



AHCL/ SE/ 27 /2026-27

August 28, 2026

The National Stock Exchange of India Limited “Exchange Plaza”, C-1, Block G Bandra-Kurla Complex, Bandra (E) Mumbai 400 051 ISIN: INE098F01031	BSE Limited Department of Corporate Services 1 st Floor, P.J. Towers, Dalal Street, Mumbai 400 001
Symbol: AMRUTANJAN	Scrip Code: 590006

Dear Sir / Madam,

Sub: Business Responsibility and Sustainability Report for FY 2025-26

Pursuant to Regulation 34(2)(f) of the Securities and Exchange Board of India (Listing Obligations and Disclosures Requirements) Regulations, 2015, we are submitting herewith the Business Responsibility and Sustainability Report for the Financial Year 2025-26, which forms part of the Annual Report for the Financial Year 2025-26.

This is for your information and records.

Thanking you
Yours Faithfully

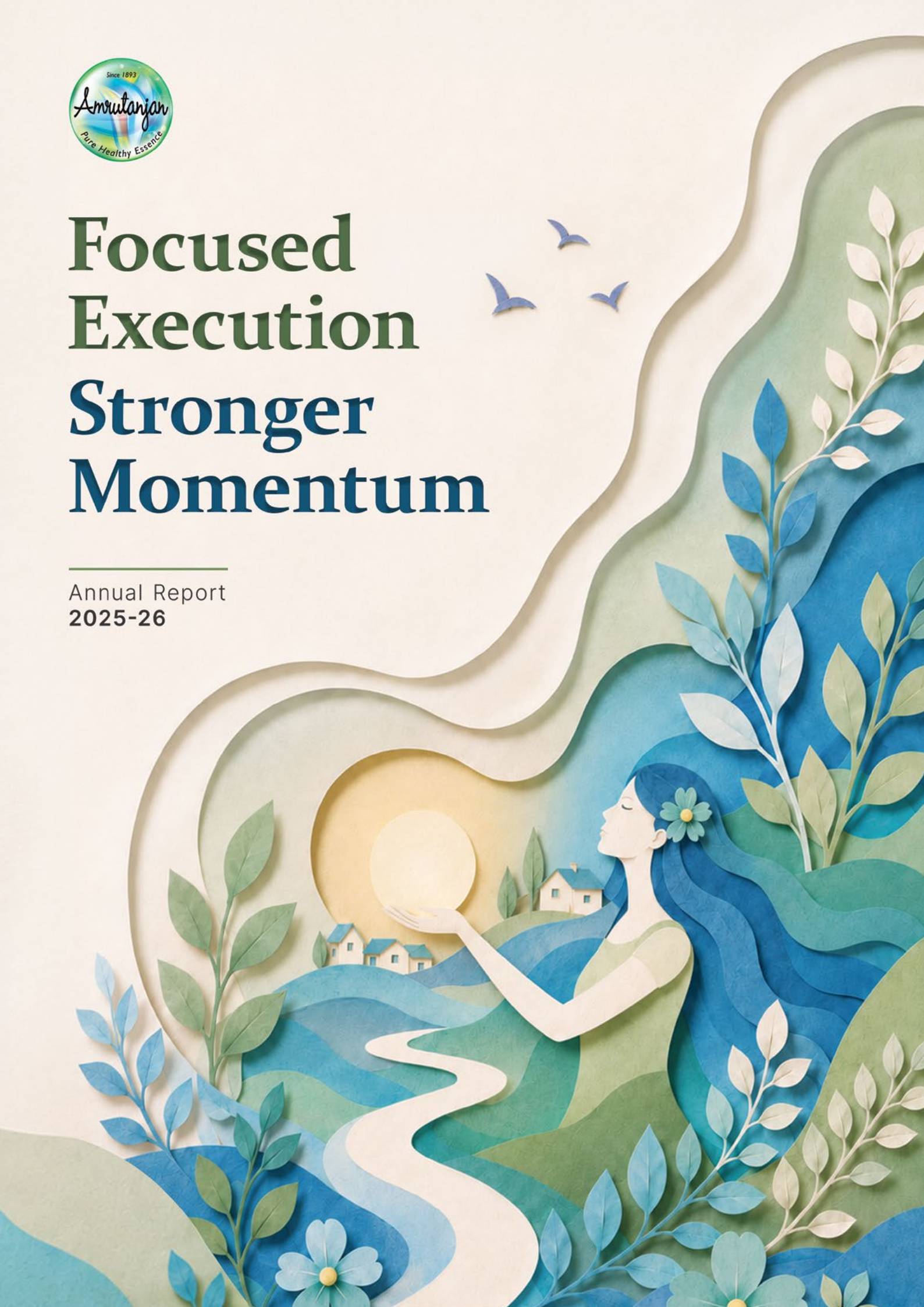
For Amrutanjan Health Care Limited

Gagan Preet Singh
Company Secretary & Compliance Officer



Focused Execution Stronger Momentum

Annual Report
2025-26





80% BETTER ABSORPTION*
100% Comfy CONFIDENCE



The power to be you

*Compared to cloth with equal dimension and weight – Based on A+KCL Lab Study conducted in Oct 2023.



