	(1,220.26)
Share issue expenses	(11.54)	-	-	-	-	-	(11.54)	-
Treasury shares purchased by ESOP Trust	-	-	-	(27.07)	-	-	(27.07)	-
Issue of shares upon exercise of options	-	2.65	(4.35)	-	0.56	-	(1.15)	-
Share based payment	-	-	3.14	-	-	-	3.14	-
As at March 31, 2026	219.11	2.65	40.28	(27.07)	(40.97)	(2.33)	191.66	-

The accompanying notes are an integral part of the consolidated financial statements

As per our report of even date

For Price Waterhouse & Co Chartered Accountants LLP
Chartered Accountants
ICAI Firm Registration No. 304026E/E300009

A.J. SHAIKH
Partner
Membership No : 203637

Place: Bengaluru
Date: May 07, 2026

For and on behalf of the Board of Directors of
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(DIN: 09078653)
Place: Mumbai
Date: May 07, 2026

RAMEEZ SHAIKH
(Company Secretary)

Place: Mumbai
Date: May 07, 2026

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026

NOTE 1 : CORPORATE INFORMATION

Aditya Birla Lifestyle Brands Limited (the “Company” or “the Holding Company”), a public company domiciled in India and incorporated under the provisions of the Companies Act, 2013. The registered office of the Company is located at Piramal Agastya Corporate Park, Building ‘A’, 4th and 5th Floor, Unit No. 401, 403, 501, 502, L.B.S. Road, Kurla, Mumbai - 400 070.

The Company and its subsidiary (together referred as the “Group”) are engaged in the business of manufacturing and retailing of branded apparels/accessories and runs a chain of apparels and accessories retail stores in India.

The Consolidated financial statements, as reviewed and recommended by the Audit Committee, have been approved by the Board of Directors in their meeting held on May 07, 2026.

The equity shares of the Company are listed on the Bombay Stock Exchange (BSE) and National Stock Exchange (NSE) and non- convertible debentures are listed on BSE.

NOTE 2 : BASIS OF PREPARATION

2.1 Compliance with Ind AS and historical cost convention

The consolidated financial statements of the Group have been prepared in accordance with Indian Accounting Standards (Ind AS) notified under the Companies (Indian Accounting Standards) Rules, 2015 (as amended), read with Section 133 of the Companies Act, 2013 (“the Act”) and presentation requirements of Division II of Schedule III of the Act and other relevant provisions of the Act as applicable. The consolidated financial statements have been prepared on accrual basis under the historical cost convention, except the following assets and liabilities, which have been measured at fair value as required by the relevant Ind AS:

- Certain financial assets and liabilities (refer accounting policy regarding financial instruments);
- Defined employee benefit plans;
- Share-based payment; and
- Derivative financial instruments.

2.2 Functional and Presentation Currency:

The consolidated financial statements are presented in Indian Rupee (₹) which is the functional currency of the group. All amounts are rounded to two decimal places to the nearest Crore, unless otherwise stated. (₹ 1 Crore is equal to ₹ 10 Million)

2.3 Current versus non-current classification

The Group presents assets and liabilities in the Consolidated Balance Sheet based on current/ non-current classification. An asset is treated as current when it is:

- Expected to be realised or intended to be sold or consumed in normal operating cycle;
- Held primarily for the purpose of trading;
- Expected to be realised within twelve months after the reporting period; or
- Cash or cash equivalents unless restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period.

All other assets are classified as non-current.

A liability is treated as current when:

- It is expected to be settled in normal operating cycle;
- It is held primarily for the purpose of trading;
- It is due to be settled within twelve months after the reporting period; or
- it does not have the right at the end of the reporting period to defer settlement of the liability for at least twelve months after the reporting period.

All other liabilities are classified as non-current.

Deferred tax assets and liabilities are classified as non-current assets and liabilities.

The operating cycle is the time between the acquisition of assets for processing and their realisation in cash and cash equivalents. The Group has identified twelve months as its operating cycle.

2.4 Critical Accounting Judgements, Estimates And Assumptions

The preparation of the Group’s consolidation financial statements requires the management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets, liabilities, the accompanying disclosures and the disclosure of contingent liabilities. Uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of assets or liabilities affected in future periods. Estimates and assumptions are reviewed on periodic basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised.

The key assumptions concerning the future and other key sources of estimation, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities, within the next financial year, are described below. The Group’s assumptions and estimates are based on parameters available at the time of preparation of financial statements. Existing circumstances and assumptions about future developments, however, may change due to market changes or circumstances arising that are beyond the control of the Group. Such changes are reflected in the assumptions when they occur.

(a) Impairment of non-financial assets including Goodwill

Impairment exists when the carrying value of an asset or Cash-Generating Unit (CGU) exceeds its recoverable amount, which is higher of its fair value less costs of disposal and its value in use. The fair value less costs of disposal calculation is based on available data from binding sales transactions, conducted at arm’s length, for similar assets or observable market prices less incremental costs for disposing off the asset. The value in use calculation is based on Discounted Cash Flow (DCF) model. The cash flows are derived from the budget for the next three years and next 2 years have been extrapolated to demonstrate the tapering of growth rate for computation of perpetual cash flows. These cashflows are considered as a base to arrive at the value of perpetuity. The budget do not include restructuring activities that the Group is not yet committed to or significant future investments that will enhance the asset’s performance of the CGU being tested. The recoverable amount is sensitive to the discount rate used for the DCF model as well as the expected future cash inflows and the growth rate used for extrapolation purposes. These estimates are most relevant to goodwill recognised by the Group. The key assumptions used to determine the value in use for the different CGUs, are disclosed and further explained in Note – 5a

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026

(b) Provision on inventories

The Group has defined policy for provision on inventory for each of its business by differentiating the inventory into core and non-core (fashion) and sub-categorised into finished goods and raw materials. The Group provides provision based on policy, past experience, current trend and future expectations of these materials depending on the category of goods.

(c) Provision for discount and sales return

The Group provides for discount and sales return based on season wise, brand wise and channel wise trend of previous years. The Group reviews the trend at regular intervals to ensure the applicability of the same in the changing scenario, and based on the management's assessment of market conditions.

(d) Leases

The Group determines the lease term as the non-cancellable term of the lease, together with any periods covered by an option to extend the lease if it is reasonably certain to be exercised, or any periods covered by an option to terminate the lease, if it is reasonably certain not to be exercised.

The Group has several lease contracts that include extension and termination options. The Group applies judgement in evaluating whether it is reasonably certain to exercise the option to renew or terminate the lease. It considers all relevant factors that create an economic incentive for it to exercise either the renewal or termination. After the commencement date, the Group reassesses the lease term if there is a significant event or change in circumstances that is within its control and affects its ability to exercise or not to exercise the option to renew or to terminate.

(e) Useful life of property, plant and equipment

The Group reviews the useful life of property, plant and equipment at the end of each reporting period. After considering market conditions, industry practice, technological developments and other factors, the Group determined that the current useful lives of its PPE remain appropriate. However, changes in economic conditions of the markets, competition and technology, among others, are unpredictable and they may significantly impact the useful lives of PPE and therefore the depreciation charges (Refer note 3a).

(f) Contingent liabilities and provisions

The contingent liability is a possible obligation that arises from past events whose existence will be confirmed by the occurrence or non-occurrence of one or more uncertain future events beyond the control of the Group. The Group evaluates the obligation through Probable, Possible or Remote model (PPR'). In making the evaluation for PPR, the Group takes into consideration the industry perspective, legal and technical view, availability of documentation/ agreements, interpretation of the matter, independent opinion from professionals (specific matters) etc. which can vary based on subsequent events. The Group provides the liability in the books for probable cases, while possible cases are shown as Contingent Liability. The remote cases are not disclosed in the consolidated financial statement. Contingent assets are neither recognised nor disclosed in the Consolidated financial statements (Refer note 44).

2.5 New and amended standards adopted by the Group:

The Ministry of Corporate Affairs has vide notification dated May 7, 2025 and August 13, 2025 notified Companies (Indian Accounting Standards) Amendment Rules, 2025 and and Companies (Indian Accounting Standards) Second Amendment Rules, 2025, respectively, which amended the following accounting standards. These amendments are effective from April 01, 2025.

i. **Classification of Liabilities as Current or Non-current and Non-current Liabilities with Covenants – Amendments to Ind AS 1**

Ind AS 1, Presentation of Financial Statements, applicable w.e.f. April 1, 2025 – The amendment relates to classification of liabilities as current or non-current and non-current liabilities with covenants. In the context of classifying a liability as current, it removes the requirement of existence of a right to defer settlement for at least 12 months after the reporting date and instead requires that the said right should exist on the reporting date and have substance.

The amendment also introduces guidance on classification of liabilities with covenants. The Group has no impact of these amendments in its classification criteria of current and non-current liabilities.

ii. **Supplier Finance Arrangements – Amendments to Ind AS 7 and Ind AS 107**

Ind AS 7, Statement of Cash Flows and Ind AS 107, Financial Instruments: Disclosures, applicable w.e.f. April 1, 2025 – The amendment in Ind AS 7 requires to inform users of consolidated financial statements of the existence of supplier finance arrangements and explain the nature of the arrangements, the carrying amount of liabilities and the range of payment due dates. Ind AS 107 has been amended to add supplier finance arrangements as a factor that may cause concentration of liquidity risk.

The Group has reviewed the amendment and provided the disclosure in the consolidated financial statement (Refer Note 27)

iii. **International Tax Reform – Pillar Two Model Rules – Amendments to Ind AS 12**

The amendments provide a temporary mandatory relief from deferred tax accounting for top-up tax and disclose that they have applied the relief. This relief is immediate and applies retrospectively (Refer note 19).

iv. **Lack of Exchangeability – Amendments to Ind AS 21**

The amended Ind AS 21 have added requirements to help entities to determine whether a currency is exchangeable into another currency, and the spot exchange rate to use where it is not. These amendments did not have any material impact on the amounts recognised in prior periods and are not expected to significantly affect the current or future periods.

2.6 New standards or amendments not yet adopted:

a) **Classification of Liabilities as Current or Non-current and Non-current Liabilities with Covenants – Amendments to Ind AS 1**

This amendment also includes specific provisions that will take effect for reporting periods beginning on or after 1 April 2026, as outlined below.

Under the existing Ind AS 1, where there is a breach of a material provision of a long-term loan arrangement on or before the end of the reporting period with the effect that the liability becomes payable on demand on the reporting date, the entity does not classify the liability as current, if the lender agreed, after the reporting period and before the approval of the financial statements for issue, not to demand payment as a consequence of the breach.

However, the amended requirements stipulate that entities will no longer be permitted to consider lender waivers that are granted after the reporting date but before the financial statements are approved for the purpose of classification of loans. This amendment is required to be applied retrospectively in accordance with Ind AS 8.

The Group does not expect this amendment to have an impact on its operations or consolidated financial statements.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2026

NOTE 3a : PROPERTY, PLANT AND EQUIPMENT

Accounting Policy

Freehold land is carried at historical cost. Property, plant and equipment is stated at historical cost net of accumulated depreciation and accumulated impairment losses, if any.

Depreciation methods, estimated useful lives and residual value

Depreciation on property, plant and equipment is calculated on a straight-line basis over the useful life of the asset estimated by the management. Depreciation on additions is provided on a pro rata basis from the month of installation or acquisition. Depreciation on deletions/ disposals is provided on a pro rata basis up to the month preceding the month of deletions/ disposals. The management believes that the estimated useful lives below reflect fair approximation of the period over which the assets are likely to be used.

(a) Assets where useful life is same as Schedule II

Assets	Class of Assets	Useful life as prescribed by Schedule II of the Companies Act, 2013
Factory buildings	Freehold buildings	30 years
Fences, wells, tube wells	Freehold building	5 years
Borewells (pipes, tubes and other fittings)	Freehold building	5 years
Plant and machinery (other than retail stores)	Plant and equipment	15 years
Other office equipment	Office equipment	10 years
Electrical installations and equipment (at factory)	Plant and equipment	10 years

(b) Assets where useful life differ from Schedule II

Assets	Class of Assets	Useful life as prescribed by Schedule II of the Companies Act, 2013	Estimated useful life
Other than continuous process plant (single shift)	Plant and equipment	15 years	20 years
Plant and machinery – retail stores	Plant and equipment	15 years	6 years (Refer Note below)
Furniture and fittings – retail stores	Furniture and fixtures	10 years	6 years
Furniture and fittings – shop in shop stores	Furniture and fixtures	10 years	4 years
Motorcycles, scooters and other mopeds	Vehicles	10 years	5 years
Motor buses, motor lorries and motor cars other than those used in a business of running them on hire	Vehicles	6 years for motor cars and 8 years for motor buses and motor lorries	4 – 5 years

Assets	Class of Assets	Useful life as prescribed by Schedule II of the Companies Act, 2013	Estimated useful life
Servers, end user devices, such as desktops, laptops, etc.	Computers	3 years for end user devices and 6 years for servers	4 years
Office electrical equipment	Office equipment	5 years	4 years
Office electrical equipment – retail store	Office equipment	5 years	4 Years
Air conditioner- HVAC (Other than retail stores)	Office equipment	5 years	20 years (Refer Note below)
Air conditioner - retail stores	Office equipment	5 years	6 years
Electrically operated vehicles including battery powered or fuel cell powered vehicles	Vehicles	8 years	5 years

Useful life of assets different from that prescribed in Schedule II has been estimated by the management, supported by technical assessment.

Note: Management has re-estimated the residual value and useful life of certain assets (Refer Below) with effect from January 1, 2026, which has resulted in reduction in the depreciation cost by ₹ 6.42 Crores for the year.

Below is the comparison of change in useful life:

Class Description	Stores (Useful Life)		Non - Stores (Useful Life)	
	Till 31 Dec 2025	From 1 Jan 2026	Till 31 Dec 2025	From 1 Jan 2026
Furniture & Fittings	5 years	6 years	7 years	10 years
Electrical Installations	5 years	6 years	No Change	
Air Conditioner	5 years	6 years	No Change	

Leasehold assets

Assets	Estimated useful life
Leasehold improvements at stores	Lease term or management’s estimate of useful life, whichever is shorter
Leasehold improvements other than stores	

See note 52 for other accounting policies relevant to property, plant and equipment

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
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PROPERTY, PLANT AND EQUIPMENT

₹ in Crore									
Cost	Freehold land	Freehold buildings	Plant and equipment	Leasehold improvements	Computers	Furniture and fixtures	Office equipment	Vehicles	Total
As at April 01, 2024	-	-	-	-	-	-	-	-	-
Transferred pursuant to Composite Scheme (Refer Note: 48)	5.92	66.50	323.76	201.56	55.93	265.04	27.98	27.13	973.82
Additions	0.26	44.41	65.41	51.62	12.60	83.38	11.29	18.28	287.25
Disposals	-	-	5.34	19.86	10.56	26.51	2.88	4.36	69.51
As at March 31, 2025	6.18	110.91	383.83	233.32	57.97	321.91	36.39	41.05	1,191.56
Additions	0.68	1.72	67.21	78.63	10.32	128.90	18.96	10.67	317.09
Disposals	-	-	5.29	14.51	10.81	20.73	2.14	4.99	58.46
As at March 31, 2026	6.86	112.63	445.75	297.45	57.49	430.07	53.21	46.74	1,450.18

Accumulated Depreciation									
As at April 01, 2024	-	-	-	-	-	-	-	-	-
Transferred pursuant to Composite Scheme (Refer Note: 48)	-	10.36	134.62	105.80	23.64	175.35	15.35	4.61	469.73
Depreciation for the year (Refer Note: 36)	-	2.75	23.44	42.32	12.38	53.51	7.36	7.92	149.68
Disposals	-	-	4.89	19.84	10.52	26.27	2.88	1.99	66.39
As at March 31, 2025	-	13.11	153.17	128.28	25.50	202.59	19.83	10.54	553.02
Depreciation for the year (Refer Note: 36)	-	3.76	28.14	51.42	12.63	67.88	9.86	9.68	183.37
Disposals	-	-	4.69	13.96	10.80	20.73	2.14	2.31	54.64
As at March 31, 2026	-	16.87	176.61	165.74	27.33	249.73	27.55	17.91	681.75

Net carrying value as at:

March 31, 2026	6.86	95.76	269.14	131.71	30.15	180.34	25.67	28.83	768.43
March 31, 2025	6.18	97.80	230.66	105.05	32.47	119.32	16.57	30.51	638.54

Net carrying value

₹ in Crore		
	As at March 31, 2026	As at March 31, 2025
Property, plant and equipment	768.43	638.54
Total	768.43	638.54

Note:

- (a) The holding company has received assets relating to Madura Fashion & lifestyle business pursuant to Composite Scheme. Title deeds of Freehold land of ₹ 5.92 Crores and buildings of ₹ 44.18 Crores are held in the name of Aditya Birla Fashion and Retail Limited (ABFRL or Demerged Company) (Refer note 48). Management is in the process of transferring these assets in the name of the Holding company.

NOTE 3b : CAPITAL WORK-IN-PROGRESS

₹ in Crore		
	As at March 31, 2026	As at March 31, 2025
Capital work-in-progress	45.99	13.00
Total	45.99	13.00

Ageing of Capital work-in-progress as on March 31, 2026

₹ in Crore					
Capital work-in-progress	Less than 1 Year	1-2 years	2-3 years	More than 3 years	Total
(i) Projects in progress	45.99	-	-	-	45.99
(ii) Projects temporarily suspended	-	-	-	-	-

Ageing of Capital work-in-progress as on March 31, 2025

₹ in Crore					
Capital work-in-progress	Less than 1 Year	1-2 years	2-3 years	More than 3 years	Total
(i) Projects in progress	13.00	-	-	-	13.00
(ii) Projects temporarily suspended	-	-	-	-	-

There are no projects as at the reporting date where costs have exceeded as compared to original plan or where completion is overdue.

NOTE 4 : RIGHT-OF-USE ASSETS AND LEASE LIABILITIES

Accounting Policy

At inception of a contract, the Group assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To assess whether a contract conveys the right to control the use of an identified asset, the Group assess whether:

- The contract involves the use of an identified asset – this may be specified explicitly or implicitly and should be physically distinct or represent substantially all of the capacity of a physically distinct asset. If the supplier has a substantive substitution right, then the asset is not identified;
- The Group has the right to obtain substantially all of the economic benefits from the use of the asset throughout the period of use; and
- The Group has the right to direct the use of the asset. The Group has the right when it has the decision-making rights that are most relevant to changing how and for what purpose the asset is used. In rare cases where the decision about how and for what purpose the asset is used is predetermined, either the Group has the right to operate the asset; or the Group designed the asset in a way that predetermines how and for what purpose it will be used.

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At inception or on reassessment of a contract that contains a lease component, the Group allocates the consideration in the contract to each lease component on the basis of their relative stand-alone prices.

Where the Group is the lessee

Right-of-use assets

The Group recognises a right-of-use asset and a lease liability at the lease commencement date except for short-term leases which are less than 12 months and leases of low value assets. The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability plus any initial direct costs incurred less any lease incentives received.

The right-of-use asset is subsequently depreciated using the straight-line method from the lease commencement date to the end of the lease term. If ownership of the leased asset transfers to the Group at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset. Right-of-use assets are generally depreciated over the shorter of the asset’s useful life and the lease term on a straight-line basis. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, adjusted for certain remeasurements of the lease liability.

Right-of-use assets taken over pursuant to the Composite Scheme from Aditya Birla Fashion and Retail Limited have been depreciated over their remaining estimated term of the lease contract.

Lease liabilities

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date. The lease payments are discounted using the interest rate implicit in the lease, if that rate can be readily determined. If that rate cannot be readily determined, the Group uses incremental borrowing rate.

Lease payments included in the measurement of the lease liability comprise of fixed payments, including in-substance fixed payments. The lease liabilities are measured at amortised cost using the effective interest method.

In addition, the carrying amount of lease liabilities is re-measured if there is a modification arising due to change in the lease term, change in the lease payments or a change in the assessment of an option to purchase the underlying asset. When the lease liability is re-measured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero and there is a further reduction in measurement of the lease liability.

The Group presents right-of-use assets that do not meet the definition of investment property, and lease liabilities, separately in the Consolidated Balance Sheet.

Short-term leases and leases of low value assets

The Group applies the short-term lease recognition exemption to its short-term leases (i.e., those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the lease of low-value assets recognition exemption to leases that are considered to be low value. Lease payments on short-term leases and leases of low-value assets are recognised as expense on a straight-line basis over the lease term.

Where the Group is the lessor

Leases in which the Group does not transfer substantially all the risks and rewards of ownership of an asset is classified as an operating lease. Assets subject to operating leases are included in the property, plant and equipment. Rental income on an operating lease is recognised in the Consolidated Statement of Profit and Loss on a straight-line basis over the lease term. Costs, including depreciation, are recognised as an expense in the Consolidated Statement of Profit and Loss.

(a) Right-of-use assets

	₹ in Crore						
	Land	Buildings	Plant and equipment	Computers	Furniture and fixtures	Office equipment	Total
Cost							
As at April 01, 2024	-	-	-	-	-	-	-
Transferred pursuant to Composite Scheme (Refer Note: 48)	11.33	2,648.24	15.60	-	84.96	3.49	2,763.62
Additions	-	604.48	-	-	4.51	-	608.99
Termination	-	511.61	-	-	-	-	511.61
As at March 31, 2025	11.33	2,741.11	15.60	-	89.47	3.49	2,861.00
Additions	-	904.64	-	-	-	-	904.64
Termination	-	452.01	-	-	-	-	452.01
As at March 31, 2026	11.33	3,193.74	15.60	-	89.47	3.49	3,313.63
Accumulated Depreciation							
As at April 01, 2024	-	-	-	-	-	-	-
Transferred pursuant to Composite Scheme (Refer Note: 48)	0.96	1,198.19	10.65	-	55.71	1.93	1,267.44
Depreciation for the year (Refer Note: 36)	0.16	477.78	3.09	-	17.35	0.68	499.06
Termination	-	429.87	-	-	-	-	429.87
As at March 31, 2025	1.12	1,246.10	13.74	-	73.06	2.61	1,336.63
Depreciation for the year (Refer Note: 36)	0.15	544.39	0.58	-	11.81	0.13	557.06
Termination	-	355.07	-	-	-	-	355.07
As at March 31, 2026	1.27	1,435.42	14.32	-	84.87	2.74	1,538.62
Net carrying value as at:							
March 31, 2026	10.06	1,758.32	1.28	-	4.60	0.75	1,775.01
March 31, 2025	10.21	1,495.01	1.86	-	16.41	0.88	1,524.37

Note:

During the previous year, the holding company has received Right-of use assets relating to Madura Fashion & lifestyle business pursuant to Composite Scheme. Title deeds of Right-of use assets for leasehold land and leasehold building of ₹ 10.42 Crores and ₹ 1,471.75 Crores respectively are held in the name of Aditya Birla Fashion and Retail Limited (Demerged Company) (Refer note: 48). As per the scheme of demerger, all the rights of title deeds in the name of Aditya Birla Fashion and Retail Limited (Demerged Company) is vested to Aditya Birla Lifestyle Brands Limited (Resulting Company).

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2026

Net carrying value

	₹ in Crore	
	As at March 31, 2026	As at March 31, 2025
Right-of-use assets	1,775.01	1,524.37
Total	1,775.01	1,524.37

(b) Lease liabilities

	₹ in Crore	
	As at March 31, 2026	As at March 31, 2025
As at March 31, 2025	1,980.26	1,904.30
Additions	886.26	675.94
Retirements	(97.50)	(88.21)
Interest expense on lease liabilities	175.72	187.74
Payments	(760.33)	(699.51)
Closing balance	2,184.41	1,980.26
Note: Lease liabilities includes liabilities for net investment in sub-lease amounting to ₹ 188.90 Crore (March 31,2025:263.41 Crore).		
Current	628.43	463.38
Non-current	1,555.98	1,516.88

For maturity analysis of lease liabilities, Refer Note - 43.

NOTE 5 : GOODWILL AND OTHER INTANGIBLE ASSETS

Accounting Policy

Intangible assets are stated at cost less accumulated amortisation and impairment.

Amortisation methods and periods

A summary of management estimate of the amortisation period is as below:

Intangible assets	Useful life	Amortisation method used
Computer software	3 - 4 years	Amortised on straight-line basis
Brands/ trademarks	10 years	Amortised on straight-line basis
Technical knowhow	10 years	Amortised on straight-line basis
Franchisee rights	20 years	Amortised on straight-line basis over the period of franchise agreement

Intangible Assets taken over pursuant to the Composite Scheme of arrangement from Aditya Birla Fashion and Retail Limited during the previous year have been amortised over their remaining estimated useful lives.

Refer note 52 for other accounting policies relevant to Intangible Assets

Cost	₹ in Crore					Total
	Goodwill	Brands/ Trademarks	Computer software	Technical know - how	Franchisee/ License rights	
As at April 01, 2024	-	-	-	-	-	-
Transferred pursuant to Composite Scheme (Refer Note: 48)	692.05	8.46	106.81	0.43	562.37	1,370.12
Additions	-	5.29	1.44	5.93	-	12.66
Disposals/Retired	-	-	0.01	-	33.81	33.82
As at March 31, 2025	692.05	13.75	108.24	6.36	528.56	1,348.96
Additions	-	-	3.30	-	-	3.30
Disposals/Retired	-	-	0.38	-	-	0.38
As at March 31, 2026	692.05	13.75	111.16	6.36	528.56	1,351.88

Amortisation

As at April 01, 2024	-	-	-	-	-	-
Transferred pursuant to Composite Scheme (Refer Note: 48)	-	6.50	59.51	0.27	59.39	125.67
Amortisation for the year (Refer Note - 36)	-	1.33	21.36	1.96	32.34	56.99
Impairment	64.38	-	-	-	18.44	82.82
Disposals/Retired	-	-	0.01	-	33.78	33.79
As at March 31, 2025	64.38	7.83	80.86	2.23	76.39	231.69
Amortisation for the year (Refer Note:36)	-	1.33	22.61	1.96	29.06	54.96
Disposals/Retired	-	-	0.39	-	-	0.39
As at March 31, 2026	64.38	9.16	103.08	4.19	105.44	286.26

Net carrying value as at:

March 31, 2026	627.67	4.59	8.07	2.17	423.12	1,065.62
March 31, 2025	627.67	5.92	27.38	4.13	452.17	1,117.27

Net carrying value

	₹ in Crore	
	As at March 31, 2026	As at March 31, 2025
Goodwill	627.67	627.67
Other intangible assets	437.95	489.60
Total	1,065.62	1,117.27

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2026

NOTE: 5a IMPAIRMENT TESTING OF GOODWILL

Goodwill relating to Madura Fashion & Lifestyle was taken over pursuant to the Composite Scheme of arrangement between the Holding Company and Aditya Birla Fashion and Retail Limited as approved by the NCLT on March 27, 2025.

Madura Fashion & Lifestyle CGU

Madura Undertaking is a leading premium branded apparel player in India with brands like Louis Philippe, Van Heusen, Allen Solly and Peter England. The Madura Garments division is invloved in manufacturing and trading of apparels and other lifestyle products.

Carrying amounts of Goodwill allocated to Madura Fashion & Lifestyle CGU is as below:

	₹ in Crore	
	As at March 31, 2026	As at March 31, 2025
Madura Fashion & Lifestyle CGU	627.67	627.67
Total	627.67	627.67

Disclosures with respect to Goodwill allocated to the Madura Fashion & Lifestyle CGU

Value in use calculation of Madura Fashion and Lifestyle CGUs:

The recoverable amount of the CGU as at March 31, 2026, have been determined based on value in use method using cash flow projections from financial budgets approved by senior management covering a three - year period ending March 31, 2029 and cash flow projections for financial years 2030 and 2031 have been extrapolated to demonstrate the tapering of growth rate for computation of perpetual cash flows. The Group has considered a terminal growth rate of 5% to arrive at the value in use to perpetuity beyond March 31, 2031. The post-tax discount rate is applied to discounted future cash flow projections. It is concluded that the carrying value of goodwill does not exceed the value in use. As a result of this analysis, the management did not identify impairment for these CGUs.

Key assumptions used for value in use calculations

Discount rates:

Discount rates represent the current market assessment of the risks specific to each CGU, taking into consideration the time value of money and individual risks of the underlying assets that have not been incorporated in the cash flow estimates. The discount rate calculation of each CGU is derived from its Weighted Average Cost of Capital (WACC). The WACC takes into account both cost of debt and equity. The cost of equity is derived from the expected return on investment by the Group’s investors. The cost of debt is based on the interest-bearing borrowings of the Group. Adjustments to the discount rate are made to factor in the specific amount and timing of the future tax flows in order to reflect a post-tax discount rate.

	Discount Rate	
	As at March 31, 2026	As at March 31, 2025
Madura Fashion & Lifestyle CGU		
Pre-tax discount rate (as derived) is 15.30%.	12.50%	12.50%

Growth rate estimates:

Growth rate is based on the Group’s projection of business and growth of the industry in which the CGU is operating. The growth rate is in line with the long-term growth rate of the industry. The growth rate of the CGU considers the Group’s plan to launch new stores, expected same store growth and change in merchandise.

No reasonable possible change in key assumptions are likely to result in the recoverable amount of the CGU being less than their carrying amount.

NOTE 6 : CURRENT INVESTMENTS

	₹ in Crore	
	As at March 31, 2026	As at March 31, 2025
Current Investments (Carried at fair value through profit and loss (FVTPL))		
Quoted investments		
Investment in Mutual Fund Schemes	16.34	117.18
Total	16.34	117.18
Aggregate book value of quoted investments	16.34	117.18
Aggregate market value of quoted investments	16.34	117.18

NOTE 7 : NON-CURRENT FINANCIAL ASSETS - LOANS

	₹ in Crore	
	As at March 31, 2026	As at March 31, 2025
Loans and advances to employees		
Unsecured, considered good	0.16	0.48
Total	0.16	0.48

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2026

NOTE 8 : NON-CURRENT FINANCIAL ASSETS - SECURITY DEPOSITS

₹ in Crore		
	As at March 31, 2026	As at March 31, 2025
Security deposits		
Unsecured, considered good	190.44	176.73
Unsecured, considered doubtful	0.56	0.83
Expected credit loss	(0.56)	(0.83)
Total	190.44	176.73

NOTE 9 : NON-CURRENT FINANCIAL ASSETS - OTHERS

₹ in Crore		
	As at March 31, 2026	As at March 31, 2025
Lease receivables (from sub-lease arrangements)	109.48	203.25
Other bank balance		
Bank deposits with remaining maturity more than 12 months	2.29	1.42
Total	111.77	204.67

NOTE 10 : DEFERRED TAX ASSETS (NET)

Reflected in the Consolidated Balance Sheet as follows:

₹ in Crore		
	As at March 31, 2026	As at March 31, 2025
Deferred tax assets	102.62	129.91
Deferred tax assets/ (liabilities) (net)	102.62	129.91

Deferred tax assets / (liabilities) relates to the following:

	Consolidated Balance Sheet		Consolidated Statement of Profit and Loss	
	As at March 31, 2026	As at March 31, 2025	Year ended March 31, 2026	Period ended March 31, 2025
	₹ in Crore			
Difference between carrying amount of property, plant and equipment and intangible assets and their tax base	(50.15)	(61.91)	(11.76)	(32.44)
Disallowance under Section 43B and 40(a)(ia) of the Income Tax Act, 1961	32.44	37.73	5.29	(3.57)
Share-based payment	6.50	9.22	2.72	0.66
Business and depreciation loss as per income tax available for off-set against future taxable income	-	55.95	55.95	70.75
ROU assets	(446.59)	(383.47)	63.11	(24.32)
Lease liabilities	549.81	498.43	(51.38)	14.31
Others	10.60	(26.04)	(36.64)	(2.66)
Net deferred tax assets/ (liabilities)	102.62	129.91	27.29	22.73

Reconciliation of deferred tax assets/ (liabilities) (net):

₹ in Crore		
	As at March 31, 2026	As at March 31, 2025
As at the beginning of the year	129.91	-
Transfer pursuant to Composite Scheme (Refer Note-48)	-	152.64
Deferred tax credit / (charge) recognised in profit and loss during the year (Refer Note: 38)	(26.97)	(23.81)
Deferred tax credit / (charge) recognised in OCI during the year (Refer Note: 38)	(0.32)	1.08
As at the end of the year	102.62	129.91

Note:-

- (i) Corporate tax rate considered for arriving at the above amounts is 25.17% u/s 115BAA of Income Tax Act,1961 for the holding company. For subsidiary it is eligible for the benefit of lower corporate tax rate as per section 115BAB of Income Tac Act,1961 and has filed form 10-ID. Accordingly, deferred tax asset and deferred tax credit for subsidiary has been computed in accordance with the tax rate specified in section 115BAB of Income Tax Act, 1961 i.e., 17.16%

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NOTE 11 : OTHER NON-CURRENT ASSETS

₹ in Crore		
	As at March 31, 2026	As at March 31, 2025
Capital advances	4.09	2.88
Prepayments	9.48	5.58
Balances with government authorities (other than income tax)	33.68	33.75
Other receivables	1.88	11.84
Total	49.13	54.05

NOTE 12 : INVENTORIES

Accounting Policy

Stock-in-trade, work-in-progress, finished goods, raw materials, components, stores and spares, and packing materials are valued at lower of cost or net realisable value. Cost is determined on weighted average cost basis. See note 51 for other accounting policies relevant to inventories

₹ in Crore		
	As at March 31, 2026	As at March 31, 2025
<u>At lower of cost and net realisable value</u>		
Raw materials	260.70	234.24
Includes Goods-in-transit ₹ 22.95 Crore (March 31, 2025 : ₹ 27.57 Crore)		
Work-in-progress	28.06	20.22
Finished goods	586.11	467.92
Stock-in-trade	1,462.96	1,379.15
Includes Goods-in-transit ₹ 39.45 Crore (March 31, 2025 : ₹ 63.19 Crore)		
Stores and spares	3.00	2.22
Packing materials	7.70	5.07
Total	2,348.53	2,108.82

During the year ended March 31, 2026 : ₹ 2.77 Crores (March 31, 2025 : ₹ NIL) is recognised as an reversal of provision for obsolescence of inventories.

NOTE 13 : CURRENT FINANCIAL ASSETS - LOANS

₹ in Crore		
	As at March 31, 2026	As at March 31, 2025
Loans and advances to employees		
Unsecured, considered good	6.00	5.74
Total	6.00	5.74

NOTE 14 : CURRENT FINANCIAL ASSETS - SECURITY DEPOSITS

₹ in Crore		
	As at March 31, 2026	As at March 31, 2025
Security deposits		
Unsecured, considered good	110.80	100.15
Unsecured, considered doubtful	7.11	7.58
Provision for doubtful deposits	(7.11)	(7.58)
Total	110.80	100.15

NOTE 15 : TRADE RECEIVABLES

Accounting Policy

Trade receivables are amounts due from customers for goods sold or services provided in the ordinary course of business and reflect the Group’s unconditional right to consideration (that is, payment is due only on the passage of time).Trade receivables are recognised initially at the transaction price as they do not contain significant financing components. The Group holds the trade receivables with the objective of collecting the contractual cash flows and therefore measures them subsequently at amortised cost using the effective interest method, less loss allowance.For trade receivables and contract assets, the Group applies the simplified approach required by Ind AS 109, which requires expected lifetime losses to be recognised from initial recognition of the receivables.

₹ in Crore		
	As at March 31, 2026	As at March 31, 2025
Trade receivables from others	1,114.66	1,204.42
Trade receivables from related parties (Refer Note:45)	108.63	147.70
	1,223.29	1,352.12
Less: Loss Allowances	(25.19)	(30.07)
Total	1,198.10	1,322.05

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
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Break-up for security details:

₹ in Crore		
	As at March 31, 2026	As at March 31, 2025
Trade receivables		
Secured, considered good	88.02	90.47
Unsecured, considered good	1,111.62	1,234.90
Unsecured, considered Doubtful	23.65	26.75
	1,223.29	1,352.12

Ageing of Trade Receivables:

₹ in Crore							
Particulars	Outstanding as on March 31, 2026 (for following periods from due date of payment)						
	Not due	0 - 6 months	6 months - 1 year	1-2 years	2-3 years	More than 3 years	Total
(i) Undisputed Trade receivables – considered good	1,068.81	77.93	25.55	27.35	(0.00)	0.00	1,199.64
(ii) Undisputed Trade Receivables – considered doubtful	-	-	-	-	-	-	-
(iii) Undisputed - Credit Impaired	-	-	-	-	-	-	-
(iv) Disputed Trade Receivables considered good	-	-	-	-	-	-	-
(v) Disputed Trade Receivables considered doubtful	-	-	-	-	-	-	-
(vi) Disputed Trade Receivables – which have significant increase in credit risk	-	-	-	-	-	-	-
(vii) Disputed Trade Receivables – credit impaired	-	-	-	-	-	-	-
(viii) Trade Receivables assessed for credit risk on individual basis:	-	-	-	-	-	-	-
Disputed	-	-	-	0.01	0.62	8.05	8.68
Undisputed	-	0.01	0.01	0.04	1.65	13.26	14.97
(ix) Provision on Trade Receivables assessed on individual basis	-	-	-	-	-	-	(23.65)
(x) Expected credit loss	-	-	-	-	-	-	(1.54)
Total	1,068.81	77.94	25.56	27.40	2.27	21.31	1,198.10

₹ in Crore

Particulars	Outstanding as on March 31, 2025 (for following periods from due date of payment)						
	Not due	0 - 6 months	6 months - 1 year	1-2 years	2-3 years	More than 3 years	Total
(i) Undisputed Trade receivables – considered good	1,103.67	110.30	84.18	28.52	-	-	1,326.67
(ii) Undisputed Trade Receivables – considered doubtful	-	-	-	-	-	-	-
(iii) Undisputed - Credit Impaired	-	-	-	-	-	-	-
(iv) Disputed Trade Receivables considered good	-	-	-	-	-	-	-
(v) Disputed Trade Receivables considered doubtful	-	-	-	-	-	-	-
(vi) Disputed Trade Receivables – which have significant increase in credit risk	-	-	-	-	-	-	-
(vii) Disputed Trade Receivables – credit impaired	-	-	-	-	-	-	-
(viii) Trade Receivables assessed for credit risk on individual basis:	-	-	-	-	-	-	-
Disputed	-	-	0.01	0.62	0.59	7.50	8.72
Undisputed	-	-	1.49	1.98	4.76	8.50	16.73
(ix) Provision on Trade Receivables assessed on individual basis	-	-	-	-	-	-	(26.75)
(x) Expected credit loss	-	-	-	-	-	-	(3.32)
Total	1,103.67	110.30	85.68	31.12	5.35	16.00	1,322.05

No trade or other receivables is due from directors or other officers of the Company either severally or jointly with any other person.

For terms and conditions relating to related party receivables, refer Note - 45.

Trade receivables are generally non-interest bearing and the credit period generally ranges between 30 to 180 days.

Based on the risk profiling for each category of customer, the Group has not evaluated credit risk where the risk is mitigated by collateral. The Group has evaluated credit risk for departmental, depletion, e-commerce B2B, export and trade customers. The Group follows the simplified approach method for computing the expected credit loss. Additionally, specific provisions are considered taking into account customer related specific information over and above probability of default (PD). Provision matrix takes into account historical credit loss experience adjusted for forward-looking estimates and macro-economic factors. The expected credit loss allowance is based on the ageing of the receivables and the rates as given in the provision matrix. The provision matrix at the end of the reporting period is as follows:

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2026

	Expected credit loss (%)				Expected credit loss (%)			
	As at March 31, 2026				As at March 31, 2025			
	E-com B2B#	Departmental stores #	Depletion key accounts #	Trade Channel	E-com B2B#	Departmental stores #	Depletion key accounts #	Trade Channel
Not due	0.00%	0.00%	0.00%	0.31%	0.00%	0.00%	0.00%	0.70%
0-90 days	0.00%	0.00%	0.00%	0.32%	0.00%	0.00%	0.00%	0.70%
91-180 days	0.00%	0.00%	0.00%	0.40%	0.00%	0.00%	0.00%	0.75%
181-365 days	0.00%	0.00%	0.00%	0.40%	0.00%	0.00%	0.00%	0.85%
1-2 years	0.00%	0.00%	0.00%	0.45%	0.00%	0.00%	0.00%	0.85%
2-3 years	0.00%	0.00%	0.00%	0.45%	0.00%	0.00%	0.00%	0.90%
More than 3 years	0.00%	0.00%	0.00%	0.45%	0.00%	0.00%	0.00%	1.00%

Ageing of receivables on which impairment allowance of doubtful debts is applied

	As at March 31, 2026				As at March 31, 2025			
	E-com B2B#	Departmental stores #	Depletion key accounts #	Trade Channel	E-com B2B#	Departmental stores #	Depletion key accounts #	Trade Channel
Not due	342.71	228.52	5.95	395.77	220.63	417.82	4.40	396.69
0-90 days	0.41	17.55	-	32.14	2.92	31.02	-	28.42
91-180 days	3.20	11.60	0.15	12.89	29.73	5.25	0.18	12.77
181-365 days	0.76	5.65	-	10.09	72.08	4.59	-	6.43
1-2 years	-	-	-	11.05	24.88	-	-	7.54
2-3 years	-	-	-	2.27	0.19	-	-	2.54
More than 3 years	-	-	-	13.54	-	-	-	10.88
Total	347.09	263.31	6.10	477.76	350.44	458.68	4.58	465.28

Impact is considered to be immaterial.

Movement in the expected credit loss allowance

	₹ in Crore	
	As at March 31, 2026	As at March 31, 2025
As at the beginning of the year	30.07	-
Transferred pursuant to Composite Scheme (Refer Note: 48)	-	30.19
Expected credit loss provision made/ (reversed) on trade receivables calculated at lifetime expected credit losses	(4.09)	-
Specific provision made/ (reversed)	(0.79)	(0.12)
As at the end of the year	25.19	30.07

NOTE 16 : CASH AND CASH EQUIVALENTS

	₹ in Crore	
	As at March 31, 2026	As at March 31, 2025
Balances with banks		
Current accounts	59.47	19.66
Deposit accounts (original maturity less than 3 months)	12.00	-
Balances with credit card companies	17.45	29.87
Cash on hand	0.25	0.42
Cheques/ drafts on hand	1.79	3.11
Total	90.96	53.06

Net debt reconciliation:

	₹ in Crore				
	As at March 31, 2025	Cash flows (net)	Non-cash changes		As at March 31, 2026
			Fair value adjustments	Others	
Investing activities					
Cash and cash equivalents	53.06	37.91	-	(0.01)	90.96
Current investments	117.18	(107.83)	-	6.99	16.34
Total (a)	170.24	(69.92)	-	6.98	107.30
Financing activities					
Borrowings	952.19	(118.50)	-	0.02	833.69
Lease liabilities	1,980.26	(700.10)	-	904.23	2,184.41
Total (b)	2,932.45	(818.60)	-	904.24	3,018.10
Net debt (b-a)					2,910.80

As at March 31, 2025

	₹ in Crore				
	Transferred pursuant to Composite Scheme (Refer Note: 48)	Cash flows (net)	Non-cash changes		As at March 31, 2025
			Fair value adjustments	Others	
Investing activities					
Cash and cash equivalents	132.35	(79.30)	-	-	53.06
Current investments	361.75	(244.64)	-	0.07	117.18
Total (a)	494.10	(323.94)	-	0.07	170.24
Financing activities					
Borrowings	1,405.53	(453.33)	-	(0.01)	952.19
Lease liabilities	1,904.30	(640.96)	-	716.92	1,980.26
Total (b)	3,309.83	(1,094.30)	-	716.91	2,932.45
Net debt (b-a)	2,815.73	(770.36)	-	716.84	2,762.21

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
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NOTE 17 : BANK BALANCE OTHER THAN CASH AND CASH EQUIVALENTS

	₹ in Crore	
	As at March 31, 2026	As at March 31, 2025
Bank deposits (with original maturity of more than 3 months and remaining maturity of less than 12 months)	0.55	0.59
Total	0.55	0.59

NOTE 18 : CURRENT FINANCIAL ASSETS - OTHERS

	₹ in Crore	
	As at March 31, 2026	As at March 31, 2025
Other receivables	33.95	16.00
Lease receivables (from sub-lease arrangements)	79.43	60.16
Derivative contracts	14.84	-
Total	128.22	76.16

NOTE 19 : OTHER CURRENT ASSETS

	₹ in Crore	
	As at March 31, 2026	As at March 31, 2025
Prepayments	28.38	23.27
Advance to suppliers	71.96	107.97
Export incentives	2.64	3.59
Balances with government authorities (other than income tax)	271.94	173.07
Right to return assets	306.02	296.72
Other receivables	1.24	16.88
Total	682.18	621.50

Note 20 : EQUITY SHARE CAPITAL

Authorised share capital

	As at March 31, 2026		As at March 31, 2025	
	No. of shares	₹ in Crore	No. of shares	₹ in Crore
Equity share capital				
As at the beginning of the year	50,000	0.05	-	-
Increase during the year	1,99,99,50,000	1,999.95	50,000	0.05
As at the end of the year	2,00,00,00,000	2,000.00	50,000	0.05

	As at March 31, 2026		As at March 31, 2025	
	No. of shares	₹ in Crore	No. of shares	₹ in Crore
Preference share capital				
As at the beginning of the year	-	-	-	-
Preference shares of ₹ 10/- each	5,55,000	0.56	-	-
As at the end of the year	5,55,000	0.56	-	-

Issued equity share capital

	As at March 31, 2026		As at March 31, 2025	
	No. of shares	₹ in Crore	No. of shares	₹ in Crore
As at the beginning of the year	50,000	0.05		
Equity shares issued on incorporation of Company	-	-	50,000	0.05
Increase during the year	1,22,07,27,153	1,220.73	-	-
Share cancelled during the year	(50,000)	(0.05)	-	-
As at the end of the year	1,22,07,27,153	1,220.73	50,000	0.05

Subscribed and paid-up equity share capital

	As at March 31, 2026		As at March 31, 2025	
	No. of shares	₹ in Crore	No. of shares	₹ in Crore
As at the beginning of the year	50,000	0.05	-	-
Equity shares issued on incorporation of Company	-	-	50,000	0.05
Increase during the year	1,22,05,21,649	1,220.52	-	-
Share cancelled during the year	(50,000)	(0.05)	-	-
As at the end of the year	1,22,05,21,649	1,220.52	50,000	0.05

Note : The allotment of 2,05,504 equity shares of ABFRL was kept in abeyance pending receipt of requisite regulatory approvals/ clearances. Accordingly, pursuant to the approved Composite Scheme of Arrangement, the corresponding entitlement of equity shares of the Company have also been kept in abeyance and have not been issued.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2026

(i) Shares held by Promoters :

Shares held by Promoters as at March 31, 2026		
Promoter Name	No. of Shares	% of total shares
Birla Group Holdings Private Limited	17,76,02,065	14.55%
Igh Holdings Private Limited	13,64,72,680	11.18%
Pilani Investment And Industries	10,39,69,875	8.52%
Grasim Industries Ltd	9,75,93,931	8.00%
Hindalco Industries Limited	5,02,39,794	4.12%
Kumar Mangalam Birla	12,51,589	0.10%
Rajashree Birla	8,63,696	0.07%
Aryaman Vikram Birla	2,68,000	0.02%
Birla Industrial Finance India Limited	1,66,508	0.01%
Birla Consultants Limited	1,66,422	0.01%
Abnl Investment Limited	77,430	0.01%
Birla Industrial Investments India Limited	34,666	0.00%
Neerja Birla	20,270	0.00%
Vasavadatta Bajaj	19,542	0.00%
Aditya Vikram Kumarmangalam Birla (HUF)	1,780	0.00%
Total	56,87,48,248	46.60%

Shares held by Promoters as at March 31, 2025		
Promoter Name	No. of Shares	% of total shares
Aditya Birla Fashion and Retail Limited	50,000	100.00
Total	50,000	100.00

(ii) Change in Promoter and Promoter Group

Birla Group Holdings Private Limited is the Promoter of the Holding Company as on March 31, 2026.The Promoter and Promoter Group holds an aggregate of 56,87,48,248 Equity Shares, representing 46.60 % of the paid-up equity share capital of the Holding Company as on March 31, 2026.The Promoter and Promoter Group has acquired shareholding in the Holding Company pursuant to the Scheme of Arrangement among Aditya Birla Fashion and Retail Limited (“Demerged Company”), Aditya Birla Lifestyle Brands Limited (“the Holding Company”) and their respective shareholders and creditors (“Scheme”). Prior to the Scheme, ABFRL was the promoter of the Holding Company.

(iii) Rights, preferences and restrictions attached to equity shares

The Holding Company has only one class of equity shares having face value of 10 per share. Each holder of an equity share is entitled to one vote per share. The dividend proposed by the Board of Directors, if any, is subject to the approval of the shareholders at the ensuing Annual General Meeting.In the event of liquidation of the Holding Company, the holders of equity shares will be entitled to receive the remaining assets of the Holding Company, after distribution to all preference shareholders. The distribution will be in proportion to the number of the equity shares held by the shareholders.

(iv) Details of shareholders holding more than 5% shares in the Holding Company

Name of the shareholder	As at March 31, 2026		As at March 31, 2025	
	No. of shares held	% of paid-up share capital	No. of shares held	% of paid-up share capital
Birla Group Holdings Private Limited	17,76,02,065	14.55%	-	-
IGH Holdings Private Limited	13,64,72,680	11.18%	-	-
Pilani Investment and Industries	10,39,69,875	8.52%	-	-
Grasim Industries Ltd	9,75,93,931	8.00%	-	-
Caladium Investment Pte. Ltd.	6,58,00,866	5.39%	-	-
Aditya Birla Fashion and Retail Limited	-	-	50,000	100%

(v) Shares reserved for issue under Employee Stock Option Plan

For details of shares reserved for issue under the Employee Stock Option Plan (ESOP) of the Company, refer Note - 42

(vi) Aggregate number of shares issued for consideration other than cash

	As at March 31, 2026	As at March 31, 2025
Equity shares issued pursuant to composite scheme of arrangement	1,22,02,94,773	NIL

NOTE 21 : OTHER EQUITY

	₹ in Crore	
	As at March 31, 2026	As at March 31, 2025
Share suspense account		
As at the beginning of the year	1,220.26	-
Pursuant to Composite Scheme	-	1,220.26
Transferred to Equity share capital	(1,220.26)	
As at the end of the year	-	1,220.26
Reserves and surplus		
Securities premium		
As at the beginning of the year	-	-
Issue of shares upon exercise of options	2.65	-
As at the end of the year	2.65	-

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2026

	₹ in Crore	
	As at March 31, 2026	As at March 31, 2025
Retained earnings		
As at the beginning of the year	59.60	-
Profit/(Loss) for the year	171.05	59.60
Share issue expenses	(11.54)	-
As at the end of the year	219.11	59.60
Share options outstanding account		
As at the beginning of the year	41.49	-
Pursuant to Composite Scheme	-	40.00
Share based payment expense	3.14	1.49
Issue of shares upon exercise of options/Reversals	(4.35)	-
As at the end of the year	40.28	41.49
Treasury shares (Refer Note - 42)		
As at the beginning of the year	-	-
Treasury shares Issued/ (purchased) by ESOP Trust (Net)	(27.07)	-
As at the end of the year	(27.07)	-
Capital reserve		
As at the beginning of the year	(41.58)	-
Issue of shares upon exercise of options	0.56	(41.58)
Cancelled during the year	0.05	-
As at the end of the year	(40.97)	(41.58)
Other comprehensive income		
Remeasurement gains/ (losses) on defined benefit plans		
As at the beginning of the year	(3.29)	-
Gains/ (losses) during the year	0.96	(3.29)
As at the end of the year	(2.33)	(3.29)
Total	191.66	1,276.48

	₹ in Crore	
	As at March 31, 2026	As at March 31, 2025
Other equity		
Share suspense account	-	1,220.26
Securities premium	2.65	-
Retained earnings	219.11	59.60
Group share options outstanding account	40.28	41.49
Treasury shares (Refer Note - 42)	(27.07)	-
Capital reserve	(40.97)	(41.58)
Remeasurement gains/ (losses) on defined benefit plans	(2.33)	(3.29)
Total	191.66	1,276.48

The description of the nature and purpose of each reserve within other equity is as follows:

- a) Securities Premium account**

Securities premium is used to record the premium on issue of shares. Securities premium is utilised in accordance with the provisions of the Act.
- b) Retained earnings**

Retained earnings comprise of the Group’s accumulated undistributed profits/ (losses) after taxes.
- c) Share options outstanding account**

The fair value of the equity-settled share based payment transactions with employees is recognised in Consolidated Statement of Profit and Loss with corresponding credit to employee stock options outstanding account. The amount of cost recognised (net of exercise price) is transferred to share premium on exercise of the related stock options.
- d) Capital reserve**

This reserve is created against the difference in the net assets transferred and issuance of equity share capital in accordance with the Composite Scheme. The reserve will be utilised in accordance with the provision of the Act.
- e) Remeasurement gains/ (losses) on defined benefit plans**

The cumulative balances of gains/ (losses) arising on remeasurements of defined benefit plan is accumulated and recognised within this component of other comprehensive income. Items included in remeasurement gains/ (losses) reserve will not be reclassified subsequently to Consolidated Statement of Profit and Loss.
- f) Dividends**

The Board of Directors have recommended a dividend of ₹ 0.50 per equity share of face value of 10/- each aggregating to ₹ 61.03 Crore and dividend of 8% on the outstanding preference shares aggregating to ₹ 0.04 Crore for the financial year 2025-26. The dividend proposed is subject to approval of members in the ensuing Annual General Meeting of the Holding Company.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2026

NOTE 22 : NON-CURRENT FINANCIAL LIABILITIES - BORROWINGS

	Effective interest rate % p.a.	Maturity	As at March 31, 2026 ₹ in Crore	As at March 31, 2025 ₹ in Crore
Non Convertible Debentures				
Redeemable non-convertible debentures - Series 12 (Unsecured)*	7.22%	March 16, 2029	499.52	-
Term loans from banks				
Term Loan from Axis Bank (Secured) ¹	7.52%	September 30, 2028	80.88	76.40
Term loan from others				
Other borrowings (Unsecured)	10.55% - 11.46%	June 30,2026	-	0.49
Preference shares				
Cumulative redeemable preference shares	8.00%	March 26, 2029	0.56	0.55
Total			580.96	77.44

Current maturities of Long Term borrowings

	Effective interest rate % p.a.	Maturity	As at March 31, 2026 ₹ in Crore	As at March 31, 2025 ₹ in Crore
Current maturities of Long Term borrowings				
Redeemable non-convertible debentures - Series 9 (Unsecured)*	7.97%	January 29, 2026	-	499.28
Term Loan from Axis Bank (Secured) ¹	7.52%	September 30, 2028	33.24	24.57
Other borrowings (Unsecured)	10.55% - 11.46%	June 30,2026	0.55	1.43
Total (included in Current Borrowings)			33.79	525.28
*Net off unamortised charges				
Aggregate secured borrowings			114.12	100.97
Aggregate unsecured borrowings			500.63	501.75

Note:

(i) The Group has not defaulted on any loans payable, and there has been no breach of any covenant attached to the borrowings.