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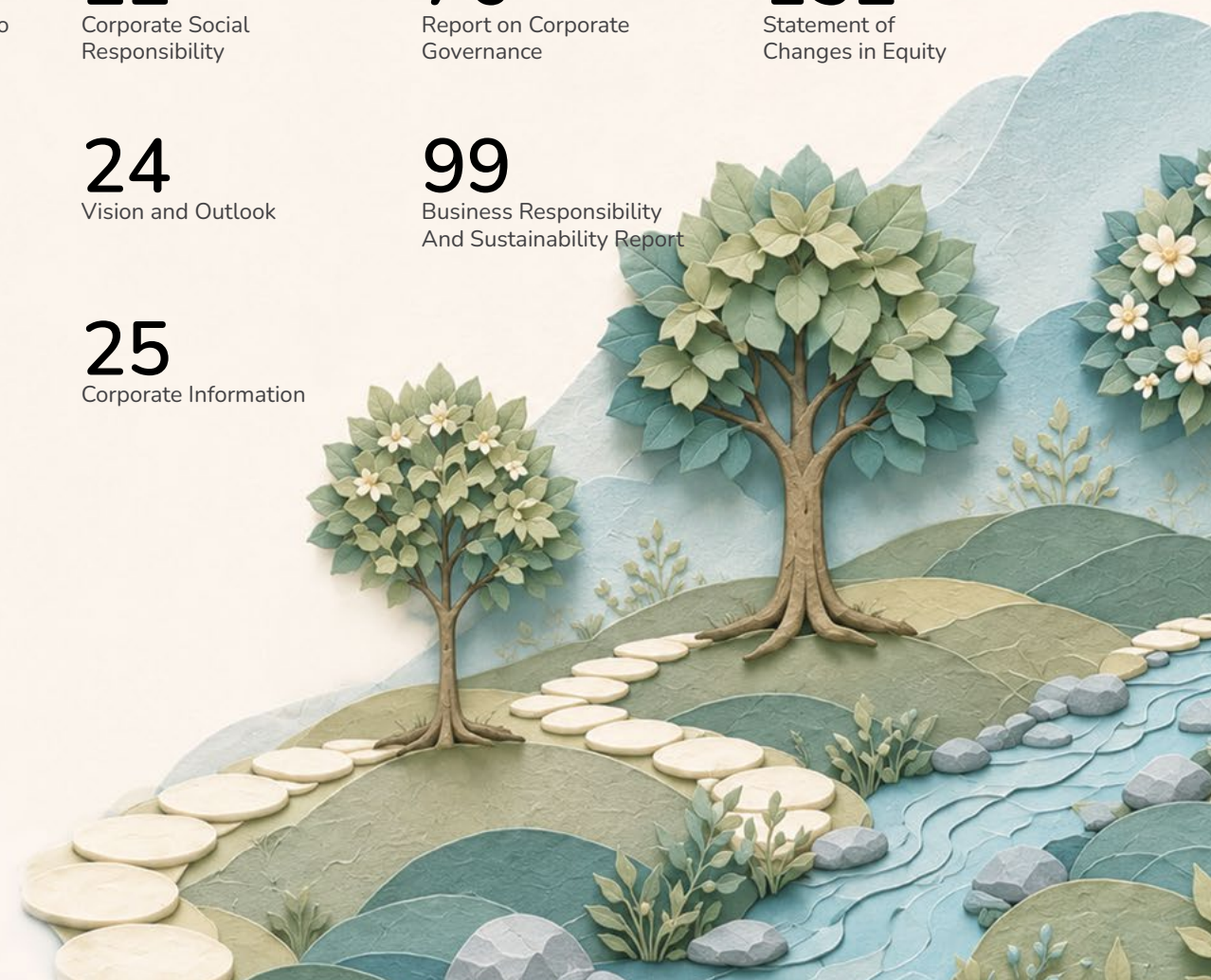
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Focused Execution. Stronger Momentum.

From a single balm in 1893, Amrutanjan's journey across generations has been shaped by one enduring belief: relief must be trusted and effective. Its Corporate Promise, 'Pure Healthy Essence', brings together science and naturalness to create efficacious products rooted in Ayurveda and evolving consumer needs.

Over the years, Amrutanjan has expressed this promise in ways relevant to the needs and opportunities of each period. Today, that promise is being carried forward through a sharper focus on execution, strengthening distributor and sub-distributor networks, and expanding rural outreach through van initiatives.

It is this clarity of focus that creates stronger momentum, allowing the Company to build on its established strengths while extending its relevance across categories.

From its pain-management heritage, Amrutanjan has expanded into congestion care, women's hygiene, rehydration and adjacent personal-care categories. During FY2026, pain management and women's hygiene recorded double-digit gross sales growth, while new launches extended the portfolio across personal care, ortho pain and nasal care.

This year's theme, **Focused Execution, Stronger Momentum**, encapsulates this progression, shining light on the Company's tangible strengths and consistency in execution.



CORPORATE OVERVIEW

A Promise in Motion: Trusted Relief, Timeless Care

In 1893, a yellow jar of pain balm quietly entered Indian households and with it, began a legacy of trust and care. Amrutanjan became more than a remedy; it became a fixture on shelves and in suitcases alike, carried across generations as a dependable answer to everyday aches.

That iconic balm was never just a product; it was a symbol of thoughtful care: rooted in Ayurveda, shaped by nature, delivered with integrity. From this humble beginning grew a legacy built on reliability, simplicity, and the quiet art of everyday wellness.

Since its inception, the Company has expanded its portfolio across pain management, Women's hygiene, rehydration, congestion relief, and preventive health, each

category shaped by the same principles of purity, efficacy, and accessibility. We carry the promise to evolve without ever losing the essence of who we are, a brand born from relief, growing with purpose, and focused on the well-being of those we serve.



Vision

We wish to grow at 33% CAGR



Mission

To enhance the living standards of customers through innovative products



Values

- ▶ Commitment towards the interests of all stakeholders – customers, employees, shareholders, and community.
- ▶ We never compromise on our ethics, and this is reflected in all our actions.
- ▶ We strive to provide a culture that accepts new ideas, embraces change, and rejects bureaucracy and small-mindedness.



Brand Manifesto

- ▶ We stand for individual and family well-being.
- ▶ Our expertise lies in combining science with naturalness, and we have been honing this since 1893.
- ▶ We are committed to creating offerings that help people get rid of the pain.
- ▶ Our products will be efficacious in providing the relief that our customers seek.
- ▶ We endeavour to delight our customers through the experience we provide.
- ▶ The products we make are pure and natural.
- ▶ We are against using chemicals like Diclofenac, which are harmful and have side effects that impact the larger environment as well.
- ▶ We will stay loyal to our roots of Ayurveda, naturalness, and usage of herbs in our products.



GEOGRAPHIC PRESENCE

Expanding Reach. Strengthening Presence.

Amrutanjan continues to extend its reach across domestic and international markets. The Company has a distributed presence across 14 countries, including markets in the Middle East, Africa and Asia, and is actively developing capabilities to engage consumers in the US and Europe.

Presence

14

Countries

4

Continents

PRODUCT PORTFOLIO

A Broader Portfolio. Powered by Momentum.

Amrutanjan's diversified portfolio reflects a focused approach to meeting evolving wellness needs through relevant categories, formats and products. Spanning pain and congestion management, women's hygiene, rehydration and adjacent personal-care categories, the portfolio combines established brands with targeted innovation to support the Company's continued growth.



Pain Management



Congestion Management



Beverages



Women's Hygiene & Personal Care



Other Products



Expanding with Focus

Innovation remains central to Amrutanjan's approach to portfolio development. In FY2026, the Company entered complementary categories and introduced new products and formats across personal care, ortho pain and nasal care. These launches reflect its focus on addressing a wider range of consumer needs while building on the strength of its established brands. Across categories, the above products and ranges were introduced.



BUSINESS MILESTONES

A Seal of Trust. Sustained by Momentum.

Amrutanjan's journey reflects enduring relevance, rooted in Ayurveda, inspired by nature and shaped by the evolving wellness needs of generations.

- 1893**
 - ◆ Founded in Bombay as a patent medicine business by Shri K. Nageswara Rao Pantulu Garu
 - ◆ The Company launched its flagship brand, the Amrutanjan Pain Balm
- 1914**
 - ◆ Shifted the headquarters to Chennai
- 1936**
 - ◆ Became a public limited company with the name 'Amrutanjan Limited'
- 1972**
 - ◆ Amrutanjan Maha Inhaler
- 1976**
 - ◆ Dermal Ointment and Cold Rub
- 1980**
 - ◆ Amrutanjan Strong
 - ◆ Pain Balm
- 1989**
 - ◆ Dragon Liquid Balm
- 1992**
 - ◆ Swas Mint
 - ◆ Decorn Corn Cap
- 1998**
 - ◆ Mridul Cough Syrup
- 2001**
 - ◆ Diakyur Capsules
- 2002**
 - ◆ Dr. Sugam Granules
- 2007**
 - ◆ The Company's name changed to 'Amrutanjan Health Care Limited'
 - ◆ Cough Candy
 - ◆ Joint Ache Cream
 - ◆ Hot & Cold Gel Pad
 - ◆ Amrutanjan Pain Clinic – Osmosis
- 2008**
 - ◆ Orange Guard and Cutis Olive Oil
- 2009**
 - ◆ NO Germs Hand Sanitizer
- 2010**
 - ◆ Muscular Pain Spray
- 2011**
 - ◆ Amrutanjan repositioned with 'Pure Healthy Essence' as its Corporate Promise
 - ◆ Comfy Sanitary Napkins
 - ◆ Amrutanjan Maha Strong Pain Balm
 - ◆ Body Pain Cream
 - ◆ Ready-to-Eat Products
 - ◆ Acquired the "Fruitnik" brand as its first acquisition
 - ◆ Dragon Liquid Balm to Amrutanjan Faster Relaxation Roll-on
 - ◆ Muscular Pain Spray to Joint Muscular Spray
 - ◆ Mridul Cough Syrup to Relief Cough Syrup
 - ◆ Cold Rub to Relief Cough & Cold ColdRub
- 2012**
 - ◆ Amrutanjan Pain Management Center (APMC)
- 2013**
 - ◆ Back Pain Roll-on (BPRO)
- 2015**
 - ◆ Amrutanjan Pain Balm to Amrutanjan Pain Balm (Extra Power)
- 2016**
 - ◆ Body Pain Gel
 - ◆ Fruitnik Electro+ ORS
 - ◆ Comfy, snug-fitting napkins at an affordable price
- 2017**
 - ◆ New Maha Strong Pain Balm (Hot Action)
- 2018**
 - ◆ New Amrutanjan Pain Balm (Extra Power)
- 2021**
 - ◆ Amrutanjan Comfy Snug Fit Regular Cottony
 - ◆ Amrutanjan Stop Pain Dental Gel
- 2023**
 - ◆ Launch of Amrutanjan Period Pain Relief Roll-on
- 2024**
 - ◆ Relief Hot Drink
 - ◆ Comfy Slim Fit
- 2025**
 - ◆ Amrutanjan Electro+WHO O.R.S (Tetra Pack Format)
 - ◆ Amrutanjan Electro+WHO O.R.S Powder
 - ◆ Amrutanjan Electro+ 160 ml

2026

- ◆ Expanded into personal care, ortho pain and nasal care



Message From the Chairman

Dear Valued Owners,

It is a pleasure to share the progress our company made during the past year. The year under review saw revenue growth of 11% and profit growth of 25% (before exceptional item). The Pain management and Women's hygiene categories were the drivers of growth led by the power brands of Amrutanjan and Comfy.

Your company posted strong performance as a result of the fundamentals that continue to guide our core strategy for sustainable growth - Strengthening power brands, distribution expansion, product innovation and operational excellence via digitization.

Your company was able to adopt to the rise in emerging digital channels of commerce with presence of its brands across E-commerce and Quick Commerce accounts. One of the significant events in the company was the investment in a world class manufacturing plant to produce sanitary napkins. Your company will be commissioning the plant in the 1st quarter of 2027. The plant will provide design and supply chain control to the brand and enable further growth in market share.

Our company operates in Health and Hygiene space. The Indian Health and Wellness market is valued \$15B (source IQVIA) and the OTC segment at 60%, is the largest contributor to this market. The Indian consumer is increasingly embracing self-care and taking greater responsibility for managing everyday health needs. This structural shift is creating a compelling long-term opportunity for the OTC healthcare industry and reinforces our confidence in the growth potential of our business.