Details of security and terms of repayment

1. An amount of ₹ 145 Crores was sanctioned by Axis Bank on August 22, 2023. The loan is repayable in 15 structured quarterly instalments beginning after 15 months from the date of first disbursement of the loan. The final instalment is due for repayment in September 2028.The borrowing is secured by way of a charge on the movable assets (including book debts) of Aditya Birla Garments Limited (a subsidiary of the Holding Company).

NOTE 23 : NON-CURRENT FINANCIAL LIABILITIES- OTHERS

	As at March 31, 2026	As at March 31, 2025
₹ in Crore		
Liability towards license rights	570.46	518.08
Total	570.46	518.08

NOTE 24 : NON-CURRENT PROVISIONS

	As at March 31, 2026	As at March 31, 2025
₹ in Crore		
Employee benefit obligation		
Provision for gratuity (Refer Note:41)	16.98	10.38
Stock Appreciation Rights (SAR)	5.97	12.33
Total	22.95	22.71

NOTE 25 : OTHER NON-CURRENT LIABILITIES

	As at March 31, 2026	As at March 31, 2025
₹ in Crore		
Deferred income	30.24	26.02
Total	30.24	26.02

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2026

NOTE 26 : CURRENT - BORROWINGS

	₹ in Crore	
	As at March 31, 2026	As at March 31, 2025
Loans repayable on demand from others		
Commercial paper (Unsecured)	-	-
Cash credit/ Working capital demand loan (Unsecured)	218.94	349.47
Loans repayable on demand from others		
Commercial paper (Unsecured)	-	-
Current maturities of long term borrowings (Refer Note: 22)	33.79	525.28
Total current borrowings	252.73	874.75
Aggregate secured borrowings	33.79	24.57
Aggregate unsecured borrowings	218.94	850.18

NOTE 27 : TRADE PAYABLES

	₹ in Crore	
	As at March 31, 2026	As at March 31, 2025
Total outstanding dues of Micro Enterprises and Small Enterprises (MSME) (Refer details below) #	99.23	89.11
Total outstanding dues of creditors other than Micro Enterprises and Small Enterprises (MSME) *#	2,189.00	2,032.21
Total	2,288.23	2,121.32

*Includes payables to related parties (Refer Note:45).

Details of dues to Micro and Small Enterprises as defined under MSMED Act, 2006

	₹ in Crore	
	As at March 31, 2026	As at March 31, 2025
a. The principal amount and the interest due thereon remaining unpaid as at the end of each accounting year:		
Principal amount due*	118.78	102.03
Interest due on the above	0.44	0.24
b. The amount of interest paid by the buyer in terms of Section 16 of the Micro, Small and Medium Enterprises Development Act, 2006, along with the amount of the payment made to the supplier beyond the appointed day during each accounting year	45.91	55.12
c. The amount of interest due and payable for the period of delay in making payment (which have been paid but beyond the appointed day during the year) but without adding the interest specified under Micro, Small and Medium Enterprises Development Act, 2006	-	-
d. The amount of interest accrued and remaining unpaid at the end of each accounting year	1.51	1.87
e. The amount of further interest remaining due and payable even in the succeeding years, until such date when the interest dues as above are actually paid to the small enterprise for the purpose of disallowance of a deductible expenditure under Section 23 of the Micro, Small and Medium Enterprises Development Act, 2006.	8.63	7.12

* Includes amount due to creditors for capital supplies/ services amounting to ₹ 20.60 Crore as at March 31, 2026 (₹ 13.16 Crore as at March 31, 2025) disclosed under Current financial liabilities-others (Refer Note No-28)

The above disclosures are provided by the Group based on the information available with the Group in respect of the registration status of its vendors.

Ageing of Trade Payables:

		₹ in Crore				
Particulars	Outstanding as on March 31, 2026 (for following periods from due date of payment)					Total
	Not due (including unbilled)	Less than 1 year	1-2 years	2-3 years	More than 3 years	
(i) MSME	91.92	6.57	-	-	-	98.49
(ii) Others	1,945.00	207.69	17.25	5.93	12.14	2,188.01
(iii) Disputed dues – MSME	-	-	0.71	-	0.03	0.74
(iv) Disputed dues – Others	-	-	-	-	0.99	0.99
Total	2,036.92	214.26	17.96	5.93	13.16	2,288.23

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₹ in Crore						
Particulars	Outstanding as on March 31, 2025 (for following periods from due date of payment)					Total
	Not due (including unbilled)	Less than 1 year	1-2 years	2-3 years	More than 3 years	
(i) MSME	86.28	2.35	-	0.00	0.03	88.66
(ii) Others	972.77	974.61	65.80	4.97	12.52	2,030.67
(iii) Disputed dues – MSME	-	-	0.42	-	0.03	0.45
(iv) Disputed dues – Others	0.00	0.01	0.45	0.00	1.08	1.54
Total	1,059.05	976.97	66.67	4.97	13.66	2,121.32

Details of Trade payables under Supplier Financing Arrangement:

(i) Terms and Conditions :

The Group participates in supplier financing arrangements involving its suppliers and financial institutions. This arrangement allow suppliers to receive early payment for their invoices through the financial institution. The financial institution pays the supplier early at a discounted rate, and the Group settles the outstanding balance directly with the financial institution at the contractual due date agreed with the vendors. No guarantees or collateral are provided under the arrangement.

Key terms and conditions of the arrangement are:

- The financial institution pays the supplier within 2 days from submission.
- The Group pays the financial institution on the contractual due date agreed with the vendors. The Group does not obtain any extended credit terms from the financial institution beyond the contractual due date agreed with the vendors.
- The cost of financing are negotiated by the suppliers with the financial institution and is borne by the suppliers.

Particulars	As at March 31, 2026	As at March 31, 2025
Carrying amount of Financial Liabilities		
Presented in Trade payables (Supplier Financing arrangements entered)	725.91	NA
-of which suppliers have received payment from finance provider	723.81	NA
Range of payment due dates		
Liabilities that are part of arrangements	30-180 Days	NA
Comparable liabilities that are not part of arrangements*	15-180 Days	NA

* The Group has not provided comparative information in respect of the amendments to Ind AS 7 and Ind AS 107 relating to supplier finance arrangements, as it has applied the transitional relief available on initial adoption of these amendments, which allows entities not to present comparative disclosures for prior period.

There were no material business combinations or foreign exchange differences that would affect the liabilities under the supplier finance arrangement in either period.

The carrying amounts of liabilities under the supplier finance arrangement are considered to be reasonable approximations of their fair values, due to their short-term nature.

In its liquidity assessment, the Group does not see any liquidity risk on account of these supplier financing arrangements, as terms for the Group do not vary materially based on whether the supplier avails such financing arrangements.

NOTE 28 : CURRENT FINANCIAL LIABILITIES - OTHERS

₹ in Crore		
	As at March 31, 2026	As at March 31, 2025
Interest accrued but not due on borrowings	2.46	6.41
Creditors for capital supplies/ services (including dues to micro and small enterprises)	58.23	30.26
Derivative contracts	-	4.96
Employee Payable	114.14	104.32
Liability towards license rights	2.55	1.41
Total	177.38	147.36

NOTE 29 : CURRENT PROVISIONS

₹ in Crore		
	As at March 31, 2026	As at March 31, 2025
Employee benefit obligation		
Provision for compensated absences	58.80	58.05
Provision for gratuity (Refer Note:41)	-	0.03
Stock Appreciation Rights (SAR)	34.68	33.54
Provision for pending litigations (Refer Note:44)	50.02	50.02
Total	143.50	141.64

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
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Movement of provision for pending litigations during the year:

	₹ in Crore	
	As at March 31, 2026	As at March 31, 2025
As at the beginning of the year		
Transfer pursuant to Composite Scheme	50.02	53.09
Add: provision made during the year	-	0.78
Less: provision utilised during the year	-	(3.03)
Less: provision reversed during the year	-	(0.82)
Closing balance	50.02	50.02

NOTE 30 : OTHER CURRENT LIABILITIES

	₹ in Crore	
	As at March 31, 2026	As at March 31, 2025
Advances received from customers	27.42	25.36
Deferred revenue*	10.71	6.37
Other advances received	0.12	0.44
Statutory dues (other than income tax)	48.95	36.79
Refund liabilities	455.60	499.11
Other Payables	2.66	-
Total	545.46	568.07

* Deferred revenue:

	₹ in Crore	
	As at March 31, 2026	As at March 31, 2025
As at the beginning of the year	6.37	-
Transfer pursuant to Composite Scheme (Refer note:48)	-	5.55
Deferred during the year	35.18	46.29
Released to the Consolidated Statement of Profit and Loss	(30.84)	(45.47)
As at the end of the year	10.71	6.37

The deferred revenue relates to the accrual and release of customer loyalty points according to the loyalty programme announced. As at March 31, 2026, the estimated liability towards unredeemed points amounts to ₹ 10.71 Crore (₹ 6.37 Crore as at March 31, 2025)

NOTE 31 : REVENUE FROM OPERATIONS

Accounting Policy

Revenue from contracts with customers

Revenue from contracts with customers is recognised upon transfer of control of promised goods/ services to customers at an amount that reflects the consideration to which the Group expect to be entitled for those goods/ services.

To recognize revenues, the Group applies the following five-step approach:

- Identify the contract with a customer;
- Identify the performance obligations in the contract;
- Determine the transaction price;
- Allocate the transaction price to the performance obligations in the contract; and
- Recognise revenues when a performance obligation is satisfied.

Revenue from sale of products

Revenue from sales of products is measured at the amount of transaction price (net of returns, customer incentives, discounts, variable consideration and other similar charges offered by the Group) allocated to that performance obligation.

Goods and Service Tax (GST) is not received by the Group on its own account. Rather, it is tax collected on behalf of the government. Accordingly, it is excluded from revenue.

Assets and liabilities arising from right to return

The Group has contracts with customers which entitles the customer to right to return.

Right to return assets

A right of return gives an entity a contractual right to recover the goods from a customer (right to return asset), if the customer exercises its option to return the goods and obtain a refund. The asset is measured at the carrying amount of the inventory, less any expected costs to recover the goods, including any potential decreases in the value of the returned goods.

Refund liabilities

A refund liability is the obligation to refund part or all of the consideration received (or receivable) from the customer. The Group has therefore recognised refund liabilities in respect of customer's right to return. The liability is measured at the amount the Group ultimately expects it will have to return to the customer. The Group updates its estimate of refund liabilities (and the corresponding change in the transaction price) at the end of each reporting period.

The Group has presented its right to return assets and refund liabilities under other current assets and other current liabilities, respectively.

Income from gift voucher

Gift voucher sales are recognised when the vouchers are redeemed, and the goods are sold to the customer.

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Loyalty points programme

The Group operates a loyalty programme which allows customers to accumulate points on purchases made in retail stores. The points give rise to a separate performance obligation as it entitles them for redemption as settlement of future purchase transaction price. Consideration received is allocated between the sale of products and the points issued, with the consideration allocated to the points equal to their fair value. Fair value of points is determined by based on the historical trends.

Transaction price allocated to reward points is deferred and recognised when points are redeemed or when the points expire. The amount of revenue is based on the value of points redeemed/ expired.

Income from services

Income from services is recognised as they are rendered based on agreements/ arrangements with the concerned parties, and recognised net of goods and services tax/ applicable taxes.

Export incentives income

Export incentives under various schemes notified by government are accounted for in the year of exports based on eligibility and when there is no uncertainty with respect to its recoverability.

Government grants are recognised where there is a reasonable assurance that the grant will be received and all attached conditions will be complied with.Government grants relating to income are deferred and recognised in the Consolidated Statement of Profit and Loss over the period necessary to match them with the costs that they are intended to compensate and are presented within other income. Government grants relating to the purchase of property, plant and equipment are included in non-current liabilities as deferred income and are credited to profit or loss on a straight-line basis over the expected lives of the related assets and presented within other income.

Licence fees and royalties

Royalty and licensing revenue is received from customers for usage of the Group’s brand name. Revenue is recognised over time based on the terms of contracts with the customer.

Commission income

In case of sales of goods, where the Group is an agent in the transaction, the difference between the revenue and the cost of the goods sold is disclosed as commission income under other operating income.

	₹ in Crore	
	Year ended March 31, 2026	Period ended March 31, 2025
Revenue from sale of products		
Sale of products	8,295.12	7,747.66
Revenue from redemption of loyalty points (Refer Note:30)	30.84	45.47
Total revenue from sale of products	8,325.96	7,793.13
Revenue from rendering of services	14.44	15.47
Other operating income		
Scrap sales	4.47	2.16
Export incentives	14.50	8.60
Licence fees and royalties	14.44	10.56
Commission income	-	0.04
Government Grant - Production linked incentive(PLI)	22.00	-
Total	8,395.81	7,829.96

(a) Right to return assets and refund liabilities:

	₹ in Crore	
	As at March 31, 2026	Period ended March 31, 2025
Right to return assets	306.02	296.72
Refund liabilities	455.60	499.11

(b) Contract balances:

	₹ in Crore	
	As at March 31, 2026	Period ended March 31, 2025
Contract assets		
Trade receivables	1,198.10	1,322.05
Contract Liabilities		
Advances received from customers	27.42	25.36
Deferred revenue	10.71	6.37

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
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(c) Reconciliation of revenue as recognised in the Consolidated Statement of Profit and Loss with the contracted price:

	₹ in Crore	
	Year ended March 31, 2026	Period ended March 31, 2025
Revenue as per contracted price	10,217.86	9,762.93
Less:		
Provision for sales return	1,249.53	1,267.02
Provision for discounts	561.81	659.58
Consideration allocated to loyalty points	10.71	6.37
Revenue as per the Consolidated Statement of Profit and Loss	8,395.81	7,829.96

(d) Disclosure of disaggregated revenue recognised in the Consolidated Statement of Profit and Loss based on geographical location of customers:

	₹ in Crore	
	Year ended March 31, 2026	Period ended March 31, 2025
Revenue from customers outside India	209.41	180.06
Revenue from customers within India	8,186.40	7,649.90
Revenue as per the Consolidated Statement of Profit and Loss	8,395.81	7,829.96

NOTE 32 : OTHER INCOME

	₹ in Crore	
	Year ended March 31, 2026	Period ended March 31, 2025
Profit on sale of property, plant and equipment	-	0.01
Interest income	16.92	6.08
Net gain on redemption of mutual funds	6.99	0.07
Interest income on financial assets at amortised cost	41.65	44.68
Gain on retirement of right-of-use assets (Refer Note:43a)	5.06	6.99
Miscellaneous income	14.43	19.88
Total	85.05	77.71

NOTE 33 : COST OF MATERIALS CONSUMED

	₹ in Crore	
	Year ended March 31, 2026	Period ended March 31, 2025
(a) Materials consumed		
Inventories at the beginning of the year	234.24	186.09
Add: Purchases	1,104.01	1,058.48
	1,338.25	1,244.57
Less: Inventories at the end of the year	260.70	234.24
Total	1,077.55	1,010.33
(b) Purchase of stock-in-trade		
Purchase of stock-in-trade	2,531.66	2,121.28
Total	2,531.66	2,121.28
(c) Changes in inventories of finished goods, work-in-progress and stock-in-trade		
Opening inventories		
Finished goods	467.92	419.01
Stock-in-trade	1,379.15	1,568.20
Work-in-progress	20.22	20.49
	1,867.29	2,007.70
Less:		
Closing inventories		
Finished goods	586.11	467.92
Stock-in-trade	1,462.96	1,379.15
Work-in-progress	28.07	20.22
	2,077.14	1,867.29
(Increase)/Decrease in inventories	(209.85)	140.41

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NOTE 34 : EMPLOYEE BENEFITS EXPENSE

	₹ in Crore	
	Year ended March 31, 2026	Period ended March 31, 2025
Salaries, wages and bonus	819.66	787.50
Contribution to provident and other funds (Refer Note: 41)	60.49	55.22
Share-based payment to employees (Refer Note: 42)	(0.48)	19.76
Gratuity expense (Refer Note: 41)	15.21	12.43
Staff welfare expense	46.45	43.51
Total	941.33	918.42

NOTE 35 : FINANCE COSTS

	₹ in Crore	
	Year ended March 31, 2026	Period ended March 31, 2025
Interest expense on borrowings	95.20	99.24
Interest on security deposits	38.41	42.05
Interest expense on lease liabilities (Refer Note: 4b & 43a)	175.72	187.74
Interest on financial liabilities at amortised cost	55.11	52.97
Total	364.44	382.00

NOTE 36 : DEPRECIATION AND AMORTISATION EXPENSE

	₹ in Crore	
	Year ended March 31, 2026	Period ended March 31, 2025
Depreciation on property, plant and equipment (Refer Note: 3a)	183.37	149.68
Depreciation on right-of-use assets (Refer Note: 4a & 43a)	557.06	499.06
Amortisation on intangible assets (Refer Note: 5)	54.96	56.99
Total	795.39	705.73

NOTE 37 : OTHER EXPENSES

	₹ in Crore	
	Year ended March 31, 2026	Period ended March 31, 2025
Consumption of stores and spares	7.74	6.43
Power and fuel	97.41	88.63
Repairs and maintenance		
Buildings	0.01	0.02
Plant and machinery	1.01	0.76
Others	172.58	165.33
Insurance	6.42	6.73
Rates and taxes	9.49	15.12
Processing charges	98.97	78.45
Commission to selling agents	100.15	92.86
Advertisement and sales promotion	300.51	258.40
Transportation and handling	135.55	121.31
Royalty expense	12.47	14.10
Legal and professional	181.14	99.80
Bad debts written off	0.63	0.86
Provision for bad and doubtful deposits and advances	-	1.68
Travelling and conveyance	94.27	86.42
Loss on sale/ discard of property, plant and equipment	0.13	-
Bank and credit card charges	27.14	31.47
Foreign exchange loss (net)	45.06	15.96
Information technology	119.60	109.34
Outsourcing, housekeeping and security	471.29	430.23
Corporate Social Responsibility (CSR) (Refer Note - 40)	2.23	
Miscellaneous	73.53	59.16
Total	1,957.33	1,683.06

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NOTE 37a : EXCEPTIONAL ITEMS

- (i) On November 21, 2025, the Government of India notified the Code on Wages, 2019, the Industrial Relations Code, 2020, the Code on Social Security, 2020 and the Occupational Safety, Health and Working Conditions Code, 2020 (together referred to as the Labour Code), consolidating 29 existing labour laws. The Company has assessed impact of the Labour Code based on the available information and recognised past service cost on gratuity, amounting to ₹ 49.03 crores (Contractual : ₹ 35.15 Crore and Non-contractual : ₹ 13.88 Crore), arising on account of revised definition of wages. The said past service cost has been presented as an ‘exceptional item’ in Consolidated financial statements for the year ended March 31, 2026. Management continues to monitor the developments relating to the implementation of the Labour Code and will review the estimates as further clarifications are issued and the Rules are notified.
- (ii) Exceptional items for the period ended March 31, 2025 includes provision for impairment of goodwill, right-of-use assets, franchisee rights and Inventory Obsolescence amounting to ₹ 98.33 Crore pursuant to restructuring of operations of a business unit.

NOTE 38 : INCOME TAX EXPENSE

The major components of income tax (credit)/ expense are:

In Consolidated Statement of Profit and Loss:

Profit or loss section

		₹ in Crore	
		Year ended March 31, 2026	Period ended March 31, 2025
Current income tax			
Current income tax charge		22.18	-
	(A)	22.18	-
Deferred tax charge / (credit)			
Relating to origination and reversal of temporary differences		26.97	23.81
	(B)	26.97	23.81
Total	(A+B)	49.15	23.81

In Other Comprehensive Income (OCI)

Deferred tax related to items recognised in OCI during the year

		₹ in Crore	
		Year ended March 31, 2026	Period ended March 31, 2025
Deferred tax charge/ (credit) on:			
Net (gains)/ losses on re-measurement of defined benefit plans		0.32	(1.08)
Total		0.32	(1.08)

Reconciliation of tax (income)/ expense and the accounting profit/ (loss) multiplied by India’s domestic tax rate

		₹ in Crore	
		Year ended March 31, 2026	Period ended March 31, 2025
Accounting Profit/(Loss) before income tax		220.20	83.41
Tax expense/ (income) at statutory income tax rate of 25.17%		55.42	20.99
Reconciling items:			
Corporate Social Responsibility disallowed for tax purposes		0.57	-
Other expenses disallowed for tax purposes		0.38	0.48
Others		(7.22)	2.34
Income tax expenses/ (income) as per Statement of Profit and Loss Account		49.15	23.81

NOTE 38b :

Non-current tax assets (net)

		₹ in Crore	
		Year ended March 31, 2026	Year ended March 31, 2025
Non-current tax assets (net of provision of ₹ 22.18 Crore (March 31, 2025 : NIL))		29.20	14.76
Total		29.20	14.76

NOTE 39 : EARNINGS PER SHARE (EPS)

Basic EPS amounts are calculated by dividing the profit/(loss) for the year attributable to equity holders of the Holding Company by the weighted average number of equity shares outstanding during the period.

Diluted EPS amounts are calculated by dividing the profit/(loss) attributable to equity holders of the Holding Company by the weighted average number of equity shares outstanding during the year plus the weighted average number of equity shares that would be issued on conversion of all the dilutive potential equity shares into equity shares.

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The following reflects the profit/(loss) and equity share data used in the basic and diluted EPS computations:

		₹ in Crore	
		Year ended March 31, 2026	Period ended March 31, 2025
Earnings Per Share (EPS) is calculated as under:			
Profit / (Loss) as per the Statement of Profit and Loss		171.05	59.60
Profit/(Loss) for calculation of EPS	(A)	171.05	59.60
Weighted average number of equity shares for calculation of Basic EPS*	(B)	1,21,60,68,089	1,22,02,60,946
Profit / (Loss) per share - basic (₹)	(A/B)	1.41	0.49
Weighted average number of equity shares outstanding		1,21,53,54,589	1,22,02,60,946
Weighted average number of potential equity shares		7,51,489	-
Weighted average number of equity shares for calculation of Diluted EPS		1,21,61,06,078	1,22,02,60,946
Diluted EPS (₹)	(C)	1.41	0.49
Nominal value of shares (₹)		10.00	10.00

*Adjusted for treasury shares.

NOTE 40 : DISCLOSURE IN RESPECT OF CORPORATE SOCIAL RESPONSIBILITY UNDER SECTION 135 OF THE COMPANIES ACT, 2013 AND RULES THEREON

Details of actual CSR expenditure incurred:

		₹ in Crore	
		Year ended March 31, 2026	Period ended March 31, 2025
i)	Amount required to be spent by the company during the year	1.82	-
ii)	Amount of expenditure incurred	2.23	-
iii)	Shortfall at the end of the financial year	-	-
iv)	Total of previous years shortfall	-	-
v)	Reason for shortfall	-	-
vi)	Nature of CSR activities	CSR activities are mainly focussed towards Education, Health and Sanitation, Water, Digitisation, Sustainable livelihood, Institutional Building and Social Causes.	NA
vii)	Details of related party transaction	2.23	-
viii)	Where a provision is made with respect to a liability incurred by entering into a contractual obligation, the movements in the provision	NA	NA

Notes :

- (1) The Group has carried forward the excess amount of ₹ 0.41 crores (Mar 31, 2025: Nil) spent during the year towards CSR, in excess of the amount required to be spent.
- (2) The Corporate Social Responsibility (CSR) expenses were initially paid by Aditya Birla Fashion and Retail Limited (ABFRL) on behalf of the Holding Company. The amount spent has been recharged by ABFRL to the Holding Company.

NOTE 41 : GRATUITY AND OTHER POST-EMPLOYMENT BENEFIT PLANS

The holding company operates a gratuity plan through a Trust wherein eligible employees are entitled to benefits equivalent to fifteen days’ wages last drawn for each completed year of service, in compliance with the Code on Social Security, 2020. In accordance with the Code’s standardized definition of wages, the calculation base is mandated to comprise a minimum of 50% of the employee’s total Cost to Company (CTC). In cases where the holding company’s internal scheme provides more favorable terms than the minimum obligations under the Code, the more favorable terms are applied.

The benefits are payable on termination of service, resignation, or retirement, whichever occurs earlier. For regular permanent employees, the benefits vest after five years of continuous service.

The gratuity plan of the holding company is fully funded through annual contributions to an Insurer Managed Fund administered by the Life Insurance Corporation of India under its Gratuity Scheme. Gratuity plan of the subsidiary is unfunded.

Following the effectiveness of the Composite Scheme of Arrangement (refer Note 48), Management is actively executing the necessary legal and regulatory procedures to transfer the existing fund and its underlying assets from the name of Aditya Birla Fashion and Retail Limited (ABFRL) into the name of the group.

The following tables summarise the components of net benefit expense recognised in the Consolidated Statement of Profit and Loss and Consolidated Balance Sheet for the respective plans:

Unfunded defined benefit plan

Net benefit expense recognised through the Consolidated Statement of Profit and Loss

	₹ in Crore	
	Year ended March 31, 2026	Period ended March 31, 2025
Current service cost	0.40	0.19
Past service cost	0.07	-
Interest cost on defined benefit obligation	0.04	0.02
	0.51	0.21

Changes in the present value of the Defined Benefit Obligations (DBO) are as follows:

	₹ in Crore	
	As at March 31, 2026	As at March 31, 2025
Opening defined benefit obligation	0.51	-
Transfer pursuant to Composite Scheme (Refer note: 48)	-	0.24
Current service cost	0.40	0.19
Interest cost on defined benefit obligation	0.04	0.02
Actuarial (gain)/ loss on account of:		
Changes in financial assumptions	(0.04)	0.03
Experience adjustments	0.03	0.04
Actuarial (gain)/ loss recognised in OCI	(0.01)	0.07
Past service cost	0.07	-
Benefits paid	-	-0.01
Closing defined benefit obligation	1.01	0.51

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Funded defined benefit plan

Net benefit expense recognised through the Consolidated Statement of Profit and Loss

	₹ in Crore	
	Year ended March 31, 2026	Period ended March 31, 2025
Current service cost	13.75	11.86
Interest cost on defined benefit obligation	6.47	5.57
Interest income on plan assets	(5.46)	(5.21)
Subtotal	14.76	12.22
Past service cost	13.88	-
Total	28.64	12.22

Changes in the defined benefit obligation and fair value of plan assets are as follows:

(i) Changes in the present value of the Defined Benefit Obligations (DBO)

	₹ in Crore	
	As at March 31, 2026	As at March 31, 2025
Opening defined benefit obligation	92.83	-
Transfer pursuant to Composite Scheme (Refer note: 48)	-	77.51
Current service cost	13.75	11.86
Interest cost on defined benefit obligation	6.47	5.57
Actuarial (gain)/ loss on account of:	-	-
Changes in financial assumptions	(2.79)	3.58
Experience adjustments	2.57	0.93
Actuarial (gain)/ loss recognised in OCI	(0.22)	4.51
Past service cost	13.88	0
Benefits paid	(9.32)	(6.36)
Addition/ (deletion) due to transfer of employees	(2.12)	(0.26)
Closing defined benefit obligation	115.27	92.83

(ii) Change in fair value of plan assets

	₹ in Crore	
	As at March 31, 2026	As at March 31, 2025
Opening fair value of the plan assets	82.96	-
Transfer pursuant to Composite Scheme (Refer note: 48)	-	72.27
Contributions by the employer	9.86	5.27
Interest income on plan assets	5.46	5.21
Actuarial gain/ (loss) recognised in OCI		
Actual returns on plan assets excluding amounts included in net interest	1.06	0.21
Closing fair value of the plan assets	99.34	82.96

Amounts recognised in the Consolidated Balance Sheet

	₹ in Crore	
	As at March 31, 2026	As at March 31, 2025
Present value of the defined benefit obligation	115.27	92.83
Less : Fair value of plan assets	99.34	82.96
Net liability/ (asset)	15.93	9.87
Net liability is classified as follows:		
Current	-	-
Non-current	15.93	9.87
Net liability - Funded	15.93	9.87

	₹ in Crore	
	As at March 31, 2026	As at March 31, 2025
Present value of the defined benefit obligation	1.05	0.51
Liability	1.05	0.51
Net liability is classified as follows:		
Current	-	-
Non-current	1.05	0.51
Liability - Unfunded	1.05	0.51

Note : The Gratuity liability as of the March 31, 2026 of ₹ 16.98 Crores (As disclosed in Note 24) excludes liability of gratuity related to contractual manpower of ₹ 35.15 Crores which is classified under trade payable.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
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The principal assumptions used in determining gratuity (funded and unfunded) defined benefit obligations for the Company are shown below:

	As at March 31, 2026	As at March 31, 2025
Discount rate	7.00%	6.70%
Salary escalation rate		
Management	8.00%	8.00%
Staff	7.00%	7.00%
Workers	5.00%	5.00%

The estimates of future salary increase, considered in actuarial valuation, takes into account inflation, seniority, promotion and other relevant factors such as supply and demand in the employment market.