The opportunity, however, is accompanied by challenges. A dynamic regulatory environment and the time required to build consumer awareness, trust, and brand consideration demand disciplined execution and sustained investment. In OTC healthcare, enduring brands are built through consistent innovation, scientific credibility, broad availability, and meaningful consumer engagement.

We believe our Company is well positioned to capitalize on these trends. With a clear strategy, trusted brands, expanding distribution, and strong execution capabilities, we are confident in our ability to meet evolving consumer needs while delivering sustainable, profitable growth and creating long-term value for our shareholders.

In the OTC space, the successful expansion of brand Amrutanjan into modern format of Roll On ensures the brand remains relevant to the changing needs of the consumer. Amrutanjan Roll On is the leader in the category and continues to grow revenue at a high double-digit pace. This year the company also relaunched its brand Jiffy to cater to those consumers who seek allopathic pain relief solutions- the brand is available in spray and oral analgesic formats.

Our vision is to evolve the brand beyond its heritage in headache relief to become a trusted partner in comprehensive pain management, addressing a broader spectrum of everyday pain, including body pain, muscle pain, and joint care.

In the Hygiene space, your company focuses on Women's Hygiene with brand Comfy of Period care products. The brand which was launched in 2013, occupies a 4th position Nationally in the mass pad segment. This year the brand expanded into Comfy Night pads and

plans are under way to launch Period Panties and Panty liners. This will provide a broad portfolio of period care products catering to various consumer segments and usage occasions. The broader vision for Comfy is to be a Women's hygiene and wellness brand. The company launched Comfy Silky Smoothe and Close and Clean Women's razors to enter the fast growing under penetrated women's hair removal market. Amrutanjan Plastery bandages were also introduced thereby expanding our OTC portfolio into the wound care market.

The Electrolyte drink category is globally on the rise due to increased daily temperatures and also rise in active life styles. This is a serious category that saves lives as electrolyte imbalances can lead to dangerous health conditions. The company operates in this category with two brands – Amrutanjan Electro+ ORS and Amrutanjan Enerlyte. The category experienced severe regulatory hurdles for the past 3 years and this has been a setback to growth. But we remain committed to building this category over the long term via increased consumer education and expansion in distribution touch points and product innovation.

The company recognizes the increasing share of digital commerce and also how online channels shape consumer behavior in brand discovery and purchase decisions. To capitalize on this shift, the company has Invested in human capital in areas of digital marketing and E-commerce. Our successful launch of brand Amrutanjan on Amazon USA and Amazon India is a testament to our increasing capability in this area of digital commerce. In general, we are expanding our investment in human capital in the areas of Learning and growth, Sales and marketing, IT and Supply Chain.

Digitization is recognized as an important strategic pillar for Amrutanjan and we are proud to say that 70% of critical processes are automated with plans to make this close to 100%.

The company's focus is to increase distribution touch points beyond our strong markets in South and East. Our stated goal of achieving 100K direct chemist outlets will be achieved in FY 27 and we wish to further increase overall reach and availability of our brands beyond our traditional strong markets.

Our CSR program continues to evolve in the areas of Education, Women's health and animal rights. We are proud to say we allocated more than the required budget this year and continue to be a responsible corporate citizen of the Nation and the world.

We are committed to executing our stated plans and create long term wealth for our stock holders.

S. Sambhu Prasad

Chairman & Managing Director

INITIATIVES AND MILESTONES

A Year of Focused Execution: Initiatives and Milestones

During FY2026, Amrutanjan advanced its growth priorities through focused execution across distribution, brand-building, portfolio expansion and people capabilities. The Company deepened penetration in core markets through rural distribution and low-unit-price packs, invested in low-contribution markets and continued to broaden Comfy into a women’s wellness brand.

These priorities were supported by an expanding sales and distribution network, high-impact media investments, stronger in-store visibility, consumer trial initiatives and new launches across OTC and personal-care categories.

Marketing and Outreach



The Van Initiative: Rural Van Activity

To expand rural market coverage by strengthening its distributor and sub-distributor network, while driving awareness and promotion of its product portfolio through posters in vans across rural markets.

Uttar Pradesh, Tamil Nadu, Maharashtra, Gujarat, Madhya Pradesh, Chhattisgarh, Jharkhand, Andhra Pradesh, and Telangana.



In-Store Activities: Pain Category

To showcase the complete product range and drive consumer awareness, while strengthening in-store visibility through parasite placement, executed across both General Trade (GT) and Modern Trade (MT).

Delhi, Uttar Pradesh, Bihar, Gujarat, Madhya Pradesh, Maharashtra, Tamil Nadu, Telangana, Karnataka, and Andhra Pradesh.



Consumer Engagement: Sampling for Headache and Body Ache Products

To drive awareness and trial through sampling across high-footfall locations, corporate premises, pilgrimage sites and mandis.

Tamil Nadu, Karnataka, Kerala, Andhra Pradesh, Telangana, Maharashtra, and Gujarat



In-Store Activities: Ortho Oil

To build awareness and consideration through in-store visibility.

Andhra Pradesh, Assam, Delhi, Jharkhand, Karnataka, Kerala, Orissa, Tamil Nadu, Telangana, Uttar Pradesh, and West Bengal



Shop Board: Pain Category

To build awareness and consideration for the Pain Category through shop board visibility.

Tamil Nadu



TV Campaign: Comfy

Amrutanjan continued its high-impact TV campaign in Q4 FY2026 to drive awareness for Comfy and its variants.

Tamil Nadu, Karnataka, Kerala, Andhra Pradesh, Telangana, West Bengal, Orissa, Uttar Pradesh, and Bihar



Consumer Engagement: Sampling for Comfy

To drive awareness and trial through sampling, conducted in schools across multiple states.

Tamil Nadu, Andhra Pradesh, Telangana, Uttar Pradesh, and Jharkhand



Comfy Visibility: Cash and Carry

To create visibility in B2B chains, encouraging volume purchase.

Karnataka, Telangana, and West Bengal



Shop Board: Comfy

To drive awareness and consideration through shop boards.

Uttar Pradesh and Bihar

HR and IT Enhancements



Labour Codes Transition

Assessed the financial implications of the new labour codes. Initiated the restructuring of salary components in line with the Code on Wages. Reviewed related compliance requirements and HR policies



Digitisation Projects

Initiated an HR analytics module through the Company’s HRMS. Introduced VIBE as an internal social-media platform and digitised the rewards and recognition module.



Training

Conducted sales and product training for field employees, including CSEs, ISRs and ABMs. Undertook and completed additional training initiatives during the year.



Growth Milestones Across Brands



Pain Management

The overall pain-management category recorded 10% gross sales growth in FY2026, with the headache and body-ache categories growing by 8% and 16%, respectively.

Headache (Brand Amrutanjan)

- ◇ Yellow Balm, White Balm, and Head Roll-On contributed to the category's gross sales growth.
- ◇ Head-roll-on sales grew by **21%**.
- ◇ Larger SKUs of 27.5 ml and 50 ml grew by **17%**, while the 8 ml pack grew by **4%**.
- ◇ Head Roll-On growth was supported by **wider distribution and stronger offtake**.

Body Ache (Brand Amrutanjan)

- ◇ Growth was led by Back Pain Roll-On and Maha Strong.
- ◇ Maha Strong grew by **22%**, while Back Pain Roll-On grew by **12%**.



Congestion (Brand Relief)

The Relief range recorded 9% gross sales growth in FY2026, supported by:

- ◇ **16%** growth in Relief Inhaler
- ◇ **15%** growth in Relief Rubs



Women's Hygiene (Brand Comfy)

Comfy recorded 19% gross sales growth in FY2026, supported by:

- ◇ **44%** growth in the Comfy XL variant
- ◇ **42%** growth in the 18-unit Value Pack
- ◇ An increase in the XL variant's contribution to overall Comfy sales from **31% in FY2025 to 37% in FY2026**



Revenue Contribution of Products



Ten-Year Financials

Particulars	2026	2025	2024	2023	2022	2021	2020	2019	2018	2017
Revenue from Operations	50,255.27	45,181.63	42,123.05	37,963.60	40,584.24	33,284.40	26,147.67	25,322.73	22,153.46	21,719.11
Other Income	1,757.39	1,767.87	1,634.83	1,454.17	1,538.25	1,132.01	832.13	713.09	602.45	724.61
Total Income	52,012.66	46,949.50	43,757.88	39,417.77	42,122.49	34,416.41	26,979.80	26,035.82	22,755.91	22,443.72
Profit Before Tax (PBT)	7,788.78	6,913.40	6,194.60	5,364.54	9,057.66	8,190.45	3,445.39	3,468.39	3,279.38	3,363.58
Provision for Taxation										
- Current tax & short provision of earlier years	2,212.63	1,797.26	1,594.15	1,401.30	2,339.00	1,973.00	943.00	1,023.00	1,320.00	1,167.18
- Deferred Tax	(215.63)	32.67	103.19	(20.25)	(0.23)	98.41	(5.94)	(6.04)	(37.92)	16.49
Profit after Tax (PAT)	5,791.78	5,083.47	4,497.26	3,983.49	6,718.89	6,119.04	2,508.33	2,451.43	1,997.30	2,179.91
Dividend	1,329.90*	1,329.88	1,329.88	1,344.62	1,344.62	467.70	920.76	570.00	562.69	321.54
Property Plant & Equipment & Non-Current Investments	15,701.84	6,569.90	5,196.49	5,005.24	5,114.88	3,684.35	4,430.98	4151.14	3,512.35	3,526.44
Deferred Tax Asset	531.46	311.17	317.19	425.44	364.19	342.50	439.97	424.15	394.88	347.15
Other Financial assets & other Non-Current Assets	5,491.18	6,190.71	1,605.20	4,783.90	2,042.81	1,110.38	3,081.54	224.35	582.73	529.41
Net Current Assets	16,546.17	20,608.70	22,576.34	19,693.54	19,717.63	17,079.50	8,675.76	10350.13	8,897.48	7,838.44
Total	38,270.65	33,680.48	29,695.22	29,908.12	27,239.51	22,216.73	16,628.25	15,149.77	13,387.44	12,241.44
Represented by:										
Share Capital	289.11	289.11	289.11	292.31	292.31	292.31	292.31	292.31	292.31	292.31
Reserves	36,734.15	32,372.35	28,559.72	28,784.88	26,220.07	21,264.16	15,650.25	14,281.32	12,573.60	11,279.00
Net Worth	37,023.26	32,661.46	28,848.83	29,077.19	26,512.38	21,556.47	15,942.56	14,573.63	12,865.91	11,571.31
Loans	-	-	-	-	-	-	-	-	-	248.28
Non-Current Liabilities	1,247.39	1,019.02	846.39	830.93	727.13	660.26	685.69	576.14	521.53	421.85
Total	38,270.65	33,680.48	29,695.22	29,908.12	27,239.51	22,216.73	16,628.25	15,149.77	13,387.44	12,241.44
Earnings per share (Rs.)										
Basic	20.03	17.58	15.50	13.65	23.00	20.94	8.58	8.38	6.83	7.46
Diluted	20.03	17.58	15.50	13.63	22.98	20.93	8.58	8.38	6.83	7.46
Book value per share (₹)	128.06	112.97	99.78	99.48	90.70	73.75	54.54	49.86	44.01	39.59
Face value per share (₹)	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Dividend (%)	490.00**	460.00	460.00	460.00	460.00	420.00	210.00	215.00	195.00	192.50

*This represents the amount of two interim dividends paid for FY26 and the final dividend paid for FY25. Provision has not been considered for the proposed final dividend for FY26.

**Includes a final dividend of ₹2.90 (290%) per equity share (F.V of ₹1 each) recommended by the Board of Directors for the financial year ended March 31, 2026.