The overall expected rate of return on plan assets is determined based on the market yield prevailing as on that date, applicable to the period over which the obligation is expected to be settled.

A quantitative sensitivity analysis for significant assumptions is as follows:

	As at March 31, 2026		As at March 31, 2025	
Sensitivity level				
Discount rate	0.50% increase	0.50% decrease	0.50% increase	0.50% decrease
Increase/ (Decrease) in DBO (₹ in Crore)				
Funded plan	(4.28)	4.58	(3.66)	3.93
Unfunded plan	(0.05)	0.06	(0.03)	0.03
Salary escalation rate	0.50% increase	0.50% decrease	0.50% increase	0.50% decrease
Increase/ (Decrease) in DBO (₹ in Crore)				
Funded plan	4.42	(4.18)	3.91	(3.68)
Unfunded plan	0.06	(0.06)	0.03	(0.03)

The above sensitivity analysis are based on a change in an assumption while holding all other assumptions constant. In practice, this is unlikely to occur, and changes in some of the assumptions may be correlated. When calculating the sensitivity of the defined benefit obligation to significant actuarial assumptions the same method (present value of the defined benefit obligation calculated using the projected unit credit method at the end of the reporting period) has been applied as when calculating the defined benefit liability recognized in the balance sheet.

The maturity profile of the defined benefit obligation are as follows:

	₹ in Crore	
	As at March 31, 2026	As at March 31, 2025
Within the next 12 months (next annual reporting period)	13.95	11.08
Between 2 and 5 years	47.56	35.91
Between 6 and 10 years	51.13	38.54
Beyond 10 years	115.10	98.46
Total	227.74	183.99

The Group is expected to contribute ₹ 32.63 Crore to the gratuity fund during the year ended March 31, 2027. (March 31, 2026 : 24.03 Crores)

The weighted average duration of the defined benefit plan obligation at the end of the reporting period is 8 years. (March 31, 2025 : 8 years)

Risk exposure

Through its defined benefit plans, Group is exposed to number of risks, the most significant of which are detailed below:

Asset volatility	The plan liabilities are calculated using a discount rate set with reference to yields of government securities; if plan assets underperform this yield, this will create a deficit. Plan asset investments for gratuity are made in pre-defined insurance plans. These are subject to risk of default and interest rate risk. The fund manages credit risk/ interest rate risk through continuous monitoring to minimise risk to an acceptable level.
Inflation Risk	The present value of the defined benefit plan liability is sensitive to future salary growth assumptions. The obligation is calculated based on projected salaries of employees, which incorporate expected inflation and career progression, if actual salary increases are higher than the assumed, the defined benefit obligation will rise, leading to an increase in the plan liability.
Life Expectancy	The present value of the defined benefit plan liability is calculated by reference to the best estimates of the mortality of plan participants both during and after their employment. An increase in life expectancy of the plan participants will increase the plan's liability.

Defined contribution plans

Provident Fund: Contributions are made mainly to provident fund in India for employees at the rate of 12% of basic salary as per regulations. The contributions are made to registered provident fund administered by the government. The obligation of the Group is limited to the amount contributed and it has no further contractual nor any constructive obligation.

Employees' State Insurance: Employees' State Insurance is a state plan applicable to employees of the Group whose salaries do not exceed a specified amount. The contributions are made on the basis of a percentage of salary to a fund

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administered by government authority. The obligation of the Group is limited to the extent of contributions made on a monthly basis.

Superannuation Fund: Certain executive staff of the Group participate in Superannuation Fund, which is a voluntary contribution plan.

The Group has no further obligations to the plan beyond its monthly contributions to the Superannuation Fund, the corpus of which is administered by a Trust belonging to demerged company and is invested in insurance products.

National Pension Scheme: Certain executive staff of the Group participate in National Pension Scheme, which is a voluntary contribution plan. The Group has no further obligations to the plan beyond its monthly contributions to a fund administered by a pension fund manager appointed by Pension Fund Regulatory and Development Authority.

Amount recognised as an expense and included in Note - 34 as “Contribution to provident and other funds”

	₹ in Crore	
	Year ended March 31, 2026	Period ended March 31, 2025
Contribution to Government Provident Fund	43.69	39.55
Contribution to Employee Pension Scheme (EPS)	4.75	5.97
Contribution to Employee State Insurance (ESI)	7.96	7.02
Contribution to Employee Deposit Linked Insurance Scheme (EDLIS)	1.67	0.12
Contribution to Superannuation Fund	0.60	0.60
Contribution to Labour Welfare Fund (LWF)	0.17	0.09
Contribution to National Pension Scheme (NPS)	1.64	1.86
Total	60.48	55.22

NOTE 42 : SHARE-BASED PAYMENT

The expense recognised for employee services received during the year is shown in the following table:

	Year ended March 31, 2026	Period ended March 31, 2025
Expense arising from equity-settled share-based payment transactions (net of cross charge)	3.36	1.49
Expense arising from cash-settled share-based payment transactions	(3.84)	18.27
Total	(0.48)	19.76

I. Aditya Birla Lifestyle Brands Limited Employee Stock Option Scheme 2017:

In terms of the Composite Scheme of Arrangement (refer Note 48), the existing grantees of Aditya Birla Fashion and Retail Limited (‘ABFRL’) Employee Stock Option Schemes, comprising eligible employees of ABFRL and certain employees of the Company are entitled to an equal number of stock options and Restricted Stock Units (RSUs) of the

Company. The Nomination and Remuneration Committee (“NRC”) of the Board of Directors (“Board”) of the Company formulated the above ESOP Scheme which was approved on May 23, 2025.

Options and RSUs granted under the plan carry no dividend or voting rights. Upon exercise, each option/ RSU is convertible into one equity share. Options and RSUs granted under the Scheme shall have remaining Vesting Period and Exercise Period of corresponding outstanding options/ RSUs of ABFRL.

Set out below is a summary of options and RSUs granted under the plan:

Particulars	31-Mar-26			
	Weighted average exercise price per share option (₹)	Number of options	Weighted average exercise price per RSU (₹)	Number of RSUs
Opening balance	-	-	-	-
Options due to transfer in (net) pursuant to Composite Scheme	119.78	4,14,979	6.73	2,12,373
Granted during the year	-	-	-	-
Exercised during the year*	119.78	(9,003)	6.73	(2,12,373)
Forfeited during the year	119.78	(3,600)	-	-
Expired during the year	-	-	-	-
Closing balance	119.78	4,02,376	-	-
Vested	-	-	-	-
Vested and exercisable	119.78	4,02,376	-	-

*The weighted average share price at the date of exercise of options during the year was ₹ 142.01 and ₹ 139.23 for RSUs.

Share options outstanding at the end of the year have the following expiry date and exercise prices:

Share options outstanding on 31 March 2026	Expiry date	Exercise price (₹)
3,93,373	8-Sep-26	120.00
9,003	18-Apr-27	110.10

Weighted average remaining contractual life of options outstanding at end of the year is 0.45 years. There are no RSUs outstanding at the end of the year relating to this scheme.

Certain employees of the Company are entitled to receive options and RSUs under the Aditya Birla Fashion and Retail Limited (‘ABFRL’) Employee Stock Option Scheme 2017.

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Set out below is a summary of options granted under the plan:

Particulars	31-Mar-26		31-Mar-25	
	Weighted average exercise price per share option (₹)	Number of options	Weighted average exercise price per share option (₹)	Number of options
Opening balance#	58.19	1,85,951	-	-
Transferred pursuant to Composite Scheme	-	-	164.23	3,88,363
Granted during the year	-	-	-	-
Options transferred in/(out)	58.19	2,28,131	-	-
Exercised during the year *	58.19	(30,949)	177.56	(1,79,903)
Forfeited during the year	58.19	(3,602)	178.30	(22,509)
Expired during the year	-	-	-	-
Closing balance	58.19	3,79,531	178.30	1,85,951
Unvested	-	-	-	-
Vested and exercisable	58.19	3,79,531	177.98	1,85,951

Set out below is a summary of RSUs granted under the plan:

Particulars	31-Mar-26		31-Mar-25	
	Weighted average exercise price per RSU (₹)	Number of RSUs	Weighted average exercise price per RSU (₹)	Number of RSUs
Opening balance#	3.27	78,906	-	-
Transferred pursuant to Composite Scheme	-	-	10.00	84,976
Granted during the year	-	-	-	-
Options transferred in/(out)	3.27	1,41,606	-	-
Exercised during the year *	3.27	(2,20,512)	10.00	(6,070)
Forfeited during the year	-	-	-	-
Expired during the year	-	-	-	-
Closing balance	-	-	10.00	78,906
Unvested	-	-	-	-
Vested and exercisable	-	-	10.00	78,906

*The weighted average share price at the date of exercise of options during the year was ₹ 179.84 and ₹ 146.04 for RSUs.

In accordance with the Composite Scheme of Arrangement, the Exercise Price per Option and RSU has been adjusted,

based on the fair and reasonable adjustments made to the options and RSUs granted to the Eligible Employees under the Stock Option Schemes. Such adjustments have been made to the weighted average exercise price per option/RSU from opening grants.

Share options outstanding at the end of the year have expiry dates ranging from September 7, 2026 till February 01, 2027 and exercise prices ranging from ₹ 53.50 to ₹ 58.30.

Weighted average remaining contractual life of options outstanding at end of the year is 0.45 years.

There are no RSUs outstanding at the end of the year relating to this scheme.

II. Aditya Birla Lifestyle Brands Limited Employee Stock Option Scheme 2019:

In terms of the Composite Scheme of Arrangement (refer Note 48), the existing grantees of Aditya Birla Fashion and Retail Limited ('ABFRL') Employee Stock Option Schemes, comprising eligible employees of ABFRL and certain employees of the Company are entitled to an equal number of stock options and Restricted Stock Units (RSUs) of the Company. The Nomination and Remuneration Committee ("NRC") of the Board of Directors ("Board") of the Company formulated the above ESOP Scheme which was approved on May 23, 2025.

Options and RSUs granted under the plan carry no dividend or voting rights. Upon exercise, each option/ RSU is convertible into one equity share. Options and RSUs granted under the Scheme shall have remaining Vesting Period and Exercise Period of corresponding outstanding options/ RSUs of ABFRL.

The options granted under this Scheme is continued to be settled by ABFRL Employee Welfare Trust. The Trust holds and transfer the shares of the Company to the eligible employees upon exercise of the options, in accordance with the terms of the Scheme and applicable regulatory provisions.

Set out below is a summary of options and RSUs granted under the plan:

Particulars	31-Mar-26			
	Weighted average exercise price per share option (₹)	Number of options	Weighted average exercise price per RSU (₹)	Number of RSUs
Opening balance	-	-	-	-
Options due to transfer in (net) pursuant to Composite Scheme	150.90	32,48,416	6.73	6,69,358
Granted during the year	-	-	-	-
Exercised during the year *	116.80	(16,277)	6.73	(68,931)
Forfeited during the year	146.27	(51,509)	-	-
Expired during the year	-	-	-	-
Closing balance	151.15	31,80,630	6.73	6,00,427
Vested	-	-	-	-
Vested and exercisable	151.15	31,80,630	6.73	6,00,427

*The weighted average share price at the date of exercise of options during the year was ₹ 142.01 and ₹ 121.96 for RSUs.

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Share options outstanding at the end of the year have expiry dates ranging from December 3, 2026 till September 20, 2030 and exercise prices ranging from ₹ 110.44 to ₹ 222.59.

Weighted average remaining contractual life of options outstanding at end of the year is 1.81 years.

RSUs outstanding at the end of the year have expiry dates ranging from December 1, 2027 till September 19, 2030 and exercise prices of ₹ 6.73.

Weighted average remaining contractual life of RSUs outstanding at end of the year is 2.48 years.

III. Aditya Birla Fashion and Retail Limited Employee Stock Option Scheme 2019

Eligible employees of the Company were granted Stock options by Aditya Birla Fashion and Retail Limited under Aditya Birla Fashion and Retail Limited Employee Stock Option Scheme 2019 (“Scheme 2019”). As per the Composite Scheme of Arrangement (refer Note 48), the Employees of the Company continues to be entitled to the Options/RSUs granted by ABFRL post demerger of the MFL undertaking under the Composite Scheme.

The options granted under this Scheme continues to be settled by ABFRL Employee Welfare Trust. The Trust holds and transfers the shares of ABFRL to the eligible employees upon exercise of the options, in accordance with the terms of the Scheme and applicable regulatory provisions.

In accordance with the Composite Scheme of Arrangement, the Exercise Price per Option has been adjusted, based on the fair and reasonable adjustments made to the options granted to the Eligible Employees under the Stock Option Schemes.

Set out below is a summary of options granted under the plan:

Particulars	31-Mar-26		31-Mar-25	
	Weighted average exercise price per share option (₹)	Number of options	Weighted average exercise price per share option (₹)	Number of options
Opening balance#	62.87	12,12,323	-	-
Transferred pursuant to Composite Scheme	-	-	209.50	14,78,113
Granted during the year	-	-	-	-
Options transferred in/(out)	62.87	16,87,822	-	-
Exercised during the year *	62.87	(1,71,019)	188.40	(1,47,897)
Forfeited during the year	62.87	(27,891)	229.28	(1,17,893)
Expired during the year	-	-	-	-
Closing balance	62.87	27,01,235	217.76	12,12,323
Unvested	-	-	217.76	1,30,324
Vested and exercisable	62.87	27,01,235	211.98	10,81,999

Set out below is a summary of RSUs granted under the plan:

Particulars	31-Mar-26		31-Mar-25	
	Weighted average exercise price per RSU (₹)	Number of RSUs	Weighted average exercise price per RSU (₹)	Number of RSUs
Opening balance#	3.27	1,82,804	-	-
Transferred pursuant to Composite Scheme	-	-	10.00	2,47,625
Granted during the year	-	-	-	-
Options transferred in/(out)	3.27	3,64,408	-	-
Exercised during the year *	3.27	(73,484)	10.00	(64,821)
Forfeited during the year	-	-	-	-
Expired during the year	-	-	-	-
Closing balance	3.27	4,73,728	10.00	1,82,804
Unvested	-	-	10.00	77,779
Vested and exercisable	3.27	4,73,728	10.00	1,05,025

*The weighted average share price at the date of exercise of options during the year was ₹ 176.52 and ₹ 145.04 for RSUs.

In accordance with the Composite Scheme of Arrangement, the Exercise Price per Option and RSU has been adjusted, based on the fair and reasonable adjustments made to the options and RSUs granted to the Eligible Employees under the Stock Option Schemes. Such adjustments have been made to the weighted average exercise price per option/RSU from opening grants.

Share options outstanding at the end of the year have expiry dates ranging from December 1, 2026 till December 27, 2030 and exercise prices ranging from ₹ 53.66 to ₹ 108.16.

Weighted average remaining contractual life of options outstanding at end of the year is 1.84 years.

Options (RSUs) outstanding at the end of the year have expiry dates ranging from December 1, 2027 till September 19, 2030 and exercise price of ₹ 3.27.

Weighted average remaining contractual life of Options (RSUs) outstanding at end of the year is 2.5 years.

IV. Aditya Birla Lifestyle Brands Limited Employee Stock Option Scheme 2025:

On November 4, 2025, the Nomination and Remuneration Committee and the Board of Directors (“Board”) of the Company, approved introduction of Employee Stock Option Scheme, viz. Aditya Birla Lifestyle Brands Limited Employee Stock Option Scheme 2025 (“Scheme 2025”), for issue of Stock Options in the form of Options (“Options”) and/or Restricted Stock Units (“RSUs”) to the identified employees. Shareholders of the Company, vide a resolution passed at the Annual General Meeting of the Company, held on September 23, 2025, approved the introduction of the Scheme and authorised the Board/ NRC to finalise and implement the Scheme.

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Under the plan, participants are granted options and RSUs with graded vesting over 3 years of service from the grant date. Once vested, the options and RSUs remain exercisable for a period of 5 years. Options and RSUs carry no dividend or voting rights. Upon exercise, each option or RSUs are convertible into one equity share. The Scheme is administered by the Aditya Birla Lifestyle Brands Limited Employee Welfare Trust. Upon exercise, the Trust transfers the shares to the eligible employees.

Set out below is a summary of options and RSUs granted under the plan:

Particulars	31-Mar-26			
	Weighted average exercise price per share option (₹)	Number of options	Weighted average exercise price per RSU (₹)	Number of RSUs
Opening balance	-	-	-	-
Granted during the year	135.53	14,61,944	10.00	5,94,613
Exercised during the year	-	-	-	-
Forfeited during the year	136.20	(4,588)	10.00	(4,755)
Expired during the year	-	-	-	-
Closing balance	135.53	14,57,356	10.00	5,89,858
Unvested	135.53	14,57,356	10.00	5,89,858
Vested and exercisable	-	-	-	-

Share options outstanding at the end of the year have expiry dates ranging from November 3, 2031 till February 1, 2034 and exercise prices ranging from ₹ 102.97 to ₹ 136.20.

Weighted average remaining contractual life of options outstanding at end of the year is 6.6 years.

Options RSUs outstanding at the end of the year have expiry dates ranging from November 3, 2033 till February 1, 2034 and exercise price of ₹ 10.

Weighted average remaining contractual life of RSUs outstanding at end of the year is 7.61 years.

Fair value of options granted:

The fair value at grant date of options granted during the year ended 31 March 2026 was in the range of ₹ 43.95 to ₹ 64.57 and ₹ 97.26 to ₹ 130.39 for RSUs. The fair value at grant date is independently determined using the Binomial Model which takes into account the exercise price, the term of the option, the share price at grant date and expected price volatility of the underlying share, the expected dividend yield and the risk-free interest rate for the term of the option.

The model inputs for options granted during the year ended 31 March 2026 included:

- (a) Exercise price: ₹ 102.97 to ₹ 136.20 for options; ₹ 10 for RSUs
- (b) Grant date: 1 November 2025 and 02 February 2026

- (c) Share price at grant date: ₹ 102.97 and ₹ 136.20
- (d) Expected price volatility of the company's shares: 27.94% to 29.47%
- (e) Expected dividend yield: 0%
- (f) Risk-free interest rate: 6.56% to 7.01%

V. Aditya Birla Lifestyle Brands Limited -TCNS Employee Stock Option Scheme 2024(“ABLBL-TCNS ESOP Scheme”)

In terms of the Composite Scheme of Arrangement (refer Note 48), the existing grantees of Aditya Birla Fashion and Retail Limited (‘ABFRL’) TCNS Employee Stock Option Scheme 2024, comprising certain employees of ABFRL were entitled to an equal number of stock options of ABLBL. The Nomination and Remuneration Committee (“NRC”) of the Board of Directors (“Board”) of the ABLBL formulated the above ESOP Scheme which was approved on May 23, 2025. Options granted under the plan carry no dividend or voting rights. Upon exercise, each option is convertible into one equity share of ABLBL. Options granted under the Scheme shall have remaining Vesting Period and Exercise Period of corresponding outstanding options of ABFRL.

Set out below is a summary of options granted under the plan:

Particulars	31-Mar-26	
	Weighted average exercise price per share option (₹)	Number of options
Transferred pursuant to Composite Scheme	147.80	23,43,504
Opening balance	-	-
Granted during the year	-	-
Options transferred in/(out)	-	-
Exercised during the year *	110.13	(5,500)
Forfeited during the year	183.55	(1,30,625)
Expired during the year	-	-
Closing balance	145.78	22,07,379
Unvested	-	-
Vested and exercisable	145.78	22,07,379

*The weighted average share price at the date of exercise of options during the year was ₹ 130.17.

Share options outstanding at the end of the year have expiry dates ranging from January 22, 2027 till September 30, 2031 and exercise prices ranging from ₹ 110.13 to ₹ 262.84.

Weighted average remaining contractual life of options outstanding at end of the year is 2.03 years.

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I. Aditya Birla Lifestyle Brands Limited Employee Stock Appreciation Rights Scheme 2019

In terms of the Composite Scheme of Arrangement (refer Note 48), the existing grantees of Aditya Birla Fashion and Retail Limited ('ABFRL') Stock Appreciation Rights Scheme 2019 ('SAR 2019'), comprising eligible employees of ABFRL and certain employees of the Company are entitled to an equal number of stock appreciation rights of the Company. The Nomination and Remuneration Committee ("NRC") of the Board of Directors ("Board") of the Company formulated the Stock Appreciation Rights Scheme which was approved on May 23, 2025. Upon exercise, eligible employees of the Company and of ABFRL are entitled to cash payment by the Company. SAR granted under the Scheme shall have remaining Exercise Period of corresponding outstanding SARs of ABFRL.

The fair value of the Option SARs was determined using the Binomial model using the following inputs:

Particulars	31-Mar-26
Share price at measurement date (₹ per share)	₹ 88.23
Expected volatility (%)	25.59% to 28.40%
Dividend yield (%)	0%
Risk-free interest rate (%)	5.46% to 6.42%

Details of the SARs outstanding as at March 31, 2026 are as follows:

No. of units outstanding as at March 31, 2026	Range of Vesting Period
23,50,579	1-3 years

II. Aditya Birla Lifestyle Brands Limited Employee Stock Appreciation Rights Scheme 2024

In terms of the Composite Scheme of Arrangement (refer Note 48), the existing grantees of Aditya Birla Fashion and Retail Limited ('ABFRL') Stock Appreciation Rights Scheme 2024 ('SAR 2024'), comprising eligible employees of ABFRL and certain employees of the Company are entitled to an equal number of stock appreciation rights of the Company. The Nomination and Remuneration Committee ("NRC") of the Board of Directors ("Board") of the Company formulated the Stock Appreciation Rights Scheme which was approved on May 23, 2025. Upon exercise, eligible employees of the Company and of ABFRL are entitled to cash payment by the Company. SAR granted under the Scheme shall have remaining Exercise Period of corresponding outstanding SARs of ABFRL.

The fair value of the Option SARs was determined using the Binomial model using the following inputs:

Particulars	31-Mar-26
Share price at measurement date (₹ per share)	₹ 88.23
Expected volatility (%)	28.35% to 28.63%
Dividend yield (%)	0%
Risk-free interest rate (%)	6.42% to 6.99%

Details of the SARs outstanding as at March 31, 2026 are as follows:

No. of units outstanding as at March 31, 2026	Range of Vesting Period
32,12,140	1-3 years

SAR Provision as at the year-end classified as:

Particulars	As at March 31, 2026	As at March 31, 2025
Current	34.68	33.54
Non-current	5.97	12.33
Total	40.65	45.87

III. Aditya Birla Fashion and Retail Limited Stock Appreciation Rights Scheme 2019

Certain employees of the Company were granted Stock Appreciation Rights by Aditya Birla Fashion and Retail Limited under Aditya Birla Fashion and Retail Limited Stock Appreciation Rights 2019 ("SAR 2019"). In terms of the Composite Scheme of Arrangement (refer Note 48), the existing grantees of Aditya Birla Fashion and Retail Limited ('ABFRL') SAR 2019 continued to held such SAR which is to be settled by ABFRL.

When exercisable, each SAR entitle to a cash payment to the respective employees. The Company treats such SARs as equity settled as the entity has no obligation to settle the share-based payment transaction.

Set out below is a summary of Options granted under the plan:

Particulars	31-Mar-26		31-Mar-25	
	Weighted average exercise price per share option (₹)	Number of options	Weighted average exercise price per share option (₹)	Number of options
Opening balance#	62.87	7,20,579	-	-
Transferred pursuant to Composite Scheme	-	-	281.70	11,01,332
Granted during the year	-	-	-	-
Options transferred in/(out)	62.87	6,05,160	-	-
Exercised during the year *	62.87	(3,92,870)	216.09	(1,61,531)
Forfeited during the year	62.87	(41,766)	234.80	(2,19,222)
Expired during the year	-	-	-	-
Closing balance	62.87	8,91,103	238.26	7,20,579
Unvested	-	-	238.26	3,16,305
Vested and exercisable	62.87	8,91,103	228.06	4,04,274

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Set out below is a summary of RSUs granted under the plan:

Particulars	31-Mar-26		31-Mar-25	
	Weighted average exercise price per RSU (₹)	Number of RSUs	Weighted average exercise price per RSU (₹)	Number of RSUs
Opening balance#	3.27	4,69,179	-	-
Transferred pursuant to Composite Scheme	-	-	10.00	5,40,391
Granted during the year	-	-	-	-
Options transferred in/(out)	3.27	2,06,016	-	-
Exercised during the year *	3.27	(68,752)	10.00	(50,579)
Forfeited during the year	3.27	(25,397)	10.00	(20,633)
Expired during the year	-	-	-	-
Closing balance	3.27	5,81,046	10.00	4,69,179
Unvested	-	-	10.00	2,48,206
Vested and exercisable	3.27	5,81,046	10.00	2,20,973

*The weighted average share price at the date of exercise of SAR options during the year was ₹ 134.45 and ₹ 127.94 for SAR RSUs.

In accordance with the Composite Scheme of Arrangement, the Exercise Price per Option and RSU has been adjusted, based on the fair and reasonable adjustments made to the options and RSUs granted to the Eligible Employees under the Stock Option Schemes. Such adjustments have been made to the weighted average exercise price per option/RSU from opening grants.

SAR options outstanding at the end of the year have expiry dates ranging from August 04, 2026 till November 07, 2028 and exercise prices ranging from ₹ 67.48 to ₹ 108.16.

Weighted average remaining contractual life of SAR Options outstanding at end of the year is 1.38 years.

SAR RSUs outstanding at the end of the year have expiry dates ranging from August 17, 2027 till November 07, 2028 and exercise price of ₹ 3.27.

Weighted average remaining contractual life of SAR RSUs outstanding at end of the year is 1.84 years.

NOTE 43 : COMMITMENTS AND CONTINGENCIES

a) Leases

Lease commitments as lessee

The Group has entered into agreements for taking on lease certain land/ office/ store premises, warehouses, factories, property, plant and equipment on lease and licence basis. The lease term is for periods ranging from 3 to 21 years, with escalation clauses in the lease agreements. Consistent with Industry practice, the Group has contracts which have fixed rentals or variable rentals based on a percentage of sales in the stores, or a combination of both.