FINANCIAL HIGHLIGHTS

Delivering on the Promise

Amrutanjan Health Care Limited’s FY2026 performance reflects the outcomes of focused execution across its core categories and sales network. The highlights below capture the Company’s financial and operating progress during the year.

Financial Highlights

₹559.56 cr [FY25: ₹509.68 cr]
Gross Sales

₹4.90 [FY25: ₹4.60]
Dividend Per Share

₹57.92 cr [FY25: ₹50.83 cr]
Profit After Tax (PAT)

₹1,431 cr [FY25: ₹1,864 cr]
Market Cap

₹370.23 cr [FY25: ₹326.61 cr]
Net Worth

21.40% [FY25: 21.44%]
Return on Capital Employed

₹20.03 [FY25: ₹17.58]
Earnings Per Share

₹35.97 cr [FY25: ₹50.90 cr]
Net Cash from Operations

Operational Highlights

3,994
Distributors & Sub Distributors

5
State of the Art Manufacturing Units

1.13 Mn
Outlets (Rubefacient)

661
Employees

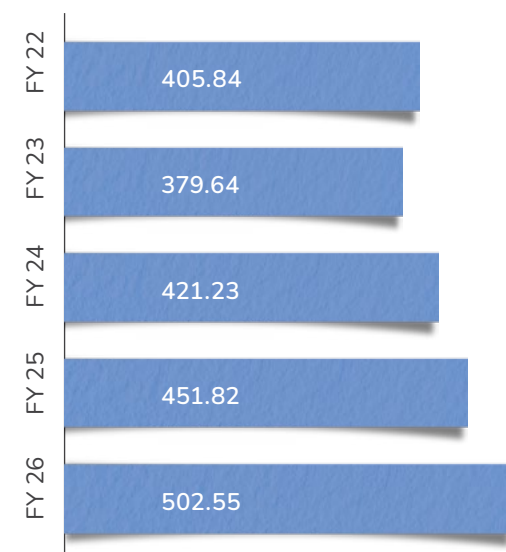
972
Suppliers

KEY PERFORMANCE INDICATORS

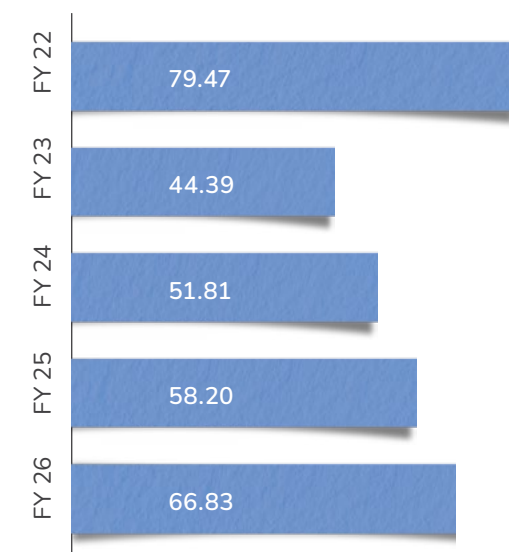
Measuring Our Continued Momentum

Focused execution translated into year-on-year growth across key financial indicators in FY2026, including net sales, profit before tax and profit after tax. These results reflect the Company's continued financial momentum and provide a stronger foundation for sustained growth.

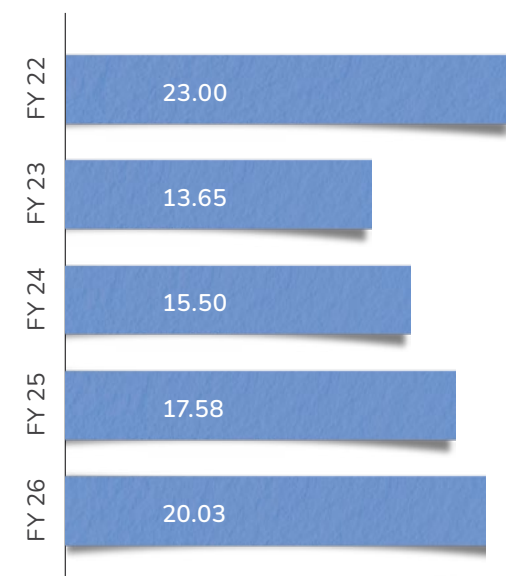
Revenue from Operations (₹ Cr)



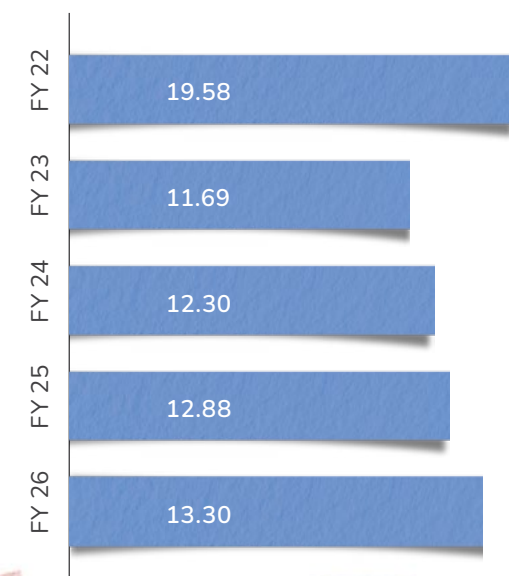
EBITDA (₹ Cr)



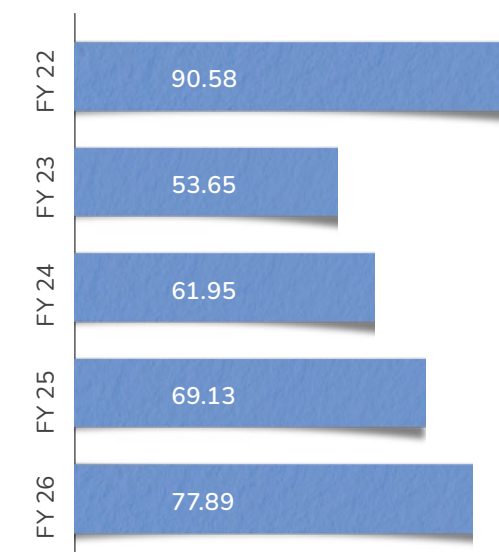
Basic Earnings per share (EPS) (₹ Cr)



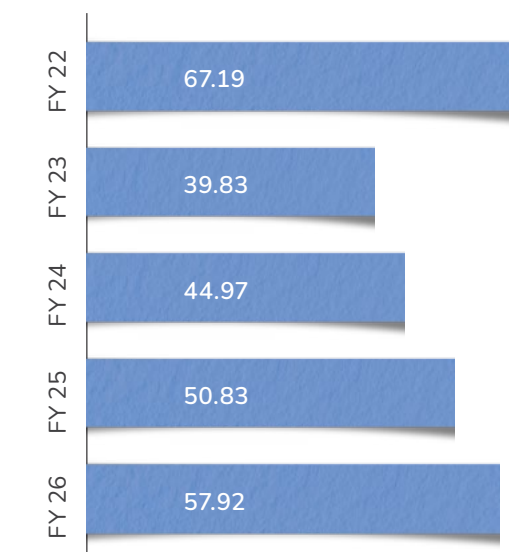
EBITDA Margin (in %)



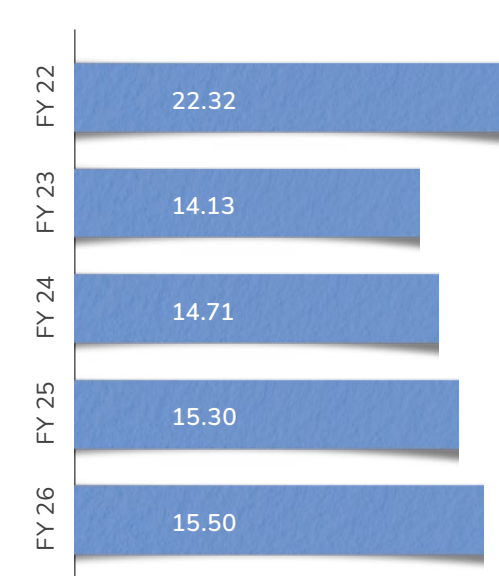
Profit Before Tax (PBT) (₹ Cr)



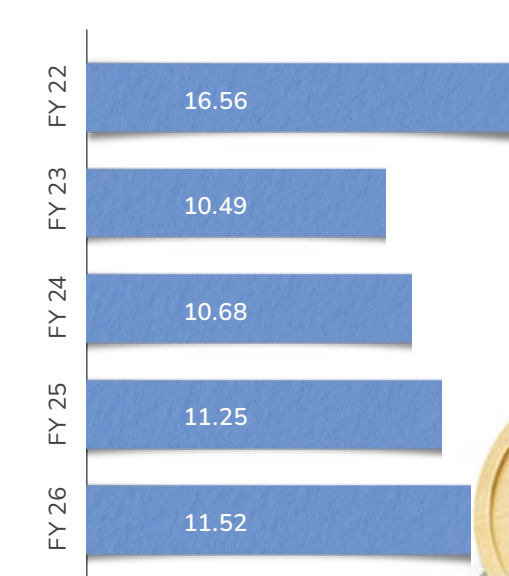
Profit After Tax (PAT) (₹ Cr)



PBT Margin (in %)



PAT Margin (in %)



CORPORATE SOCIAL RESPONSIBILITY

A Promise of Care.
A Purpose Beyond Business.

At Amrutanjan Health Care Limited, giving back is a natural extension of the care that has defined the Company since its inception.

The Company’s approach to CSR is guided by the same principles that have shaped Amrutanjan over the years: compassion, accountability, and a commitment to long-term well-being. Aligned with its mission of enhancing living standards, the Company extends this commitment beyond its customers to communities at large. Its CSR initiatives focus on education, women’s empowerment, preventive healthcare, socio-economic development, environmental sustainability, and animal welfare, with

particular emphasis on underserved and disadvantaged sections of society. Through need-based initiatives and partnerships, Amrutanjan seeks to enable self-reliance, support healthier and more educated communities, and contribute to ecological conservation and biodiversity. For Amrutanjan, relief has always meant more than its products; it is also reflected in efforts that help people and communities build a better future.