Expenses/ Income recognised in the Consolidated Statement of Profit and Loss

	₹ in Crore	
	Year ended March 31, 2026	Period ended March 31, 2025
Other income		
Gain on termination of right-of-use assets (Including exceptional item)	5.06	8.93
Rent		
Expense relating to short-term leases	19.47	18.06
Expense relating to leases of low value assets	-	-
Variable rent*	734.32	746.64
Rent concession	-	-
Finance cost		
Interest expense on lease liabilities	173.86	187.74
Depreciation and amortisation expenses		
Depreciation on right-of-use assets	557.03	499.04
Other expenses		
Sublease payments received (not shown separately in the Consolidated Statement of Profit and Loss)	93.56	88.57

* The variable rent varies basis percentage of Net Sales Value (NSV) at the lease premises.

Contractual maturities of lease liabilities

The below table provides details regarding the contractual maturities of lease liabilities on undiscounted basis:

	₹ in Crore	
	As at March 31, 2026	As at March 31, 2025
Within one year	665.88	566.20
After one year but not more than five years	1,365.53	1,188.20
More than five years	306.01	367.22
Total	2,337.42	2,121.62

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The initial non-cancellable period of the lease agreement pertaining to stores are upto 3 years, beyond which there is an option for the Group to continue the lease, which the Group expects to continue for a period of 2 years after the initial non-cancellable period, accordingly 5 years has been considered as the lease term of the stores. Post such period, the Group has the option to exit the lease by giving a notice period and the Group assesses its intention to continue considering location and other economic factors associated with the lease arrangement.

Total cash outflow for leases for the year ended March 31, 2026 is ₹ 1453.89 Crore. (March 31, 2025 is ₹ 1,405.66 Crore)

In accordance with its capital expenditure strategy, the Demerged Company is engaged in a sale and leaseback transaction involving certain assets, including furniture and fixtures, and office equipment, pertaining to the Demerged undertaking. These assets and liabilities were assumed as part of the Business Combination (Refer Note 48). The lease agreement spans a duration of 4-5 years, and the transaction has been recorded as right-of-use assets with corresponding lease liabilities.

Lease commitments for leases not considered in measurement of lease liabilities

Particulars	₹ in Crore	
	As at March 31, 2026	As at March 31, 2025
Lease commitment for short-term leases	1.11	0.95
Total	1.11	0.95

Variable lease payments

Some property leases contain variable payment terms that are linked to sales generated from a store. For certain individual stores, upto 100% of lease payment are on the basis of variable payment terms. Variable payment terms are used for a variety of reasons, including minimising the fixed cost base for newly established stores. Variable lease payments that depend on sales are recognised in profit or loss in the period in which the condition that triggers those payments occur.

Sensitivity analysis of the variable lease payments on the profit/ (loss) before tax is as discussed below :

Particulars	₹ in Crore			
	As at March 31, 2026		As at March 31, 2025	
Increase/ (Decrease) in sales	Increase by 5%	Decrease by 5%	Increase by 5%	Decrease by 5%
Rent	36.72	(36.72)	37.33	(37.33)

b) Capital commitments

Particulars	₹ in Crore	
	As at March 31, 2026	As at March 31, 2025
Estimated amount of contracts remaining to be executed on capital account and not provided for (net of advances)	74.92	42.37
Total	74.92	42.37

NOTE 44 : CONTINGENT LIABILITIES NOT PROVIDED FOR

	₹ in Crore	
	As at March 31, 2026	As at March 31, 2025
Claims against the Company not acknowledged as debts		
Commercial taxes	0.10	0.10
Excise duty	0.50	0.50
Customs duty	18.90	10.67
Textile committee cess	0.75	0.75
Others*	2.86	2.71
Total	23.11	14.73

* Pertains to claims made by third parties, pending settlement which are considered not tenable.

The Group’s pending litigations primarily comprises claims relating to indirect taxes. Thse include matters pertaining to customs duty representing obligations under the Export Promotion Capital Goods (EPCG) scheme benefits obtained on import of goods against export obligations; excise duty including demands raised on account of reversal of CENVAT credit upon sale of capital goods and commercial taxes, covering cases relating to shortfall in submission of statutory forms (F, H, I, and C), disallowance of input tax credit and othe related issues.

The Group has reviewed all its pending litigations and proceedings, and has adequately provided for where provisions are required and disclosed the contingent liabilities in its Consolidated financial statements where financial outflow is not probable. The Group does not expect the outcome of these proceedings to have a materially adverse effect on its Consolidated financial statements. In respect of certain disputes in nature of serice tax, kerala surcharge, shortfall in submission of statutory forms (F,H,I and C) and certain other litigations, where management assessment of a financial outflow is probable, the Group is carrying a provision of ₹ 50.02 Crore as at March 31, 2026 (March 31, 2025 : ₹ 50.02 Crore) (Refer Note: 29).

The Group has a process whereby periodically all long-term contracts are assessed for material foreseeable losses. The Group has made provision as required under the accounting standards for material foreseeable losses on derivative contracts as at March 31, 2026.

Aditya Birla Fashion and Retail Limited (ABFRL), demerged company, received a GST demand of ₹ 308 Crores (including penalty of ₹ 227 Crores). Demand mainly relates to availment of ineligible credit, irregular availment of ITC and non payment of GST on ISD invoices. Management of ABFRL has filed a writ petition against the said demand with the Honorable High Court of Karnataka on April 30, 2026. Management of ABFRL and the Holding Company have determined that approximately ₹ 272 Crores out of the said demand pertains to the Madura Fashion and Lifestyle division (MFL division) for periods prior to the demerger of the MFL division into the Holding Company. In accordance with the Scheme of Arrangement, ABFRL shall take necessary steps to substitute the Holding Company in proceedings before the authorities and all the related costs, liabilities and obligations incurred by ABFRL in this regard shall be reimbursed by the Holding Company.Based on an evaluation carried out with the assistance of an external legal counsel and internal indirect tax experts, management is of the view that the likelihood of any outflow of economic resources in respect of this matter is remote.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2026

NOTE 45 : RELATED PARTY TRANSACTIONS

Names of related parties and related party relationship with whom transactions have taken place:

Name of related parties

Holding Company

Aditya Birla Fashion and Retail Limited (till March 26, 2025)

Parties under common control

Aditya Birla Fashion and Retail Limited (with effect from March 27, 2025)

Fellow Subsidiaries (till March 26, 2025) and subsidiaries of parties under common control (with effect from March 27, 2025)

Finesse International Design Private Limited

Indivinity Clothing Retail Private Limited

Jaypore E-Commerce Private Limited

House of Masaba Lifestyle Private Limited

Goodview Fashion Private Limited

Aditya Birla Digital Fashion Ventures Limited

Promoter or Promoter Group

Hindalco Industries Ltd.

Grasim Industries Ltd. (including Grasim Premium Fabric Pvt Ltd and Jayashree Textile division)

Private Company in which a director is a director and member

Birla Cosmetics Private Limited

Private Company in which a director is a director.

Aditya Birla Management Corporation Pvt. Ltd

Post-employment benefit plan for the benefit of employees of the company

ABFRL Employees Group Gratuity Fund Trust

ABFRL Employees Group Superannuation Scheme Trust

ABFRL Birla Jan Kalyan Trust

Key Management Personnel (“KMP”)

Directors

Mr. Ashish Dikshit - Managing Director with effect from May 01, 2025

Mr. Vishak Kumar - Deputy Managing Director with effect from May 01, 2025

Mr. Anil Malik - Director with effect from April 09, 2024 to May 20, 2025

Mr. Jagdish Bajaj- Director with effect from April 09, 2024 to May 20, 2025

Mr. Arun Kumar Adhikari - Independent Director with effect from May 20, 2025

Mr. Aryaman Vikram Birla - Non-Executive Director with effect from May 20, 2025

Ms. Ananyashree Birla - Non-Executive Director with effect from May 20, 2025

Mr. Nish Bhutani - Independent Director with effect from May 20, 2025

Ms. Preeti Vyas - Independent Director with effect from May 20, 2025

Mr. Venkatesh Mysore - Independent Director with effect from May 20, 2025

Mr. Sunirmal Talukdar - Independent Director with effect from May 20, 2025

Mr. Yogesh Chaudhary - Independent Director with effect from May 20, 2025

Mr. Pankaj Sood - Non-Executive Director with effect from May 23, 2025

Chief Financial Officer

Mr. Dharmendra Lodha - with effect from May 15, 2025

Company Secretary

Mr. Rajeev Agrawal - with effect from May 15, 2025 to Nov 30, 2025

Ms. Sonia Bhandari - with effect from Feb 16, 2026 to Apr 19, 2026

Mr. Rameez Shaikh - with effect from Apr 20, 2026

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
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The following table provides the total amount of transactions that have been entered into with related parties for the relevant financial year:

	₹ in Crore					
	Year ended March 31, 2026			Period ended March 31, 2025		
	Subsidiary Company	KMP and Relative of KMP	Other related parties	Holding and Fellow Subsidiaries	KMP and Relative of KMP	Other related parties
Sale of goods	-	-	250.43	200.12	-	-
Reimbursement of expenses recovered from	-	-	5.79	0.29	-	-
Purchase of goods	-	-	10.84	2.65	-	-
Reimbursement of expenses paid to	-	-	162.10	121.43	-	-
Production services given	-	-	20.44	11.21	-	-
Purchase of capital item	-	-	-	-	-	-
Contribution to trusts	-	-	2.27	-	-	-
Transfer of Post-employment liabilities	-	-	0.62	0.86	-	-
Sale of capital item	-	-	0.09	-	-	-
Contribution to post employment benefit plans	-	1.07	10.50	-	-	-
Remuneration paid to KMP	-	16.93	-	-	-	-
Director Sitting Fee	-	0.46	-	-	-	-

Balances outstanding

₹ in Crore

	As at March 31, 2026			As at March 31, 2025		
	Subsidiary Company	KMP and Relative of KMP	Other related parties	Holding and Fellow Subsidiaries	KMP and Relative of KMP	Other related parties
Amounts owed to related parties	-	-	95.22	7.12	-	-
Amounts owed by related parties	-	-	108.63	147.70	-	-

Note:-

- (a) No amounts in respect of the related parties have been written off/ back during the year.
- (b) Terms and conditions of transactions with related parties :

The sales to and purchases from related parties are made on terms equivalent to those that prevail in arm’s length transactions. Amount owed to and by related parties are unsecured and interest free and settlement occurs in cash.

There have been no guarantees received or provided for any related party receivables or payables. For the year ended March 31, 2026, the Group has not recorded any impairment of receivables relating to amounts owed by related parties (March 31, 2025 : NIL). This assessment is undertaken each financial year through examining the financial position of the related party and the market in which the related party operates.

- (c) Also refer note 48 for disclosures relating to transfer of Madura Fashion & Lifestyle from Aditya Birla Fashion and Retail Limited pursuant to a scheme of arrangement during the year ended March 31, 2025.

NOTE 46 : FINANCIAL INSTRUMENTS: FAIR VALUE, RISK MANAGEMENT OBJECTIVES AND POLICIES

A. Accounting classification and fair values

The carrying value and fair value of financial instruments by categories as at March 31, 2026 are as follows:

As at March 31, 2026

₹ in Crore							
	FVTPL	FVTOCI	Amortised cost*	Total carrying value	Fair value		
					Level 1	Level 2	Level 3
Financial assets							
Investments (Refer Notes - 6)	-	-	16.34	16.34	-	-	-
Loans (Refer Notes - 7 and 13)	-	-	6.16	6.16	-	-	-
Security deposits (Refer Notes - 8 and 14)	-	-	301.24	301.24	-	-	-
Trade receivables (Refer Note - 15)	-	-	1,198.10	1,198.10	-	-	-
Cash and cash equivalents (Refer Note - 16)	-	-	90.96	90.96	-	-	-
Bank balance other than the cash and cash equivalents (Refer Note - 17)	-	-	0.55	0.55	-	-	-
Other financial assets (Refer Notes - 9 and 18)	-	-	225.15	225.15	-	-	-
Derivative contracts (Refer Note - 18)	14.84	-	-	14.84	-	14.84	-
Total	14.84	-	1,838.50	1,853.34	-	14.84	-
Financial liabilities							
Non-current borrowings (Refer Note - 22)	-	-	580.96	580.96	-	-	-
Current borrowings (Refer Note - 26)	-	-	252.73	252.73	-	-	-
Deposits	-	-	511.55	511.55	-	-	-
Trade payables (Refer Note - 27)	-	-	2,288.23	2,288.23	-	-	-
Other financial liabilities (Refer Notes - 23 and 28)	-	-	747.84	747.84	-	-	-
Total	-	-	4,381.31	4,381.31	-	-	-

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As at March 31, 2025

₹ in Crore							
	FVTPL	FVTOCI	Amortised cost*	Total carrying value	Fair value		
					Level 1	Level 2	Level 3
Financial assets							
Investments (Refer Notes - 6)	117.18	-	-	117.18	117.18	-	-
Loans (Refer Notes - 7 and 13)	-	-	6.22	6.22	-	-	-
Security deposits (Refer Notes - 8 and 14)	-	-	276.88	276.88	-	-	-
Trade receivables (Refer Note - 15)	-	-	1,322.05	1,322.05	-	-	-
Cash and cash equivalents (Refer Note - 16)	-	-	53.06	53.06	-	-	-
Bank balance other than the cash and cash equivalents (Refer Note - 17)	-	-	0.59	0.59	-	-	-
Other financial assets (Refer Notes - 9 and 18)	-	-	280.83	280.83	-	-	-
Total	117.18	-	1,939.63	2,056.81	117.18	-	-
Financial liabilities							
Non-current borrowings (Refer Note - 22)	-	-	77.44	77.44	-	-	-
Current borrowings (Refer Note - 26)	-	-	874.75	874.75	-	-	-
Deposits	-	-	524.85	524.85	-	-	-
Trade payables (Refer Note - 27)	-	-	2,121.32	2,121.32	-	-	-
Other financial liabilities (Refer Notes - 23 and 28)	-	-	660.48	660.48	-	-	-
Derivative contracts	4.96	-	-	4.96	-	4.96	-
Total	4.96	-	4,258.84	4,263.80	-	4.96	-

* Carrying value of financial instruments measured at amortised cost equals to the fair value on account of their short term nature

Key inputs for level 1 and 3 fair valuation techniques

- a) Derivative contracts:
- i) Forward contracts: Fair value of forward foreign exchange contracts is determined using forward exchange rates as provided by banks to the Group (level 2). Forward contracts were entered into by ABFRL, prior to demerger, to hedge against risk of fluctuations in foreign exchange rates on financial assets and liabilities relating to Madura division. Accordingly the forward contracts have been transferred to the Group, pursuant to the demerger.
- b) Mutual Funds :
- i) The fair value of Mutual funds is based on the quoted market prices (level 1).

B. Risk management objectives and policies

The Group's principal financial liabilities, other than derivatives, comprise loans and borrowings, trade and other payables. The main purpose of these financial liabilities is to finance the Group's operations. The Group's principal financial assets include trade and other receivables and cash and cash equivalents that arise directly from its operations.

The Group is exposed to market risk, credit risk and liquidity risk. The Group's senior management oversees the management of these risks. It is the Group's policy that no trading in derivatives for speculative purposes may be undertaken. The Board of Directors review and agree policies for managing each of these risks, which are summarised below:

a) Market risk

Market risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: interest rate risk, currency risk and price risk.

i) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in the market interest rates. The Group's exposure to the risk of changes in market interest rates relates primarily to the Group's debt obligations with floating interest rates.

The Group manages its interest rate risk by having a balanced portfolio of fixed and variable rate borrowings. As at March 31, 2026, approximately 39% (March 31, 2025 : 58%) of the Group's borrowings are at a fixed rate of interest.

Interest rate sensitivity

The following table demonstrates the sensitivity to a reasonably possible change in interest rates on that portion of loans and borrowings taken at floating rates. With all other variables held constant, the Group's profit/ (loss) before tax is affected through the impact on floating rate borrowings, as follows:

Percentage change (%)	As at March 31, 2026		As at March 31, 2025	
	0.5% Increase	0.5% Decrease	0.5% Increase	0.5% Decrease
Increase/ (decrease) in Profit/ loss before tax	(1.26)	1.26	(2.08)	2.08

The assumed movement in interest rates for interest rate sensitivity analysis is based on the currently observable market environment, showing a significantly higher volatility than in the prior years.

ii) Foreign currency risk

Foreign currency risk is the risk that the fair value or future cash flows of an exposure will fluctuate because of changes in foreign exchange rates. The Group's exposure to the risk of changes in foreign exchange rates relates primarily to the Group's operating activities denominated in foreign currency.

The Group manages foreign currency risk by hedging its transactions using foreign currency forward contracts. The foreign exchange forward contracts are not designated as cash flow hedges, and are entered into for periods consistent with foreign currency exposure of the underlying transactions, generally from 1 to 6 months. As at March 31, 2026, the Group has hedged Nil (March 31, 2025 : Nil) receivables in foreign currency and has hedged 99% (March 31, 2025 : 98%) of its payables in foreign currency.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
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The following table provide the details of forward contracts outstanding at the Consolidated Balance Sheet date:

	As at as at March 31, 2026		
	Currency	Foreign currency in Crore	₹ in Crore
Forward contracts to buy (Hedge of payables)	USD	4.96	473.05

	As at as at March 31, 2025		
	Currency	Foreign currency in Crore	₹ in Crore
Forward contracts to buy (Hedge of payables)	USD	4.97	433.08
	EURO	0.01	0.63

The details of unhedged foreign currency exposure as at the Consolidated Balance Sheet date are as follows:

As at as at March 31, 2026

	Currency	Foreign currency in Crore	₹ in Crore
Trade payables (net of advances)	USD	0.21	18.84
	EURO	0.03	3.54
	GBP	-	-
	AUD	0.00	0.01
Trade receivables	USD	0.06	5.74
	EURO	0.08	8.93
	GBP	0.09	11.29
	HKD	-	-
Bank balances	CNY	-	-
	BDT	0.18	0.12
Other financial Liability*	USD	6.06	573.01

* This is related to liability towards license rights which is repayable in next 16 years

As at as at March 31, 2025

	Currency	Foreign currency in Crore	₹ in Crore
Trade payables (net of advances)	EURO	0.05	4.68
	GBP	0.01	0.55
	AUD	0.00	0.02
Trade receivables	USD	0.10	9.64
	EURO	0.06	5.96
	GBP	0.09	8.12
	HKD	0.03	2.32
Bank balances	CNY	0.03	0.33
	BDT	0.18	0.12
Other financial Liability*	USD	6.07	519.49

* This is related to liability towards license rights which is repayable in next 17 years

Foreign currency sensitivity

The following table demonstrates the sensitivity to a reasonably possible change in foreign currencies , with all other variables held constant. The impact on the Group's Profit/ loss before tax is due to changes in the foreign currency rate is as below.

Percentage change (%)	As at March 31, 2026		As at March 31, 2025	
	0.5% Increase	0.5% Decrease	0.5% Increase	0.5% Decrease
Increase/ (decrease) in Profit/ loss before tax	(2.85)	2.85	(2.49)	2.49
Increase/ (decrease) in Profit/ loss after tax	(2.13)	2.13	(1.86)	1.86

b) Credit risk

Credit risk is the risk that counterparty will not meet its obligations under a financial instrument or customer contract, leading to a financial loss. To manage this, the Group periodically assesses financial reliability of customers and other counterparties, taking into account the financial condition, current economic trends, and analysis of historical bad debts and ageing of financial assets. Individual risk limits are set and periodically reviewed on the basis of such information. Credit risk from balances with banks and financial institutions is managed by the Group's treasury department in accordance with the Group's policy. Investments of surplus funds are made only with approved counterparties and within credit limits assigned to each counterparty.

The Group only deals with parties which has good credit rating given by external rating agencies or based on the Group's internal assessment.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
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Financial assets are written off when there is no reasonable expectations of recovery, such as a debtor failing to engage in a repayment plan with the Group. Where loans or receivables have been written off, the Group continues to engage in enforcement activity to attempt to recover the receivable dues where recoveries are made, these are recognised as income in the Consolidated Statement of Profit and Loss.

The Group is exposed to credit risk from its operating activities (primarily trade receivables and security deposits).

Trade receivables

Customer credit risk is managed by each business unit, subject to the Group’s established policy, procedures and control relating to customer credit risk management. Credit quality of a customer is assessed, and individual credit limits are defined in accordance with this assessment. Outstanding customer receivables are regularly monitored. As at March 31, 2026, the Group has 28 customers (March 31, 2025 : 24 customers) that owed the Group more than ₹ 5.00 Crore each and account for approximately 82% (March 31, 2025 : 75%) of all the receivables outstanding. There are 187 customers (March 31, 2025 : 158 customers) with balances greater than ₹ 0.50 Crore upto ₹ 5.00 Crore each and account for approximately 13% (March 31, 2025 : 12%) of the total amounts receivable.

An impairment analysis is performed at each reporting date on the basis of sales channel. In addition, a large number of immaterial receivables are grouped into homogeneous groups and assessed for impairment collectively. The calculation is based on losses based on historical data.

The Group’s maximum exposure to credit risk for the components of the Consolidated Balance Sheet as at March 31, 2026 and March 31, 2025 , is the carrying amount as provided in Note - 15.

Credit risk from balances with banks is managed by the Group’s treasury department in accordance with the Group’s policy. Investments of surplus funds are made only with approved counterparties and within credit limits assigned to each counterparty. Counterparty credit limits are reviewed by the Group’s Board of Directors on an annual basis. The limits are set to minimize the concentration of risks and therefore mitigate financial loss through counterparty’s potential failure to make payments.

c) Liquidity risk

The Group monitors its risk of shortage of funds. The Group’s objective is to maintain a balance between continuity of funding and flexibility through the use of bank overdrafts, bank loans, debentures. Approximately, 30.31% of the Group’s debt will mature in less than one year (March 31, 2025 : 99.88%) based on the carrying value of borrowings reflected in the financial statements. The Group assessed the concentration of risk with respect to refinancing its debt and concluded it to be low. The Group has access to various sources of funding.

The below tables summarises the maturity profile of the Group’s financial liabilities based on contractual payments.

As at as at March 31, 2026

	₹ in Crore			
	Less than 1 year	1 to 5 years	More than 5 years	Total
Borrowings*	297.49	657.69	-	955.18
Lease liabilities*	665.88	1,365.53	306.01	2,337.42
Other financial liabilities*	231.09	263.58	950.45	1,445.12
Deposits	264.49	247.06	-	511.55
Trade payables	2,288.23	-	-	2,288.23
Total	3,747.18	2,533.86	1,256.46	7,537.50

As at as at March 31, 2025

	₹ in Crore			
	Less than 1 year	1 to 5 years	More than 5 years	Total
Borrowings*	920.80	84.59	-	1,005.39
Lease liabilities*	566.20	1,188.20	367.22	2,121.62
Other financial liabilities*	197.93	236.76	911.76	1,346.45
Deposits	250.55	274.30	-	524.85
Trade payables	2,121.32	-	-	2,121.32
Total	4,056.80	1,783.85	1,278.98	7,119.63

*Includes interest

Excessive risk concentration

Concentrations arise when a number of counterparties are engaged in similar business activities, or activities in the same geographical region, or have economic features that would cause their ability to meet contractual obligations, to be similarly affected by changes in economic, political or other conditions. Concentrations indicate the relative sensitivity of the Group’s performance to developments affecting a particular industry.

The Group is leader in apparels in the country and has a diversified portfolio of brands.

d) Price risk

The Group invests in debt mutual fund schemes of leading fund houses. Such investments are susceptible to market price risks that arise mainly from changes in interest rate which may impact the return and value of such investments. However, given the relatively short tenure of underlying portfolio of the mutual fund schemes in which the Group has invested, such price risk is not significant.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
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NOTE 47 : CAPITAL MANAGEMENT

The Group's objective, when managing capital is to ensure the going concern operation and to maintain an efficient capital structure to reduce the cost of capital, support the corporate strategy and meet shareholder's expectations. The policy of the Group is to borrow funds through banks/ financial institutions supported by committed borrowing facilities to meet anticipated funding requirements. The Group manages its capital structure and makes adjustments in the light of changes in economic conditions and the requirement of financial markets.

The capital structure is governed by policies approved by the Board of Directors, and is monitored by various metrics. Funding requirements are reviewed periodically with any debt issuances.

The following table summarises the capital of the Group (debts excludes lease liabilities):

₹ in Crore		
	As at March 31, 2026	As at March 31, 2025
Current borrowings	252.73	874.75
Non-Current borrowings	580.96	77.44
Total borrowings	833.69	952.19
Equity (including share suspense)	1,412.18	1,276.53

In order to achieve this overall objective, the Group's capital management, amongst other things, aims to ensure that it meets financial covenants attached to the interest-bearing loans and borrowings.

During the year, the Group has not defaulted on any loans payable, and there have been no breach of any financial covenants attached to the borrowings.

No changes were made in the objectives, policies or processes for managing capital during the year ended March 31, 2026.

NOTE 48 : BUSINESS COMBINATION

DEMERGER OF MADURA FASHION & LIFESTYLE BUSINESS ("MFL BUSINESS")

The Board at its meeting held on April 19, 2024, subject to necessary approvals, considered and approved the demerger of the Madura Fashion and Lifestyle division ('MFL division') under a Scheme of Arrangement between Aditya Birla Fashion and Retail Limited ('Demerged Company') and the Holding Company. The Scheme received sanction from the Hon'ble NCLT on March 27, 2025 and a certified copy of the order was received on April 22, 2025 ("Order"). The Holding Company and the Demerged Company filed the certified copy of the Order and the Scheme with the Registrar of Companies, Mumbai, making the Scheme effective from May 1, 2025.

The financial statements of the Holding Company for the year ended March 31, 2025 included the results of operation, cash flows and financial affairs of the MFL Division. On May 26, 2025, the Holding Company allotted 1,22,02,94,773 fully paid-up equity shares of face value ₹ 10/- each, to the shareholders of the Demerged Company as on the record date i.e. May 22, 2025, in the share exchange ratio 1:1 i.e. 1 (one) fully paid-up equity share of the Holding Company having face value of ₹ 10/- each for every 1 (one) fully paid-up equity share of ₹ 10/- each of the Demerged Company, in accordance with the terms of the Scheme.

The equity shares of the Holding Company were listed on BSE Limited and the National Stock Exchange of India Limited on June 23, 2025.

NOTE 49 : GROUP INFORMATION

The consolidated financial statements of the Group include subsidiaries and joint venture listed in the table below:

Name of the entity	Relationship with Group	Country of incorporation	Principal Activities	Proportion of ownership interest and voting power held by Parent
				As at March 31, 2025
Aditya Birla Garments Limited	Subsidiary	India	Manufacturing and distribution	100.00%

NOTE 50 : SEGMENT INFORMATION

Operating segment have been identified on the basis of nature of products and other quantitative criteria specified in the Ind AS 108. Operating segments are reported in a manner consistent with the internal reporting provided to the Chief Operating Decision Maker ("CODM") of the Group. The Group's business activity falls within a single operating business segment of Branded Apparels (Garments and Accessories).

The additional information required by Ind AS 108 is as below :-

₹ in Crore		
(a)	Revenue from customer (based on geographical location of customers):	
	Year ended March 31, 2026	Period ended March 31, 2025
	India	8,186.40
	Outside India	209.41
	Total	8,395.81
		7,829.96

₹ in Crore		
(b)	Location of non - current assets (excluding deferred tax assets):	
	Year ended March 31, 2026	Period ended March 31, 2025
	India	4,035.75
	Outside India	-
	Total	4,035.75
		3,743.88

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
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NOTE 51 : ADDITIONAL INFORMATION REQUIRED UNDER SCHEDULE III OF THE COMPANIES ACT, 2013

Name of the entity	Net assets i.e. total assets minus total liabilities		Share in profit/ (loss)		Share in other comprehensive income/ (loss) (OCI)		Share in total comprehensive income/ (loss) (TCI)	
	As % of consolidated net assets	₹ in Crore	As % of consolidated profit/ (loss)	₹ in Crore	As % of consolidated OCI	₹ in Crore	As % of TCI	₹ in Crore
Parent								
Aditya Birla Lifestyle Brands Limited	98.64%	1,393.02	78.70%	134.61	99.59%	0.96	78.81%	135.57
Subsidiaries								
Aditya Birla Garments Limited	5.24%	74.04	21.33%	36.49	0.40%	0.00	21.21%	36.49
Adjustments arising out of consolidation	-3.89%	(54.88)	-0.03%	(0.05)	0.00%	0.00	-0.03%	(0.05)
Total	100.00%	1,412.18	100.00%	171.05	100.00%	0.96	100.00%	172.01

NOTE 52 : SUMMARY OF OTHER ACCOUNTING POLICIES

(a) Fair value measurements and hierarchy

The Group measures financial instruments, such as investments (other than equity investments in subsidiaries) and derivatives at fair value at each Consolidated Balance Sheet date.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

- (a) In the principal market for the asset or liability; or
- (b) In the absence of a principal market, in the most advantageous market for the asset or liability.

The principal or the most advantageous market must be accessible by the Group.

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their best economic interest.

A fair value measurement of a non-financial asset takes into account a market participant’s ability to generate economic benefits by using the asset in its highest and best use, or by selling it to another market participant that would use the asset in its highest and best use.

The Group uses valuation techniques that are appropriate in the circumstances, and for which sufficient data are available to measure the fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy based on its nature, characteristics and risks:

- Level 1 - inputs are quoted (unadjusted) market prices in active markets for identical assets or liabilities that the entity can access at the measurement date;
- Level 2 - valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and
- Level 3 - valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For assets and liabilities that are recognised in the financial statements on a recurring basis, the Group determines whether transfers have occurred between levels in the hierarchy by re-assessing categorization (based on the lowest level of input that is significant to the fair value measurement as a whole) at the end of each reporting period.

(b) Foreign currencies

Transactions and balances:

Foreign currency transactions are translated into the functional currency using the exchange rates at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation of monetary assets and liabilities denominated in foreign currencies at year end exchange rates are generally recognised in profit or loss.

Foreign exchange gains and losses arising on foreign currency borrowings are presented in the statement of profit and loss, within finance costs. All other foreign exchange gains and losses are presented in the statement of profit and loss on a net basis within other income/other expenses, as appropriate.

(c) Government grants

Government grants are recognised where there is a reasonable assurance that the grant will be received and all attached conditions will be complied with:

- When the grant relates to an expense item, it is recognised as income on a systematic basis over the periods that the related costs, for which it is intended to compensate, are expensed.
- When the grant relates to an asset, it is recognised as income in Statement of Profit and Loss in equal amounts over the expected useful life of the related asset.

When loans or similar assistance are provided by governments or related institutions, at a below-market rate of interest, the effect of this favourable interest is treated as a government grant. The loan or assistance is initially recognised and measured at fair value, and the government grant is measured as the difference between the proceeds received and the initial carrying value of the loan. The loan is subsequently measured as per the accounting policies applicable to financial liabilities.

(d) Borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of an asset that necessarily takes a substantial period of time to get ready for its intended use are capitalised as part of the cost of the respective asset. All other borrowing costs are expensed in the period they occur in the Consolidated Statement of Profit and Loss.

Borrowing cost includes interest and other costs incurred in connection with the arrangement of borrowings.

Borrowing cost also includes exchange differences to the extent regarded as an adjustment to the interest costs.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026

(e) Taxes

Current tax

The Income tax expense or credit for the period is the tax payable on the current period's taxable income based on the applicable income tax rate adjusted by changes in deferred tax assets and liabilities attributable to temporary differences and to unused tax losses.

Income tax assets and liabilities are measured at the amount expected to be recovered from or paid to the taxation authorities. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted at the reporting date in India.

The management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation and establishes provisions where appropriate.

Deferred tax

Deferred tax is recognised on temporary differences between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes at the reporting date.

Deferred tax liabilities are recognised for all taxable temporary differences, except when the deferred tax liability arises from the initial recognition of goodwill or an asset or a liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor the taxable profit or loss.

Deferred tax assets are recognised for all deductible temporary differences, the carry forward of unused tax credits and any unused tax losses. Deferred tax assets are recognised to the extent that it is probable that taxable profit will be available against which the deductible temporary differences and the carry forward of unused tax credits and unused tax losses can be utilised, except when the deferred tax asset relating to the deductible temporary difference arises from the initial recognition of an asset or a liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor the taxable profit or loss.

The carrying amount of deferred tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised. Unrecognised deferred tax assets are re-assessed at each reporting date and are recognised to the extent that it has become probable that future taxable profits will allow the deferred tax asset to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the year when the asset is realised or the liability is settled, based on tax rates and tax laws that have been enacted or substantively enacted at the reporting date.

Deferred tax assets and deferred tax liabilities are offset, if a legally enforceable right exists to set off current tax assets against current tax liabilities and the deferred taxes relate to the same taxable entity and the same taxation authority.

The Group had adopted the new tax regime as per Section 115BAA of the Income Tax Act, 1961, as introduced by the Taxation Laws (Amendment) Ordinance, 2019.

Current tax and deferred tax relating to items recognised outside the Consolidated Statement of Profit and Loss are recognised outside the Consolidated Statement of Profit and Loss (either in OCI or in equity). Current tax and deferred tax items are recognised in correlation to the underlying transaction either in OCI or directly in equity.

(f) Property, plant and equipment

Freehold land is carried at historical cost. Historical cost includes expenditure that is directly attributable to the acquisition of the items. Property, plant and equipment is stated at cost net of accumulated depreciation and accumulated impairment losses, if any. Cost includes borrowing costs for long-term construction projects, if the recognition criteria is met.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group, and the cost of the item can be measured reliably. The carrying amount of any component accounted for as a separate asset is de-recognised when replaced. All other repairs and maintenance are charged to the Consolidated Statement of Profit and Loss, during the reporting period in which they are incurred.

Capital work-in-progress is stated at cost net of accumulated impairment losses, if any.

Based on managements' assessment, items of property, plant and equipment individually costing less than five thousand rupees, are depreciated within one year from the date the asset is ready to use or useful life of class of asset to which these assets belong.

Gains or losses on disposal of property, plant and equipment are determined by comparing proceeds with carrying amount. These are included in the Consolidated Statement of Profit and Loss within other gains/ losses.

The residual values, useful lives and methods of depreciation of property, plant and equipment are reviewed at each financial year end and adjusted prospectively, if appropriate.

(g) Intangible assets

Intangible assets are stated at cost less accumulated amortisation and impairment. The cost of intangible assets acquired in a business combination is their fair value at the date of acquisition. Internally generated intangibles, excluding capitalised development costs, are not capitalised and the related expenditure is reflected in the Consolidated Statement of Profit and Loss, in the period in which the expenditure is incurred.

Intangible assets with finite life are amortised over the useful economic life and assessed for impairment, whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method for an intangible asset with a finite useful life are reviewed at least at the end of each reporting period and changes if any, are made on a prospective basis. The amortisation expense on intangible assets with finite lives is recognised in the Consolidated Statement of Profit and Loss.

Intangible assets with indefinite useful life are not amortised, but are tested for impairment annually, either individually or at the cash-generating unit level. The assessment of indefinite life is reviewed annually to determine whether the indefinite life continues to be supportable. If not, the change in useful life from indefinite to finite is made on a prospective basis.

Gains or losses arising from de-recognition of an intangible asset are measured as the difference between the net disposal proceeds and the carrying amount of the asset and are recognised in the Consolidated Statement of Profit and Loss when the asset is de-recognised.

(h) Business combination and goodwill

Business Combinations are accounted for using the acquisition method. Cost of an acquisition is measured as the aggregate of the consideration transferred measured at acquisition date fair value and the amount of any non-controlling interests in the acquiree. Acquisition-related costs are recognised in Consolidated Statement of Profit and Loss as incurred.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026

At the acquisition date, the identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured at their fair values. However, certain assets and liabilities i.e. deferred tax assets or liabilities, assets or liabilities related to employee benefit arrangements, liabilities or equity instruments related to share-based payment arrangements and assets or disposal groups that are classified as held for sale, acquired or assumed in a business combination are measured as per the applicable Ind-AS.

Judgement is applied in determining the acquisition date and determining whether control is transferred from one party to another. Control exists when the Group is exposed to or has rights to variable returns from its involvement with the entity and has the ability to affect those returns through power over the entity. In assessing control, potential voting rights are considered only if the rights are substantive.

At the acquisition date, goodwill on business combination is initially measured at cost, being the excess of the sum of the consideration transferred, the amount recognised for any non-controlling interests in the acquiree, and the fair value of the acquirer's previously held equity interest in the acquiree (if any) over the net identifiable assets acquired and the liabilities assumed.

After initial recognition, goodwill is measured at cost less any accumulated impairment losses. For the purposes of impairment testing, goodwill acquired in a business combination is allocated to each of the Group's cash-generating units that are expected to benefit from the synergies of the combination, irrespective of whether other assets or liabilities of the acquiree are assigned to those units.

A cash-generating unit (CGU) to which goodwill has been allocated is tested for impairment annually as at reporting date. When the recoverable amount of the CGU is less than its carrying amount, an impairment loss is recognised.

On disposal of the relevant cash-generating unit, the attributable amount of goodwill is included in the determination of the profit or loss on disposal.

(i) Impairment of non-financial assets

At the end of each reporting period, the Group reviews the carrying amounts of its assets to determine whether there is any indication of impairment based on internal/ external factors. An impairment loss, if any, is charged to the Consolidated Statement of Profit and Loss in the year in which an asset is identified as impaired. An asset's recoverable amount is higher of an asset's or cash-generating unit's (CGUs) fair value less costs of disposal and its value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rates, that reflects current market assessment of the time value of money and the risks specific to the asset for which estimates of future cash flows have not been adjusted. Recoverable amount is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets. When the carrying amount of an asset or CGU exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount. Impairment losses are recognised in the Consolidated Statement of Profit and Loss.

A cash-generating unit to which goodwill has been allocated is tested for impairment annually as at reporting date. If the recoverable amount of the cash-generating unit is less than its carrying amount, the impairment loss is allocated first to reduce the carrying amount of any goodwill allocated to the unit and then to the other assets of the unit pro-rata based on the carrying amount of each asset in the unit. Any impairment loss for goodwill is recognised directly in the Consolidated Statement of Profit and Loss.

Reversal of impairment losses, except on goodwill, is recorded when there is an indication that the impairment losses recognised for the assets no longer exist or have decreased. An impairment loss recognised for goodwill is not reversed in subsequent periods.

(j) Financial instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

Financial assets and financial liabilities are recognised when a Group becomes a party to the contractual provisions of the instruments.

Financial assets and financial liabilities are initially measured at fair value, except for trade receivables which do not contain significant financing component are initially measured at transaction price. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities (other than financial assets and financial liabilities measured at fair value through profit or loss) are added to or deducted from the fair value of the financial assets or financial liabilities, as appropriate, on initial recognition. Transaction costs directly attributable to the acquisition of financial assets or financial liabilities at fair value through the Consolidated Statement of Profit and Loss are recognised immediately in the Consolidated Statement of Profit and Loss.

Purchases or sales of financial assets that require delivery of assets within a time frame established by regulation or convention in the market place are recognised on the trade date.

All recognized financial assets, are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

For the purpose of subsequent measurement, financial instruments of the Group are classified in the following categories:

(a) Non-derivative financial assets

(i) Financial assets at amortised cost

Financial asset is measured at amortised cost using Effective Interest Rate (EIR), if both the conditions are met:

- The asset is held within a business model whose objective is to hold assets in order to collect contractual cash flows; and
- The contractual terms of the instrument give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Effective Interest Rate (EIR) method:

The EIR method is a method of calculating the amortised cost of a debt instrument and of allocating interest income over the relevant period. Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The effective interest rate is the rate that exactly discounts estimated future cash receipts (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the debt instrument or, where appropriate, a shorter period, to the gross carrying amount on initial recognition.

Income is recognised on an effective interest basis for debt instruments other than those financial assets classified as at Fair Value Through Profit or Loss (FVTPL). Interest income is recognised in the Consolidated Statement of Profit and Loss and is included in the 'Other income' line item.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026

(ii) Financial assets at Fair Value Through Other Comprehensive Income (FVTOCI)

An instrument shall be measured at FVTOCI, if both of the following conditions are met:

- The objective of the business model is achieved by both collecting contractual cash flows and selling financial assets; and
- The asset's contractual cash flows represent Solely Payments of Principal and Interest (SPPI).

Financial assets included within FVTOCI category are measured initially as well as at each reporting period at fair value plus transaction cost. Fair value movements are recognised in other comprehensive income. However, the Group recognises interest income, impairment losses and reversals and foreign exchange gain/ (loss) in the Consolidated Statement of Profit and Loss. On de-recognition of the asset, cumulative gain or loss previously recognised in OCI is reclassified from equity to the Consolidated Statement of Profit and Loss.

(iii) Financial assets at Fair Value Through Profit or Loss (FVTPL)

Financial assets that do not meet the amortised cost criteria or FVTOCI criteria (refer above) are measured at FVTPL. In addition, financial assets that meet the amortised cost criteria or the FVTOCI criteria but are designated as at FVTPL are measured at FVTPL.

A financial asset that meets the amortised cost criteria or financial assets that meet the FVTOCI criteria may be designated as at FVTPL upon initial recognition if such designation eliminates or significantly reduces a measurement or recognition inconsistency that would arise from measuring assets or liabilities or recognising the gains and losses on them on different bases. The Group has not designated any debt instrument as at FVTPL.

Financial assets at FVTPL are measured at fair value at the end of each reporting period, with any gains or losses arising on re-measurement recognised in the Consolidated Statement of Profit and Loss. The net gain or loss recognised in the Consolidated Statement of Profit and Loss incorporates any dividend or interest earned on the financial asset and is included in the 'Other income' line item. Dividend on financial assets at FVTPL is recognised when the Group's right to receive the dividends is established, it is probable that the economic benefits associated with the dividend will flow to the entity, the dividend does not represent a recovery of part of cost of the investment and the amount of dividend can be measured reliably.

(iv) Equity investments

If the Group decides to classify an equity instrument as at FVTOCI, then all fair value changes on the instrument, excluding dividends, are recognised in the OCI. There is no recycling of the amounts from OCI to the Consolidated Statement of Profit and Loss, even on sale of investment. However, the Group may transfer the cumulative gain or loss within equity.

Impairment of financial assets:

Expected credit losses are the weighted average of credit losses with the respective risks of default occurring as the weights. Expected credit loss is the difference between all contractual cash flows that are due to the Group in accordance with the contract and all the cash flows that the Group expects to receive (i.e. all cash shortfalls), discounted at the original effective interest rate (or credit adjusted effective interest rate for purchased or originated credit-impaired financial assets).

The Group measures the loss allowance for a financial instrument at an amount equal to the lifetime expected credit losses if the credit risk on that financial instrument has increased significantly since initial recognition. If the

credit risk on a financial instrument has not increased significantly since initial recognition, the Group measures the loss allowance for that financial instrument at an amount equal to 12-month expected credit losses. 12-month expected credit losses are portion of the lifetime expected credit losses and represent the lifetime cash shortfalls that will result if default occurs within 12 months after the reporting date and thus, are not cash shortfalls that are predicted over the next 12 months.

If the Group measured loss allowance for a financial instrument at lifetime expected credit loss model in the previous period, but determines at the end of a reporting period that the credit risk has not increased significantly since initial recognition due to improvement in credit quality as compared to the previous period, the Group again measures the loss allowance based on 12-month expected credit losses.

When making the assessment of whether there has been a significant increase in credit risk since initial recognition, the Group uses the change in the risk of a default occurring over the expected life of the financial instrument instead of the change in the amount of expected credit losses. To make that assessment, the Group compares the risk of a default occurring on the financial instrument as at the reporting date with the risk of a default occurring on the financial instrument as at the date of initial recognition and considers reasonable and supportable information, that is available without undue cost or effort, that is indicative of significant increases in credit risk since initial recognition.

For trade receivables or any contractual right to receive cash or another financial asset that results from transactions that are within the scope of Ind AS 115, the Group always measures the loss allowance at an amount equal to lifetime expected credit losses.

Further, for the purpose of measuring lifetime expected credit loss allowance for trade receivables, the Group has used a practical expedient as permitted under Ind AS 109. This expected credit loss allowance is computed based on a provision matrix, which takes into account historical credit loss experience and adjusted for forward looking information.

The impairment requirements for the recognition and measurement of a loss allowance are equally applied to debt instruments at FVTOCI except that the loss allowance is recognised in OCI and is not reduced from the carrying amount in the Consolidated Balance Sheet.

(b) Non-derivative financial liabilities

(i) Classification as debt or equity

Debt and equity instruments issued by the Group are classified as either financial liabilities or as equity in accordance with the substance of the contractual arrangements and the definitions of a financial liability and an equity instrument.

(1) Equity instruments:

An equity instrument is any contract that evidences a residual interest in the assets of an entity after deducting all of its liabilities. Equity instruments issued by the Group are recognised at the proceeds received, net of direct issue costs.

Repurchase of the Group's own equity instruments is recognised and deducted directly in equity. No gain or loss is recognised in the Consolidated Statement of Profit and Loss on the purchase, sale, issue or cancellation of the Group's own equity instruments.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026

(2) Compound financial instruments:

The component parts of compound financial instruments (convertible notes) issued by the Group are classified separately as financial liabilities and equity in accordance with the substance of the contractual arrangements and the definitions of a financial liability and an equity instrument. A conversion option that will be settled by the exchange of a fixed amount of cash or another financial asset for a fixed number of the Group's own equity instruments is an equity instrument.

At the date of issue, the fair value of the liability component is estimated using the prevailing market interest rate for similar non-convertible instruments. This amount is recognised as a liability on an amortised cost basis using the effective interest method until extinguished upon conversion or at the instrument's maturity date.

(3) Financial liabilities:

All financial liabilities are measured at amortised cost using the effective interest method or at FVTPL.

However, financial liabilities that arise when a transfer of a financial asset does not qualify for derecognition or when the continuing involvement approach applies, financial guarantee contracts issued by the Group, and commitments issued by the Group to provide a loan at below-market interest rate are measured in accordance with the specific accounting policies set out below.

Financial liabilities at FVTPL:

Financial liabilities are classified as at FVTPL when the financial liability is either held for trading or it is designated as at FVTPL.

A financial liability is classified as held for trading, if:

- It has been acquired or incurred principally for the purpose of selling or repurchasing it in the near term; or
- On initial recognition it is part of a portfolio of identified financial instruments that the Group manages together and has a recent actual pattern of short-term profit-taking; or
- It is a derivative that is not a financial guarantee contract or designated and effective as a hedging instrument.

A financial liability other than a financial liability held for trading may, be designated as at FVTPL upon initial recognition, if:

- Such designation eliminates or significantly reduces a measurement or recognition inconsistency that would otherwise arise;
- The financial liability forms part of a group of financial assets or financial liabilities or both, which is managed and its performance is evaluated on a fair value basis, in accordance with the Group's documented risk management or investment strategy, and information about the Group is provided internally on that basis; or
- It forms part of a contract containing one or more embedded derivatives, and Ind AS 109 permits the entire combined contracts to be designated as at FVTPL in accordance with Ind AS 109.

Financial liabilities at FVTPL are stated at fair value, with any gains or losses arising on re-measurement recognised in the Consolidated Statement of Profit and Loss.

However, financial liabilities that are not held-for-trading and are designated as at FVTPL, the amount of change in the fair value of the financial liability that is attributable to changes in the credit risk of that liability is recognised in other comprehensive income, unless the recognition of the effects of changes in the liability's credit risk in other comprehensive income would create or enlarge an accounting mismatch in the Consolidated Statement of Profit and Loss, in which case these effects of changes in credit risk are recognised in the Consolidated Statement of Profit and Loss. The remaining amount of change in the fair value of liability is always recognised in the Consolidated Statement of Profit and Loss. Changes in fair value attributable to a financial liability's credit risk that are recognised in other comprehensive income are reflected immediately in other comprehensive income under other equity and are not subsequently reclassified to the Consolidated Statement of Profit and Loss.

Gains or losses on financial guarantee contracts and loan commitments issued by the Group that are designated by the Group as at fair value through profit or loss are recognised in the Consolidated Statement of Profit and Loss.

Financial liabilities subsequently measured at amortised cost:

Financial liabilities that are not held-for-trading and are not designated as at FVTPL are measured at amortised cost at the end of subsequent accounting periods. The carrying amounts of financial liabilities that are subsequently measured at amortised cost are determined based on the effective interest method. Interest expense that is not capitalised as part of costs of an asset is included in the 'Finance costs' line item.

The effective interest method is a method of calculating the amortised cost of a financial liability and of allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the financial liability, or (where appropriate) a shorter period, to the gross carrying amount on initial recognition.

(ii) Loans and borrowings

Borrowings are initially recognised at fair value, net of transaction costs incurred. Borrowings are subsequently measured at amortised cost. Any difference between the proceeds (net of transaction costs) and the redemption amount is recognised in the Consolidated Statement of Profit and Loss over the period of borrowings using the EIR method. Fees paid on the establishment of loan facilities are recognised as the transaction cost of the loan to the extent it is probable that some or all of the facility will be drawn down, the fees are deferred until the draw down occurs. To the extent that there is no evidence that is probable that some or all of the facility will be drawn down, the fee is capitalised as a prepayment for liquidity and amortised over the period of facility to which it relates.

Preference shares, which are mandatorily redeemable on a specific date, are classified as liabilities. The dividends on these preference shares are recognised in the Consolidated Statement of Profit and Loss as 'Finance costs'.

(iii) Foreign exchange gains and losses

The fair value of financial assets denominated in a foreign currency is determined in that foreign currency and translated at the spot rate at the end of each reporting period.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026

- For foreign currency denominated financial assets measured at amortised cost and FVTPL, the exchange differences are recognised in the Consolidated Statement of Profit and Loss, except for those which are designated as hedging instruments in a hedging relationship.
- For the purposes of recognising foreign exchange gains and losses, FVTOCI financial assets are treated as financial assets measured at amortised cost. Thus, the exchange differences on the amortised cost are recognised in the Consolidated Statement of Profit and Loss, and other changes in the fair value of FVTOCI financial assets are recognised in OCI.

For financial liabilities that are denominated in a foreign currency and are measured at amortised cost at the end of each reporting period, the foreign exchange gains and losses are determined based on the amortised cost of the instruments and are recognised in 'Other income'.

The fair value of financial liabilities denominated in a foreign currency is determined in that foreign currency and translated at the spot rate at the end of the reporting period. For financial liabilities that are measured at FVTPL, the foreign exchange component forms part of the fair value gains or losses and is recognised in the Consolidated Statement of Profit and Loss.

De-recognition of financial assets and financial liabilities

The Group de-recognises a financial asset when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another party. If the Group neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the Group recognises its retained interest in the asset and an associated liability for the amounts it may have to pay. If the Group retains substantially all the risks and rewards of ownership of a transferred financial asset, the Group continues to recognise the financial asset and also recognises a collateralised borrowing for the proceeds received.

On de-recognition of a financial asset in its entirety, the difference between the asset's carrying amount and the sum of the consideration received and receivable, and the cumulative gain or loss that had been recognised in OCI and accumulated in equity is recognised in the Consolidated Statement of Profit and Loss.

On de-recognition of a financial asset other than in its entirety (for example: when the Group retains an option to repurchase part of a transferred asset), the Group allocates the previous carrying amount of the financial asset between the part it continues to recognise under continuing involvement and the part it no longer recognises on the basis of the relative fair values of those parts on the date of the transfer. The difference between the carrying amount allocated to the part that is no longer recognised and the sum of the consideration received for the part no longer recognised and any cumulative gain or loss allocated to it that had been recognised in other comprehensive income is recognised in the Consolidated Statement of Profit and Loss. A cumulative gain or loss that had been recognised in other comprehensive income is allocated between the part that continues to be recognised and the part that is no longer recognised on the basis of the relative fair values of those parts.

The Group de-recognises financial liabilities only when the Group's obligations are discharged, cancelled or have expired. An exchange with a lender of debt instruments with substantially different terms is accounted for as an extinguishment of the original financial liability and the recognition of a new financial liability. Similarly,

a substantial modification of the terms of an existing financial liability (whether or not attributable to the financial difficulty of the debtor) is accounted for as an extinguishment of the original financial liability and the recognition of a new financial liability. The difference between the carrying amount of the financial liability de-recognised and the consideration paid and payable is recognised in the Consolidated Statement of Profit and Loss.

Offsetting financial instruments

Financial assets and liabilities are offset, and the net amount is reported in the Consolidated Balance Sheet where there is a legally enforceable right to offset the recognised amounts, and there is an intention to settle on a net basis or realise the asset and settle the liability simultaneously. The legally enforceable right must not be contingent on future events and must be enforceable in the normal course of business.

(k) Derivative financial instruments

The Group uses derivative financial instruments, such as forward currency contracts, to hedge its foreign currency risks. Such derivative financial instruments are initially recognised at fair value on the date on which a derivative contract is entered into and are subsequently re-measured at fair value. Derivatives are carried as financial assets when the fair value is positive and as financial liabilities when the fair value is negative.

Any gains or losses arising from changes in the fair value of derivatives are taken directly to the Consolidated Statement of Profit and Loss.

(l) Inventories

Raw materials, components, stores and spares, and packing materials are valued at lower of cost or net realisable value. However, these items are considered to be realisable at cost if the finished products, in which they will be used, are expected to be sold at or above cost. Cost includes cost of purchase and other costs in bringing the inventories to their present location and condition. Cost is determined on weighted average cost basis.

Traded goods, work-in-progress and finished goods are valued at cost or net realisable value, whichever is lower. Work-in-progress and finished goods include costs of direct materials, labour and a proportion of manufacturing overheads based on the normal operating capacity but excluding borrowing cost. Traded goods cost includes cost of purchase and other costs incurred in bringing the inventories to their present location and condition. Cost is determined on weighted average cost basis.

Net realisable value is the estimated selling price in the ordinary course of business, less estimated costs of completion and the estimated costs necessary to make the sale.

Proceeds in respect of sale of raw materials/ stores are credited to the respective heads. Obsolete and defective inventory are duly provided for, basis the management estimates.

(m) Provisions and contingent liabilities

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation. When a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows (when the effect of the time value of money is material).

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026

Provisions are recognised when the Group has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and the amount can be reliably estimated. The expense relating to a provision is presented in the Consolidated Statement of Profit and Loss, net of any reimbursements.

When some or all of the economic benefits required to settle a provision are expected to be recovered from a third party, a receivable is recognised as an asset, if it is virtually certain that reimbursement will be received and the amount of the receivable can be measured reliably.

A present obligation that arises from past events, where it is either not probable that an outflow of resources will be required to settle or a reliable estimate of the amount cannot be made, is disclosed as a contingent liability. Contingent liabilities are also disclosed when there is a possible obligation arising from past events, the existence of which will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Group (Refer Note – 45).

Claims against the Group, where the possibility of any outflow of resources in settlement is remote, are not disclosed as contingent liabilities.

Contingent assets are not recognised in the financial statements since this may result in the recognition of income that may never be realised. However, when the realisation of income is virtually certain, then the related asset is not a contingent asset and is recognised.

(n) Employee benefits

(a) Short-term employee benefits

Short-term employee benefits are recognised as an expense on accrual basis.

(b) Defined contribution plan

The Group makes defined contribution to the Government Employee Provident Fund and Superannuation Fund, which are recognised in the Consolidated Statement of Profit and Loss, on accrual basis. The Group recognises contribution payable to the provident fund scheme as an expense, when an employee renders the related service. The Group has no obligation, other than the contribution payable to the provident fund.

(c) Defined benefit plan

The Group operates a defined benefit gratuity plan. The Group operates gratuity plan through a Trust wherein certain employees are entitled to the benefit equivalent to fifteen days salary last drawn for each completed year of service as per the Payment of Gratuity Act, 1972. The subsidiary within the group operates an unfunded gratuity plan. In case of some employees, the Group's scheme is more favourable as compared to the obligation under Payment of Gratuity Act, 1972. The benefit vests after five years of continuous service and the same is payable on termination of service or retirement, whichever is earlier. A part of the gratuity plan is funded (maintained by an independent insurance Group) and another part is unfunded and managed within the Group, hence the liability has been bifurcated into funded and unfunded. The Group's liabilities under The Payment of Gratuity Act, 1972 are determined on the basis of actuarial valuation made at the end of each financial year using the projected unit credit method. Obligation is measured at the present value of estimated future cash flows using a discounted rate that is determined by reference to market yields at the Consolidated Balance Sheet date on Government bonds, where the terms of the Government bonds are

consistent with the estimated terms of the defined benefit obligation. The net interest cost is calculated by applying the discount rate to the net balance of the defined benefit obligation and fair value of plan assets. This cost is included in the 'Employee benefits expense' in the Consolidated Statement of Profit and Loss. Re-measurement gains or losses and return on plan assets (excluding amounts included in net Interest on the net defined benefit liability) arising from changes in actuarial assumptions are recognised in the period in which they occur, directly in OCI. These are presented as re-measurement gains or losses on defined benefit plans under other comprehensive income in other equity. Remeasurements gains or losses are not reclassified subsequently to the Consolidated Statement of Profit and Loss.

(d) Compensated absences

The employees of the Group are entitled to compensated absences. The employees can carry forward a portion of the unutilised accumulating compensated absences and utilise it in future periods or receive cash at retirement or termination of employment. The Group records an obligation for compensated absences in the period in which the employee renders the services that increases this entitlement. The Group measures the expected cost of compensated absences as the additional amount that the Group expects to pay as a result of the unused entitlement that has accumulated at the end of the reporting period. The Group recognises accumulated compensated absences based on actuarial valuation in the Consolidated Statement of Profit and Loss.

The Group presents the entire leave as a current liability in the Consolidated Balance Sheet, since it does not have any unconditional right to defer its settlement for twelve months after the reporting date.

(o) Share-based payment

Certain employees of the Company have been granted stock-based awards, including stock options, stock appreciation rights (SARs), and restricted stock units (RSUs) of Aditya Birla Fashion and Retail Limited (Demerged Company), in accordance with the ESOP Policy of ABFRL. In compliance with Ind AS 102 – Share-based Payments, the Company has accounted for these awards using the graded vesting method. The Grant date fair value of equity-settled awards has been used for the purpose of accounting the related expenses. SARs are remeasured at fair value at each balance sheet date, with changes recognized in the Statement of Profit and Loss.

(p) Earnings per share

Basic earnings per share is calculated by dividing the net profit or loss attributable to equity holders of the Group by the weighted average number of equity shares outstanding during the period.

Partly paid equity shares are treated as a fraction of an equity share to the extent that they are entitled to participate in dividends relative to a fully paid equity share during the reporting period. Earnings, considered in ascertaining the Group's earnings per share, is the net profit for the period after deducting preference dividends. The weighted average number of equity shares outstanding during the period is adjusted for treasury shares and events such as bonus issue, bonus element in a rights issue that have changed the number of equity shares outstanding, without a corresponding change in resources.

Diluted earnings per share adjusts the figures used in the determination of basic earnings per share to take into account the after income tax effect of interest and other financing costs associated with dilutive potential equity shares and the weighted average number of additional equity shares that would have been outstanding assuming the conversion of all dilutive potential equity shares.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2026

(q) Cash and cash equivalents

Cash and cash equivalents in the Consolidated Balance Sheet and for the purpose of the Consolidated Statement of Cash Flows comprise cash on hand and cash at bank including fixed deposits with original maturity period of three months or less and short-term highly liquid investments with an original maturity of three months or less net of outstanding bank overdrafts as they are considered an integral part of the Group’s cash management.

NOTE 53 : ADDITIONAL REGULATORY INFORMATION REQUIRED BY SCHEDULE III

(i) DETAILS OF BENAMI PROPERTY HELD

No proceedings have been initiated on or are pending against the Group under the Prohibition of Benami Property Transactions Act, 1988 (as amended in 2016) (formerly the Benami Transactions (Prohibition) Act, 1988 (45 of 1988)) and Rules made thereunder.

(ii) COMPLIANCE WITH NUMBER OF LAYERS OF COMPANIES

The Group has complied with the number of layers prescribed under Section 2(87) of the Companies Act, 2013 read with Companies (Restriction of number of layers) Rules, 2017.

(iii) RELATIONSHIP WITH STRUCK OFF COMPANIES

The Group has no transactions with or balances due to or from companies struck off under Companies Act, 2013 or Companies Act, 1956.

(iv) BORROWINGS SECURED AGAINST CURRENT ASSETS

During the period, the Group was not granted working capital loans secured by current assets; therefore, it was not required to file quarterly statements with any banks or financial institutions.

(v) WILFUL DEFAULTER

The Group has not been declared wilful defaulter by any bank or financial institution or government or any government authority.

(vi) COMPLIANCE WITH APPROVED SCHEME(S) OF ARRANGEMENTS

The Group has not entered into any scheme of arrangement which has an accounting impact on current financial year

(vii) UTILISATION OF BORROWED FUNDS AND SHARE PREMIUM

The Group has not advanced or loaned or invested funds to any other person(s) or entity(ies), including foreign entities (Intermediaries) with the understanding that the Intermediary shall:a. directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Group (Ultimate Beneficiaries) or b. provide any guarantee, security or the like to or on behalf of the ultimate beneficiaries.

The Group has not received any funds from any person(s) or entity(ies), including foreign entities (Funding Party) with the understanding (whether recorded in writing or otherwise) that the Group shall:a. directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party (Ultimate Beneficiaries) or b. provide any guarantee, security or the like on behalf of the ultimate beneficiaries.

(viii) UNDISCLOSED INCOME

There is no income surrendered or disclosed as income during the current year in the tax assessments under the Income Tax Act, 1961, that has not been recorded in the books of account.

(ix) DETAILS OF CRYPTO CURRENCY OR VIRTUAL CURRENCY

The Group has not traded or invested in crypto currency or virtual currency during the current year.

(x) VALUATION OF PROPERTY PLANT AND EQUIPMENT (INCLUDING RIGHT-OF-USE ASSETS) AND INTANGIBLE ASSETS

The Group has not revalued its Property, Plant and Equipment (including Right-of-use assets) and Intangible assets during the current year. The Group did not have any Investment Property during the current year.

(xi) REGISTRATION OF CHARGES OR SATISFACTION WITH REGISTRAR OF COMPANIES

There are no charges or satisfaction which are yet to be registered with the Registrar of Companies beyond the statutory period.

As per our report of even date
For Price Waterhouse & Co Chartered Accountants LLP
Chartered Accountants
ICAI Firm Registration No. 304026E/E300009
A.J. SHAIKH
Partner
Membership No : 203637

Place: Bengaluru
Date: May 07, 2026

For and on behalf of the Board of Directors of
Aditya Birla Lifestyle Brands Limited

ASHISH DIKSHIT
(Managing Director)
(DIN: 01842066)
Place: Mumbai
Date: May 07, 2026

DHARMENDRA LODHA
(Chief Financial Officer)
(M.No: ACS 24939)
Place: Mumbai
Date: May 07, 2026

VISHAK KUMAR
(Deputy Managing Director and CEO)
(DIN: 09078653)
Place: Mumbai
Date: May 07, 2026

RAMEEZ SHAIKH
(Company Secretary)
Place: Mumbai
Date: May 07, 2026



ADITYA BIRLA LIFESTYLE BRANDS LIMITED

Registered Office: Piramal Agastya Corporate Park, Building ‘A’, 4th and 5th Floor,
Unit No. 401, 403, 501, 502, L.B.S. Road, Kurla, Mumbai - 400070
CIN: L46410MH2024PLC423195 | **Tel:** +91 8652905000
Website: www.ablblr.in | **E-mail:** cs@ablblr.adityabirla.com

Notice of the 2nd Annual General Meeting

NOTICE is hereby given that the 2nd Annual General Meeting of the Members of Aditya Birla Lifestyle Brands Limited (“**the Company**”) will be held on Wednesday, August 19, 2026 at 3:30 p.m. IST through Video Conferencing / Other Audio - Visual Means (“**VC/OAVM**”) to transact the following businesses:

ORDINARY BUSINESS (ES):

- 1) To consider and adopt:

a) the Audited Standalone Financial Statements of the Company for the Financial Year ended on March 31, 2026, the reports of the Board of Directors and Auditors thereon and

b) the Audited Consolidated Financial Statements of the Company for the Financial Year ended on March 31, 2026 and the reports of the Auditors thereon.
- 2) To declare a dividend of 8% on the Non-convertible Non-cumulative Redeemable Preference Shares for the Financial Year ended on March 31, 2026.
- 3) To declare the dividend of ₹ 0.50 (Fifty paisa only) per equity share for the Financial Year ended on March 31, 2026.
- 4) To appoint a Director in place of Ms. Ananyashree Birla (DIN: 06625036), who retires by rotation and being eligible, offers herself for re-appointment.

By Order of the Board of Directors

Sd/-
Rameez Shaikh
Company Secretary & Compliance Officer
Membership No.: A24939

Place: Mumbai
Date: May 7, 2026

Annexure A⁽¹⁾

Details of the Directors seeking appointment / re-appointment in terms of Secretarial Standard -2 and Regulation 36 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015

(As set out in item nos.4 of this Notice)

Name of the Director	Ms. Ananyashree Birla
DIN	06625036
Date of Birth/Age	July 17, 1994 / 31 Years
Date of First Appointment	May 20, 2025 as a Non-executive Director
Expertise in specific functional areas	• Corporate Governance, Legal & Compliance • Financial Literacy • General Management • Human Resource Development • Industry Knowledge • Technology, Digitisation & Innovation • Marketing • Risk Management • Strategic Expertise • Sustainability
Experience and background	Ms. Ananyashree Birla is a businesswoman, artist and the fifth generation of the illustrious Birla family. She started Svatantra Microfin at the age of 17. In one of the largest deals in the industry, Svatantra acquired Chaitanya India Fin Credit. Svatantra is the second largest and best performing microfinance institutions in India. With a team strength of over 24,500 across over 2100 branches spread over 20 states and a combined AUM of about 24,000 Cr. (as on 31st March 2026), Svatantra finances entrepreneurs who power India’s growth story. Svatantra secured the largest PE investment deal in the microfinance sector, amounting to ₹ 1930 Cr. (\$230 million), with investments from Advent International and Multiples. The AA graded organization (highest rating in the sector) was awarded the best microfinance organization of the year and has been placed in the top 25 best places to work in its segment by globally recognized Great Places To Work 2020. In addition, Svatantra MHFC, her micro housing arm, is the only housing institution to focus on the EWS/LIG segment, and to have a completely branchless model. It was also named as one of the top 50 Great Places to Work in the mid-size category. Founded Birla Cosmetics, Birla AI Labs and Birla Studios and serves on the boards of Aditya Birla Management Corporation, Grasim Industries Limited, Aditya Birla Education Trust, Aditya Birla Fashion and Retail Limited and Aditya Birla Lifestyle Brands Limited. She is playing a pivotal role in shaping the way for key growth areas such as real estate and global commodities trading.
External/ Honorary Engagements [Present & Prior]	i. Pioneering work in research and intervention designs for mental health in rural India, maternal mental health, skills development amongst others under Ananya Birla Foundation and ii. Co-Founder, Mpower, a Foundation that provides mental health awareness across the country.
Accolades/ Awards	i. Named as Business Today’s Most Powerful Women, ii. Conferred with the prestigious ET 40 Under 40, iii. Named as one of Fortune 40 Under 40, iv. Financial Express’s Newsmaker of the Year,

	v. Named as Fortune’s Most Powerful Women, vi. Named as Forbes Women to Watch, vii. Economic Times Most Promising Women Business Leaders of 2022 and viii. Conferred by the then Hon’ble Chief Minister of Maharashtra, Shri Devendra Fadnavis, for her role in empowering rural Indian women and pioneering 100% cashless disbursement since inception. ix. Felicitated by the Hon’ble Prime Minister of India, Shri Narendra Modi at Champions of Change, an event organized by the National Institution for Transforming India (NITI Aayog)
Terms & Conditions of appointment/re-appointment	Proposed to be re-appointed as a Non-Executive Director, liable to retire by rotation
Past Remuneration drawn from the Company (FY 2025-26)	Sitting Fees - ₹ 2.25 Lakhs
Remuneration sought to be paid	Ms. Birla shall be entitled to sitting fees paid for attending the Board and/or Committee Meeting and commission, if any.
Shareholding in the Company as on March 31, 2026	Nil
Relationship with other Directors, Manager and other Key Managerial Personnel of the Company	Ms. Ananyashree Birla is a sister of Mr. Aryaman Vikram Birla, Non-Executive Director of the Company.
Number of Board meetings attended during FY 2025 - 2026	During her tenure, five (5) Board Meetings were held, out of which she attended three (3) meetings.
List of other companies in which directorship is held ⁽²⁾	Listed Company(ies) 1. Grasim Industries Limited 2. Hindalco Industries Limited 3. Aditya Birla Fashion and Retail Limited Unlisted Company(ies) 1. Svatantra Micro Housing Finance Corporation Limited 2. Svatantra Microfin Private Limited 3. IKAI ASAI Online Services Private Limited (formerly known as Svatantra Online Services Private Limited) 4. Antimatter Media Private Limited 5. AUR Private Limited (formerly known as Talk and Cheese Private Limited) 6. Aditya Birla Management Corporation Private Limited 7. Birla Cosmetics Private Limited
Listed entities from which resigned as a Director in the past three years	Nil
Chairperson/Member of the Committee(s) of the Board of Directors of the Company ⁽³⁾	Nil
Chairperson / Member of the Committee(s) of Board of Directors of other Companies in which Director is a Member / Chairperson ⁽³⁾	Membership of the Committee Audit Committee Svatantra Micro Housing Finance Corporation Limited

(1) Details stated in **Annexure A** are as on the date of the AGM Notice i.e., May 7, 2026.

(2) Directorship in other Companies as on date of this Notice exclude this company, foreign companies and companies formed section 8 of the Act.

(3) In terms of the applicable provisions of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, memberships and chairperson in committee only includes the Audit Committee and Stakeholders Relationship Committee in other public limited companies (including deemed public company), whether listed or not.

Notes for Members’ Attention

1. Virtual Meeting

The Ministry of Corporate Affairs (“MCA”) vide its various circulars permitted holding of the Annual General Meeting (“AGM” or “Meeting”), through Video Conferencing (“VC”)/Other Audio-Visual Means (“OAVM”), without the physical presence of the Members at a common venue. Members participating through VC/OAVM shall be reckoned for the purpose of quorum under Section 103 of the Companies Act, 2013 (“Act”).

Further, the Securities and Exchange Board of India (“SEBI”) vide its various Circulars has granted further relaxations to ensure the AGM is conducted effectively. In compliance with the provisions of the Act, Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 (“Listing Regulations”) and MCA Circulars, the AGM of the Company is being held through VC/OAVM.

The deemed venue for the AGM will be the Registered Office of the Company at Piramal Agastya Corporate Park, Building ‘A’, 4th and 5th Floor, Unit No. 401, 403, 501, 502, L.B.S. Road, Kurla, Mumbai - 400 070. Since the AGM will be held through VC/OAVM, the route map of the venue of the Meeting is not annexed hereto.

2. Electronic copy of Integrated Annual Report and Notice of the 2nd Annual General Meeting

- a) In compliance with the MCA Circulars and SEBI Circulars, Notice of the AGM along with the Integrated Annual Report for FY 2025-26 is being sent only through electronic mode to those Members whose e-mail addresses are registered with the Company/Depositories/MUFG Intime India Private Limited [erstwhile known as Link Intime India Private Limited] [“MIPL / RTA”].
- b) Members may note that the Notice and Annual Report for FY 2025-26 will also be available on the Company’s website www.ablbi.in , websites of the Stock Exchanges, i.e. BSE Limited and National Stock Exchange of India Limited at www.bseindia.com and www.nseindia.com respectively and website of MUFG Intime India Private Limited (“MIPL”) i.e. <https://instavote.linkintime.co.in/>
- c) Additionally, in accordance with Regulation 36(1)(b) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, the Company is also sending a letter to Members whose e-mail IDs are not registered with Company/ RTA/Depositories providing the weblink of Company’s website from where the Integrated Annual Report and AGM Notice of the Company for FY 2025-26 along with previous years can be accessed.

3. Register to receive communications electronically

Members are encouraged to register/update their e-mail addresses or mobile number with their relevant Depository Participant (“DPs”).

Members who have not registered/updated their e-mail address or mobile number with the Company but wish to receive all communication (including Integrated Annual Report) from the Company electronically may register/update their e-mail and mobile numbers with the RTA/DPs.

Additionally, as per Regulation 36(1)(b) of the Listing Regulations, a letter providing the web-link of the Integrated Annual Report for the FY 2025-26, will be sent to those Members who have not registered their email address with the Company/ Depositories/Depository Participants/Registrar and Share Transfer Agent.

4. Director seeking appointment/re-appointment

Relevant details with respect of Directors retiring by rotation and seeking appointment/re-appointment at the AGM, in terms of Regulation 36 of the Listing Regulations and Clause 1.2.5 of Secretarial Standards on General Meetings, are set out in Annexure A, which also form part of this Notice.

5. Proxy

The AGM is being held pursuant to the various circulars issued by MCA and SEBI through VC/OAVM, wherein physical attendance of Members has been dispensed with. Accordingly, the facility for appointment of proxies by the Members will not be available for the AGM. Hence, the Proxy Form and Attendance Slip are not annexed to this Notice.

6. Authorised Representative

Institutional/Corporate Members (i.e., other than individuals, HUF, NRI, etc.) are required to send a scanned copy (PDF/JPG Format) of its Board or governing body Resolution/Authorization etc., authorizing its representative to attend the AGM through VC/OAVM on its behalf and to vote through remote e-voting.

The said Resolution/Authorization shall be sent to the Scrutinizer by e-mail through its registered e-mail address to Ms. Shivangini Gohel/ Mr. Dilip Bharadiya at dilipbcs@gmail.com with a copy marked to the Company Secretary at cs@ablbl.adityabirla.com.

7. Document open for inspection

Documents required to be kept open for inspection by the Members at the AGM in terms of the applicable laws, shall be made available on <https://instameet.linkintime.co.in>.

8. E-voting

Pursuant to Section 108 of the Act, Rule 20 of the Companies (Management and Administration) Rules, 2014, as amended, Regulation 44 of the Listing Regulations and the MCA Circulars, the Company is pleased to provide the facility to Members to exercise their right to vote, on the Resolutions proposed to be passed at AGM, by electronic means. As per the SEBI circular dated December 9, 2020 in relation to “e-Voting facility provided by the Listed Companies”, e-Voting process has been enabled to all the individual demat account holders, by way of single login credential, through their demat accounts/ websites of Depositories/DPs in order to increase the efficiency of the voting process.

The Company has engaged the services of MUFG Intime India Private Limited to provide the remote e-voting facility on InstaVote and the e-voting system on the date of the AGM on InstaMeet.

The Company has appointed Ms. Shivangini Gohel, (ACS 25740 & C.P. No. 9205) and failing her Mr. Dilip Bharadiya (FCS 7956 & C.P. No. 6740), Partners of M/s. Dilip Bharadiya & Associates, Company Secretaries (“Scrutinizer”) to act as the Scrutinizer and to scrutinize the entire e-voting process (i.e., remote e-voting and e-voting at the AGM) in a fair and transparent manner. The Scrutinizer’s decision on the validity of remote e-voting will be final.

9. Dividend

- I. The Record date has been fixed on Friday, August 7, 2026, for determining entitlement of Members to dividend for the financial year ended March 31, 2026, if approved at the AGM.
- II. Subject to the provisions of the Act, dividend as recommended by the Board, if approved at the AGM, will be paid subject to deduction of tax at source, wherever applicable, to those Members or their mandates, whose names are registered in the Company’s Register of Members:
 - a) as Beneficial Owners as at the end of the business hours on Friday, August 7, 2026 as per the lists to be furnished by National Securities Depository Limited (‘NSDL’) and Central Depository Services (India) Limited (‘CDSL’) in respect of the equity shares held in electronic form;
 - b) whose names appear as Members in the Register of Members of the Company in physical form which are maintained with MUFG on Friday, August 7, 2026.

- c) The Company shall make the payment of dividend to those Members directly in their bank accounts whose bank account details are available with the Company or MUFG or Depositories and those who have given their mandate for receiving dividends directly in their bank accounts through the any electronic mode approved by Reserve Bank of India.

- III. In terms of the provisions of “The Income Tax Act, 2025” dividend shall be taxable in the hands of Members at applicable rates of tax.
- IV. SEBI vide its Master Circular No. SEBI/HO/ MIRSD/POD-1/P/CIR/2024/37 dated May 7, 2024, has mandated that with effect from April 1, 2024, dividend to security holders who are holding securities in physical form, shall be paid only through electronic mode. Such payment shall be made only after the Members furnish their PAN, contact details (postal address with PIN and mobile number), bank account details & specimen signature (“KYC”) and choice of Nomination. Further, relevant FAQs published by SEBI on its website can be viewed at the following link: https://www.sebi.gov.in/sebi_data/faqfiles/may-2024/1715694256793.pdf.

- 10. In compliance with the Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018 and in terms of the Scheme of Arrangement among Aditya Birla Fashion and Retail Limited (“ABFRL” / “Demerged Company”) and Aditya Birla Lifestyle Brands Limited (“ABLBL” / “Resulting Company”) and their Respective Shareholders and Creditors under Sections 230 to 232 and other applicable provisions of the Companies Act, 2013, equity shares of the Company have been issued in dematerialized form only. Accordingly, equity shares of the Company allotted to the shareholders who were holding equity shares of ABFRL in physical form, have been transferred to the Aditya Birla Lifestyle Brands Limited - Escrow Account (“ABLBL Escrow Account”) of the Company. We request eligible shareholders to provide us the details of your demat account and such further confirmation, information and documents enclosed in Schedule 1 which is available on the website of the Company (<https://www.ablbl.in/investors/forms/>), to enable the transfer of equity shares to your demat account. On receipt of necessary information and details from you, subject to verification of documents, such equity shares of the Company shall be transferred to the demat account in proportion to your entitlement.

Remote e-voting: Important Dates

Cut-off date [for determining the Members entitled to vote on the resolutions set forth in this Notice]	: Wednesday, August 12, 2026
Remote e-voting period [During this period, members of the Company as on the cut-off date may cast their vote by remote e-voting]	Commence from : 9:00 a.m. IST, August 16, 2026 End at : 5:00 p.m. IST, August 18, 2026 (The remote e-voting module shall be disabled for voting thereafter by MUFG Intime India Private Limited)

URL for remote e-voting

Type of Member	E-voting link
Individual Members holding securities in Demat mode with National Securities Depository Limited (“NSDL”)	https://eservices.nsdl.com or directly through your depository participant
Individual Members holding securities in Demat mode with Central Depository Services (India) Limited (“CDSL”)	https://web.cdslindia.com/myeasitoken/home/login or www.cdslindia.com or directly through your depository participant
Individual Members holding securities in physical form/ Non-Individual Members holding securities in Demat mode	https://instavote.linkintime.co.in

Remote e-voting: Procedure

(1) Depository: For Individual Members holding securities in demat mode

Step no.	For Members holding securities with NSDL	For Members holding securities with CDSL
Registered User		
1.	The URL for users to login for NSDL IDeAS facility : https://eservices.nsdl.com either on a personal computer or on a mobile.	The URL for users to login to Easi / Easiest facility are https://web.cdslindia.com/myeasitoken/Home/Login or https://www.cdslindia.com/ and click on login icon & New System Myeasi Tab.
2.	Once the home page of e-Services is launched, click on the “Beneficial Owner” icon under “Login” which is available under ‘IDeAS’ section. A new screen will open. You will have to enter your User ID and Password.	Login through my easi user id and password.
3.	After successful authentication, you will be able to see e-Voting services. Click on “Access to e-Voting” under e-Voting services and you will be able to see e-Voting page.	After successful login of Easi/ Easiest the user will be also able to see the E Voting Menu. The Menu will have links of e-Voting service provider i.e., MUFG Intime for casting your vote during the remote e-Voting period. Additionally, there are also links provided to access the system of all e-Voting Service Providers, so that the user can visit the e-Voting service providers’ website directly.
4.	Click on company name or e-Voting service provider name i.e., MUFG Intime and you will be re-directed to “Instavote” website for casting your vote during the remote e-Voting period.	Click on e-Voting service provider name and you will be redirected to “InstaVote” website for casting your vote during the remote e-Voting period.
First time user		
5.	Option to register is available at https://eservices.nsdl.com . Select “Register Online for IDeAS “Portal or click at https://eservices.nsdl.com/SecureWeb/IdeasDirectReg.jsp	Option to register is available at https://web.cdslindia.com/myeasitoken/Home/EasiRegistration or https://web.cdslindia.com/myeasitoken/Home/EasiestRegistration or www.cdslindia.com
Alternative Method		
6.	Visit the e-Voting website of NSDL. Open web browser by typing the following URL: https://www.evoting.nsdl.com/ or https://eservices.nsdl.com/SecureWeb/evoting/evotinglogin.jsp either on a personal computer or on a mobile.	The user can directly access e-Voting page by providing demat Account Number and PAN No. from a link in www.cdslindia.com home page.
7.	Once the home page of e-Voting system is launched, click on the icon “Login” which is available under ‘Shareholder section.	(Skip step)
8.	A new screen will open. You will have to enter your User ID (i.e., your sixteen-digit demat account number hold with NSDL), Password/OTP and a Verification Code as shown on the screen.	(Skip step)

Step no.	For Members holding securities with NSDL	For Members holding securities with CDSL
9.	After successful authentication, you will be redirected to NSDL Depository site wherein you can see e-Voting page.	(Skip step)
10.	Click on company name or e-Voting service provider name i.e. MUFG Intime and you will be redirected to “Instavote” website for casting your vote during the remote e-Voting period.	The system will authenticate the user by sending OTP on registered Mobile & Email as recorded in the demat Account. After successful authentication, user will be provided links for the respective ESP i.e., MUFG Intime. Click on MUFG Intime and you will be redirected to “InstaVote” website for casting your vote during the remote e-Voting period.

Individual Members (holding securities in demat mode) login through their depository participants

You can also login using the login credentials of your demat account through your Depository Participant registered with NSDL/CDSL for e-Voting facility. Once login, you will be able to see e-Voting option. Once you click on e-Voting option, you will be redirected to NSDL/CDSL Depository site after successful authentication, wherein you can see e-Voting feature. Click on Company name or e-Voting service provider name and you will be redirected to e-Voting website of InstaVote for casting your vote during the remote e-Voting period to cast your vote without any further authentication.

In case members holding securities in demat mode have any technical issues related to login through Depository i.e. NSDL/ CDSL, they may contact the respective helpdesk given below:

Login type	Helpdesk Details
Individual Members holding securities in demat mode with NSDL	Members facing any technical issue in login can contact NSDL helpdesk by sending a request at evoting@nsdl.co.in or call at 022 - 4886 7000 and 022- 2499 7000
Individual Members holding securities in demat mode with CDSL	Members facing any technical issue in login can contact CDSL helpdesk by sending a request at helpdesk.evoting@cdslindia.com or contact at toll free no. 1800 22 55 33

(2) Insta Vote: For Individual Members holding securities in physical mode/Non-Individual Members holding securities in demat mode as on the cut-off date

Step no.	For first time users of InstaVote OR Members holding shares in physical mode	For Members holding shares in demat form and existing user of InstaVote
1.	Open the internet browser and launch the URL: https://instavote.linkintime.co.in	
2.	Click on “Sign Up” under ‘SHARE HOLDER’ tab and register with your following details: -	
	A. User ID: Enter your User ID	
	(i) For members holding shares in demat : 16 digits beneficiary ID account held with CDSL	
	(ii) For members holding shares in demat : 8 Character DP ID followed by 8-digit client ID account held with NSDL	
	(iii) For members holding shares in physical : EVEN (260439) followed by the Folio number registered with the Company	
	B. Permanent Account Number (PAN): Enter your 10-digit PAN (Members who have not updated their PAN with the Depository Participant (DP)/ Company shall use the sequence number provided to you, if applicable.	(Skip step)
	C. Date of Birth (DOB) / Date of Incorporation (DOI): Enter the DOB / DOI (As recorded with your DP / Company - in DD/MM/YYYY format)	
	D. Bank Account Number: Enter your Bank Account Number (last four digits), as recorded with your DP/Company.	
	(i) For members holding shares in demat : Shall provide either ‘C’ or ‘D’, account held with CDSL above	
	(ii) For members holding shares in demat : Shall provide ‘D’ above account held with NSDL	
	(iii) For members holding shares in physical : Shall provide their folio number form but have not recorded ‘C’ and ‘D’ in ‘D’ above above	
3.	Set the password of your choice [The password should contain minimum 8 characters, at least one special Character (@!#\$&*), at least one numeral, at least one alphabet and at least one capital letter].	(Skip step)
4.	Click on ‘confirm’ and your password will be generated.	(Skip step) [Use your existing password]
5.	click on ‘Login’ under the ‘SHARE HOLDER’ tab.	
6.	Enter your User ID, Password and Image Verification (CAPTCHA) Code and click on ‘Submit’.	
7.	After successful login, you will be able to see the notification for e-voting.	
8.	Select ‘View’ icon and the e-voting page will appear.	
9.	Refer the Resolution description and cast your vote by selecting your desired option ‘Favour / Against’. (If you wish to view the entire Resolution details, click on the ‘View Resolution’ file link).	
10.	After selecting the desired option i.e., Favour / Against, click on ‘Submit’. A confirmation box will be displayed. If you wish to confirm your vote, click on ‘Yes’, else to change your vote, click on ‘No’ and accordingly modify your vote.	
11.	Once the vote on a resolution is cast by the member, such member shall not be allowed to change it subsequently.	

(3) Remote e-voting: Points to remember

1. Institutional members (i.e., other than Individuals, HUF, NRI etc.) and Custodians are required to log on the e-voting system of LI IPL at <https://instavote.linkintime.co.in/> and register themselves as ‘**Custodian / Mutual Fund / Corporate Body**’. They are also required to upload a scanned certified true copy of the board resolution /authority letter/power of attorney etc. together with attested specimen signature of the duly authorised representative(s) in PDF format in the ‘**Custodian / Mutual Fund / Corporate Body**’ login for the Scrutinizer to verify the same.
2. If you have forgotten the password:
 - Click on ‘**Login**’ under ‘**SHARE HOLDER**’ tab and further Click ‘**forgot password?**’
 - Enter User ID, select Mode and Enter Image Verification (CAPTCHA) Code and Click on ‘Submit’.
3. In case Members is having valid e-mail address, Password will be sent to his / her registered e-mail address.
4. Members can set the password of his/ her choice by providing the information about the particulars of the Security Question and Answer, PAN, DOB/ DOI, Bank Account Number (last four digits) etc.
5. The password should contain minimum 8 characters, at least one special character (@!#\$&*), at least one numeral, at least one alphabet and at least one capital letter.
6. It is strongly recommended not to share your password with any other person and take utmost care to keep your password confidential.
7. For Members holding shares in physical form, the details can be used only for voting on the resolutions contained in this Notice.
8. During the voting period, members can login any number of time till they have voted on the resolution(s) for a particular “Event”.
9. Members holding multiple folios/demat account shall choose the voting process separately for each of the folios/ demat account.

In case Members holding securities in physical mode/ Institutional Members have any queries regarding e-voting, they may refer the Frequently Asked Questions (“FAQs”) and InstaVote e-Voting manual available at <https://instavote.linkintime.co.in>, under Help section or send an e-mail to enotices@in.mpms.mufg.com or contact on: - Tel: 022-4918 6000.

10. Attending the AGM through InstaMeet

Member will be provided with a facility to attend the AGM through VC/ OAVM through InstaMeet. The meeting shall be opened 30 (Thirty) minutes before the scheduled time of the AGM and shall be kept open throughout the proceedings of the AGM.

Please note that the attendance of the Members attending the AGM through VC/ OAVM will be counted for the purpose of ascertaining the quorum under Section 103 of the Act.

Members desiring to attend the AGM through VC/ OAVM are requested to refer to the detailed procedure given below.

Attend the AGM through VC/OAVM: Procedure

Step no.	For all Members
1.	Open the internet browser and launch the URL: https://instameet.in.mpms.mufig.com/
2.	Select the “Company” and ‘Event Date’ and register with your following details: - A. Demat Account No. or Folio No: Enter your 16-digit Demat Account No. or Folio No: (i) For members holding shares in demat account held with : 16 digits beneficiary ID, CDSL (ii) For members holding shares in demat account held with : 8 Character DP ID followed by NSDL 8-digit client ID, (iii) For members holding shares in physical form : Folio number registered with the Company B. PAN: Enter your 10-digit PAN (Members who have not updated their PAN with the DP/Company shall use the sequence number provided to you, if applicable. C. Mobile No.: Enter your mobile number. D. E-mail ID: Enter your e-mail ID, as recorded with your DP/Company.
3.	Click “Go to Meeting” (You are now registered for InstaMeet and your attendance is marked for the meeting).
4.	Members will be required to allow camera and use internet with a good speed to avoid any disturbance during the meeting.

In case Members have any queries regarding login, they may send an e-mail to instameet@in.mpms.mufig.com or contact on: - Tel: 022-49186175.

11. Speaker registration for the AGM

- a. Members who would like to express their views/ask questions during the meeting may register themselves as a speaker by sending their request from Saturday August 1, 2026 to Wednesday, August 12, 2026 mentioning their name, demat account number/folio number, e-mail ID, mobile number at cs@ablbl.adityabirla.com.
- b. Only those Members who have registered themselves as a speaker will be allowed to express their views/ask questions during the meeting.
- c. Members will get confirmation on first cum first basis depending upon the provision made by the client.
- d. Members who are registered as speakers for the event are requested to download and install the Webex application by clicking on the link www.webex.com/downloads.html/ (Members may also refer a tutorial video available on www.youtube.com/watch?v=U2C9BVtGVrk)
- e. Members are requested to speak only when moderator of the meeting/ management will announce the name and serial number for speaking.
- f. Please note that the Company reserves the right to restrict the number of questions and number of speakers, depending upon availability of time as appropriate for smooth conduct of the AGM.
- g. Other Members may ask questions to the panellist, via active chat-board during the meeting.

The members who do not wish to speak during the AGM but have queries may send their queries in advance upto Wednesday, August 12, 2026, mentioning their name, demat account number/folio number, e-mail ID, mobile number at cs@ablbl.adityabirla.com . These queries will be replied to by the Company suitably by e-mail.

12. E-voting during the AGM through InstaMeet

- 1. Only those Members, who are present in the AGM through VC/ OAVM facility and have not casted their vote on the Resolutions through remote e-Voting and are otherwise not barred from doing so, shall be eligible to vote through e-voting system available during the AGM.
- 2. If any Votes are cast by the Members through the e-voting available during the AGM and if the same Members have not participated in the meeting through VC/ OAVM facility, then the votes cast by such Members shall be considered invalid as the facility of e-voting during the meeting is available only to the Members attending the meeting.
- 3. Members who have voted through remote e-voting will be eligible to attend the AGM. However, they will not be eligible to vote at the AGM.

Once the electronic voting is activated by the scrutinizer/ moderator during the meeting, Members who have not exercised their vote through the remote e-voting can cast the vote as under:

E-voting during the AGM: Procedure

Step no.	For all members
1.	On the Shareholders VC page, click on the link for e-Voting “Cast your vote”.
2.	Enter your 16-digit Demat Account No./ Folio No. and OTP (received on the registered mobile number/ registered e-mail ID) received during registration for InstaMEET and click on ‘Submit’.
3.	After successful login, you will see “Resolution Description” and against the same the option “Favour/ Against” for voting.
4.	Cast your vote by selecting appropriate option i.e. “Favour/ Against” as desired. Enter the number of shares (which represents no. of votes) as on the cut-off date under ‘Favour/ Against’.
5.	After selecting the appropriate option i.e. Favour/ Against, click on “Save”. Then a confirmation box will be displayed. If you wish to confirm your vote, click on “Confirm”, else to change your vote, click on “Back” and accordingly modify your vote.
6.	Once you confirm your vote on the resolution, you will not be allowed to modify or change your vote subsequently.

In case members have any queries regarding login/ e-voting, they may send an e-mail to instameet@in.mpms.mufig.com or contact on: - Tel: 022-49186175.

13. Other information related to e-voting

- a. A person, whose name is recorded in the Register of Members or in the register of beneficial owners of the Company, as on the cut-off date i.e., Wednesday, August 12, 2026 only shall be entitled to avail the facility of e-voting, either through remote e-voting and voting at the AGM. A person who is not a member as on the cut-off date should treat this Notice for information purposes only.
- b. Members who have cast their vote by remote e-voting prior to the AGM will be entitled to attend the AGM and their presence shall be counted for the purpose of quorum. However, they shall not be entitled to cast their vote again. In case a member casts his vote by more than one mode of voting including remote e-voting, then voting done through remote e-voting shall prevail and other shall be treated as invalid.
- c. Any person, who acquires shares of the Company and becomes a Member of the Company after dispatch of the Notice and holds shares as of the cut-off date may follow the procedure for remote e-voting as enumerated in detail hereinabove. They may also refer to the FAQs and e-voting manual available at <https://instavote.linkintime.co.in/> (under help section) or write an e-mail to enotices@in.mpms.mufig.com or cs.ablbl@adityabirla.com .
- d. Every client ID no./ folio no. will have one vote, irrespective of number of joint holders. However, in case the joint holders wish to attend the meeting, the joint holder whose name is higher in the order of names among the joint holders, will be entitled to vote at the AGM.
- e. The members may also update their mobile number and e-mail ID in the user profile details of their respective client ID no./ folio no., which may be used for sending future communication(s).

14. General Instructions

- a. Members are encouraged to join the Meeting through Tablets/ Laptops connected through broadband for better experience.
- b. Members are required to use Internet with a good speed (preferably 2 MBPS download stream) to avoid any disturbance during the meeting.
- c. Please note that Members connecting from Mobile Devices or Tablets or through Laptops connecting via Mobile Hotspot may experience Audio/ Visual loss due to fluctuation in their network. It is therefore recommended to use stable Wi-Fi or LAN connection to mitigate any kind of aforesaid glitches.
- d. At the AGM, the Chairperson shall, at the end of discussion on the resolutions on which voting is to be held, allow e-voting at the AGM.
- e. The Scrutinizer shall submit a consolidated Scrutinizer's Report of the total votes cast in favour or against, not later than 48 (forty-eight) hours of the conclusion of the AGM, to the Chairman or any other Director authorized by the Board, who shall countersign the same and declare the result of the voting forthwith.
- f. The results shall be declared on or before Friday, August 21, 2026 and will be displayed along with the Scrutiniser's Report:
 - (i) dissemination on the website of the Company i.e. www.ablbi.in;
 - (ii) communication to BSE Limited and National Stock Exchange of India Limited, thereby enabling them to disseminate the same on their respective websites and
 - (iii) on the website of MUFG i.e. <https://instavote.linkintime.co.in>.

15. Correspondence

Members are requested to make all correspondence in connection with shares held by them by addressing letters directly to the Company or RTA, quoting their folio number or DP ID - client ID, as the case may be.

16. Information for Non-Resident Indian Members

Non-resident Indian members are requested to immediately inform the Company/ RTA, if shares are held in physical mode or to their DP, if the holding is in electronic mode, regarding change in the residential status on return to India for permanent settlement and/ or the particulars of the NRE account with a bank in India, if not furnished earlier.

17. Information to Members

As per the provisions of Section 72 of the Act the facility for making/varying/cancelling nominations is available to individual's holding shares in the Company. Nominations can be made in Form SH-13 and any variation/cancellation thereof can be made by giving notice in Form SH-14, as prescribed under the Companies (Share Capital and Debentures) Rules, 2014. The Forms can be obtained from the website of the Company i.e. <https://www.ablbi.in/> or Share Transfer Agent website viz. <https://in.mpms.mufg.com/> or from the Website of the Ministry of Corporate Affairs at www.mca.gov.in. Members are requested to submit the said form to their respective DPs in case the shares are held in electronic form and to LIPL in case the shares are held in physical form

Pursuant to SEBI Circular no. SEBI/HO/MIRSD/POD-1/P/CIR/2023/158 dated September 26, 2023, read with SEBI Master Circular No. SEBI/HO/MIRSD/POD-1/P/CIR/2024/37 dated May 7, 2024, SEBI has mandated the security holders (holding securities in physical form) to submit their PAN (i.e. linked with Aadhaar Number), Choice of Nomination, Contact details (Postal Address with PIN Code and Mobile Number), Bank Account details and Specimen Signature in their corresponding

folios. However, the security holder(s) whose folio does not have PAN, KYC and Nomination shall be eligible:

- i. To lodge any grievance or avail of any service request from RTA, only after furnishing the PAN, KYC details and Nomination;
- ii. To receive any payment including dividend, interest or redemption amount (which would be only through electronic mode w.e.f. April 1, 2024) only after compliance with the above stated requirements.

Further, SEBI vide its circular no. SEBI/HO/MIRSD/POD-1/P/CIR/2024/81 dated June 10, 2024 for the ease of compliance and investor convenience, has stated that Security holders holding securities in physical form shall be eligible for receipt of any payment including dividend, interest or redemption payment as well as to lodge grievance or avail any service request from the RTA even if 'choice of nomination' is not submitted by these security holders. However, the security holders are encouraged to update 'choice of nomination' for ensuring smooth transmission of securities held by them as well as to prevent accumulation of unclaimed assets in the securities market.

In view of the above, Members are requested to update their details /changes, if any, pertaining to their name, postal address with PIN code, email address, telephone/mobile numbers, Permanent Account Number (PAN linked with Aadhaar), mandates, nominations, power of attorney, bank details such as name of the bank and branch details, bank account number, MICR code, IFSC code, etc. to their DPs in case the shares held by them are in electronic form and to the RTA in case of shares held by them in physical form. The forms for updation of PAN, KYC, bank details and Nomination viz., Forms ISR-1, ISR-2, ISR-3, SH-13 and the said SEBI circulars are available on Company's website i.e. <https://www.ablbi.in/>.

18. MEMBERS ARE REQUESTED TO PLEASE READ THE "COMPANY'S RECOMMENDATIONS TO THE SHAREHOLDERS" PROVIDED IN THE "GENERAL SHAREHOLDER INFORMATION" SECTION OF THE INTEGRATED ANNUAL REPORT FOR FY 2025-26.

By Order of the Board of Directors

Sd/-

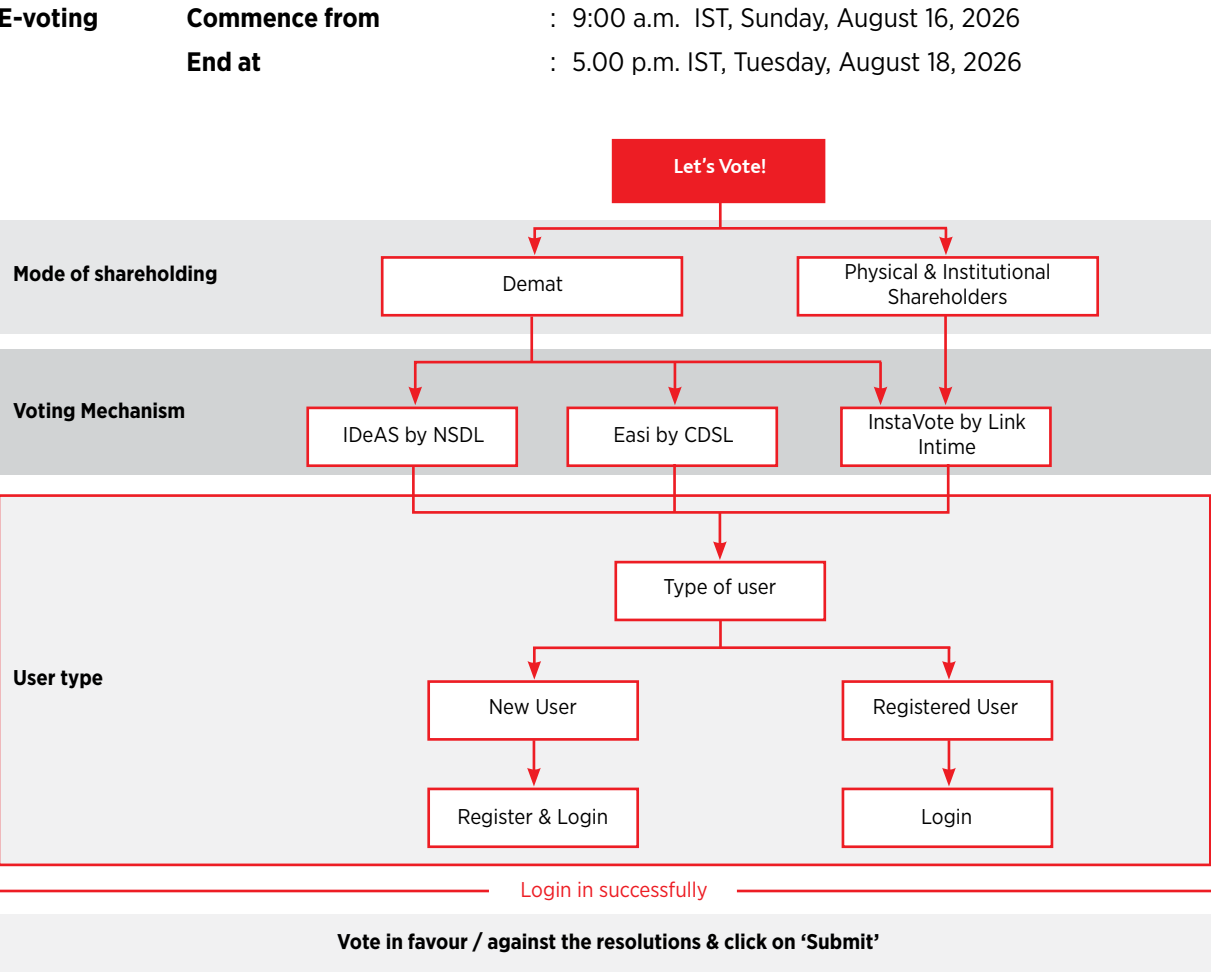
Rameez Shaikh
Company Secretary & Compliance Officer
Membership No.: A24939

Place: Mumbai
Date: May 7, 2026

Important Dates

Dates	Events
Saturday, August 1, 2026	Start day to register as speaker or send queries
Wednesday, August 12, 2026	Last day to register as speaker or send queries
Wednesday, August 12, 2026	Cut-off Date to determine the members who shall be entitled to vote on the resolutions set forth in this Notice.
Sunday, August 16, 2026	Commencement of remote e-voting at 9:00 a.m. IST
Tuesday, August 18, 2026	End of remote e-voting at 5:00 p.m. IST
Wednesday, August 19, 2026	Date of AGM and Participate in AGM @ 3:30p.m. IST via insta meet or webex
Friday, August 21, 2026	Announcement of voting results on or before Friday, August 21, 2026.

Virtual Guide





GLOSSARY OF ABBREVIATIONS

ABFRJKT	Aditya Birla Fashion and Retail Jan Kalyan Trust
ABFRL	Aditya Birla Fashion and Retail Limited
ABLBL	Aditya Birla Lifestyle Brands Limited
ABG	Aditya Birla Group
APS	Announced Pledges Scenario
AI	Artificial Intelligence
BCI	Better Cotton Initiative
BCP	Business Continuity Planning
BRC	Business Review Council
BRSR	Business Responsibility and Sustainability Report
BSI	British Standards Institution
CAPA	Corrective and Preventive Actions
CAPEX	Capital Expenditure
CEE	Centre for Environment Education
CEO	Chief Executive Officer
CEP	Continuing Education Policy
CII	Confederation of Indian Industry
CISO	Chief Information Security Officer
CLO 3D	Computer-Aided 3D Garment Design Software
CMS	Chemical Management System
CoE	Centre of Excellence
COSO	Committee of Sponsoring Organizations of the Treadway Commission
CPCB	Central Pollution Control Board
CRM	Customer Relationship Management
CRO	Chief Risk Officer
CRISIL	Credit Rating Information Services of India Limited
CSR	Corporate Social Responsibility
CSO	Chief Sustainability Officer
CVRS	Customer Voice Response System
D365 POS	Dynamics 365 Point of Sale
DG	Diesel Generator

DLP	Data Loss Prevention
DR	Disaster Recovery
EAP	Employee Assistance Programme
EBITDA	Earnings Before Interest, Taxes, Depreciation and Amortisation
EDR	Endpoint Detection and Response
EDGE	Equity, Diversity and Gender Equality
EDLI	Employees Deposit Linked Insurance
EHS	Environment, Health and Safety
EPFO	Employees Provident Fund Organisation
ERP	Enterprise Resource Planning
ERT	Emergency Response Team
ESG	Environmental, Social and Governance
EVP	Employee Value Proposition
FEM	Facility Environmental Module
FSC	Forest Stewardship Council
FSLM	Facility Social and Labour Module
FY	Financial Year
GDPR	General Data Protection Regulation
GHG	Greenhouse Gas
GRI	Global Reporting Initiative
GRS	Global Recycled Standard
GTM	Go-To-Market
HDPE	High-Density Polyethylene
HIRA	Hazard Identification and Risk Assessment
HR	Human Resources
HVAC	Heating, Ventilation, and Air Conditioning
IASB	International Accounting Standards Board
IBAT	Integrated Biodiversity Assessment Tool
ICCE	International Council for Circular Economy
ICEF	International Circular Economy Forum
IC	Internal Complaints Committee



GLOSSARY OF ABBREVIATIONS

IEA	International Energy Agency
IFRS	International Financial Reporting Standards
IGBC	Indian Green Building Council
IHM	Institute of Hotel Management
IR	Integrated Reporting
ILO	International Labour Organization
IoT	Internet of Things
IPCC	Intergovernmental Panel on Climate Change
IRCC	Integrated Reporting and Connectivity Council
ISAE	International Standard on Assurance Engagements
ISO	International Organization for Standardization
ISSB	International Sustainability Standards Board
ITIL	Information Technology Infrastructure Library
KL	Kilolitre
LCA	Life Cycle Assessment
LEED	Leadership in Energy and Environmental Design
LLM	Large Language Model
LOTO	Lockout-Tagout
LTIFR	Lost Time Injury Frequency Rate
LTIR	Lost Time Injury Rate
LWG	Leather Working Group
MIS	Management Information System
MoC	Management of Changes
MRSL	Manufacturing Restricted Substance List
MSME	Micro, Small and Medium Enterprise
MT	Metric Tonnes
NGO	Non-Governmental Organisation
NIST	National Institute of Standards and Technology
NPS	Net Promoter Score
NULM	National Urban Livelihood Mission
NZE	Net Zero Emissions

OCP	Operating Control Procedures
ODS	Ozone - Depleting Substances
OHC	Occupational Health Centre
OHI	Occupational Health Index
OHS	Occupational Health and Safety
OSHA	Occupational Safety and Health Administration
PAT	Profit After Tax
PII	Personally Identifiable Information
PM	Particulate Matter
PLA	Polylactic Acid
PLM	Product Lifecycle Management
POSH	Prevention of Sexual Harassment
PPE	Personal Protective Equipment
PPP	Purchasing Power Parity
QCC	Quality Care Cell
QIN	Quality Index Number
QMS	Quality Management System
QPI	Quality Performance Index
RCP	Representative Concentration Pathway
RMSC	Risk Management and Sustainability Committee
ROS	Rate of Sale
RSU	Restricted Stock Units
RSEMS	Real-Time Safety Equipment Monitoring System
RSL	Restricted Substance List
RYT	Retail Young Talent Programme
SA 8000	Social Accountability 8000
SASB	Sustainability Accounting Standards Board
SBTi	Science Based Targets initiative
SDG	Sustainable Development Goal
SDS	Sustainable Development Scenario
SEBI	Securities and Exchange Board of India



GLOSSARY OF ABBREVIATIONS

SIEM	Security Information and Event Management
SLP	Service Level Agreements
SOP	Standard Operating Procedure
SPCB	State Pollution Control Board
SSI	Supplier Sustainability Index
SSP	Shared Socioeconomic Pathway
STEM	Science, Technology, Engineering and Mathematics
STEPS	Stated Policies Scenario
STP	Sewage Treatment Plant
TCFD	Task Force on Climate-related Financial Disclosures
TJ	Terajoule
TMC	Technology Management Centre
TNFD	Task Force on Nature-related Financial Disclosures
ToT	Training of Trainers
TQM	Total Quality Management
TRIR	Total Reportable Injury Rate
UNGC	United Nations Global Compact
UN SDGs	United Nations Sustainable Development Goals
USGBC	U.S. Green Building Council
VH	Van Heusen
VPQI	Vendor Quality Performance Index
WAF	Web Application Firewall
WBCSD	World Business Council for Sustainable Development
WRAP	Worldwide Responsible Accredited Production
ZDHC	Zero Discharge of Hazardous Chemicals
ZLD	Zero Liquid Discharge



Corporate Office:

Kh No. 118/110/1, Building 2, Divyashree
Technopolis, Yemalur Main Rd, off HAL
Airport Road, Bengaluru- 560037

Registered Office:

Piramal Agastya Corporate Park, Building
'A', 4 th and 5 th Floor, Unit No. 401, 403, 501,
502, L.B.S. Road, Kurla, Mumbai - 400 070

Website: www.ablbi.in

E-mail: cs@ablbi.adityabirla.com

Tel.: +91 86529 05000

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