₹ 1,29,18,087.08
Total CSR Spend in FY2026

₹ 1,25,712.08
Chengalpattu District Police

₹ 6,85,380.00
IIMPACT

₹ 10,20,000.00
WildlifeSOS

₹ 8,00,206.00
Sneha Sandya Foundation

₹ 4,48,300.00
SOS Children's Village

₹ 10,00,000.00
Madras Christian College

₹ 6,03,890.00
Sevalaya Trust

₹ 10,00,000.00
Aishwarya Trust

₹ 13,20,000.00
People For Animals

₹ 5,00,000.00
Empower Tamizhagam

₹ 5,60,000.00
Children Garden School, Chennai

₹ 5,70,000.00
AIM for Seva

₹ 6,75,000.00
Devnar Foundation for the Blind

₹ 5,20,000.00
India Vision Institute

₹ 69,856.00
Nishul School

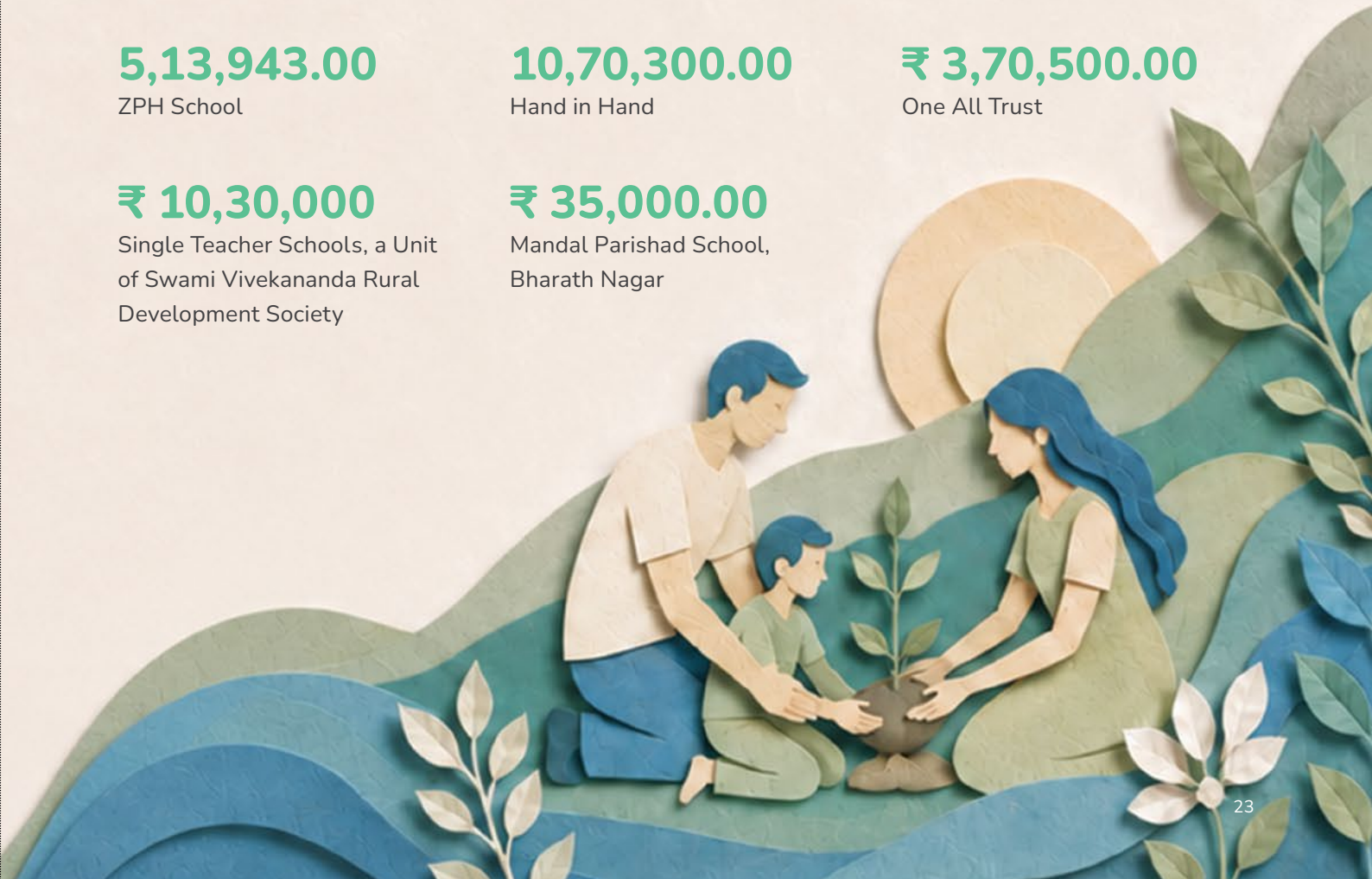
5,13,943.00
ZPH School

10,70,300.00
Hand in Hand

₹ 3,70,500.00
One All Trust

₹ 10,30,000
Single Teacher Schools, a Unit
of Swami Vivekananda Rural
Development Society

₹ 35,000.00
Mandal Parishad School,
Bharath Nagar





VISION AND OUTLOOK

Building on Heritage: Focused on the Future

Building on a heritage dating back to 1893, Amrutanjan enters FY2027 with a clear focus on widening distribution, strengthening core brands, expanding manufacturing capacity and advancing digitisation. These priorities are intended to sustain growth while improving market reach, operational control and profitability.

Distribution Expansion

Amrutanjan continues to widen distribution in new markets while deepening penetration in existing strongholds. In line with this, 44,000 new chemist outlets were added during FY2026, with further plans to add 1,00,000 chemists by FY2027.

Cost Environment

On the cost front, the Company anticipated COGS inflation in FY2026 on account of the ongoing Middle East conflict impacting crude prices and global supply chains, a challenge it has partially mitigated through calibrated price increases.

Demand Outlook and Brand Strategy

Amrutanjan remains confident about the demand environment heading into FY2027, supported by differentiated value propositions across its portfolio. As part of its brand strategy, the Company plans to relaunch its congestion-relief brand, Relief, during the year.

Capacity Expansion

Looking ahead, the new Sanitary Pad manufacturing plant is scheduled to commence operations in May of FY2027, which is further expected to enhance the profitability of the Comfy brand.

Digital Transformation

On the digital front, the Company has digitised 68% of its core processes, and with the full rollout of the Distributor Management System (DMS) and SAP TM (Transport Module) in FY2026, the Company is aiming to reach approximately 85% digitisation. This will reinforce a high level of automation, control, and efficiency across its organisational systems.

Corporate Information

Board of Directors

S. Sambhu Prasad
Chairman & Managing Director

G. Raghavan
Non-Executive Director
(till September 23, 2025)

Raja Venkataraman
Non-Executive Independent Director
(till May 26, 2026)

S. Muralidharan
Non-Executive Independent Director

Meenalochani Raghunathan
Non-Executive Independent Director

Ramaa Prabhakar Arikirevula
Non-Executive Director

V. Nagaraj
Non-Executive Independent Director

Ramaswami Krishnan
Non-Executive Independent Director
(w.e.f May 8, 2026)

Key Managerial Personnel

N. Swaminathan
Chief Financial Officer

M. Srinivasan
Company Secretary & Compliance Officer
(till May 31, 2025)

Gagan Preet Singh
General Manager-Legal,
Company Secretary & Compliance Officer
(w.e.f June 1, 2025)

Statutory Auditors

B S R & Co. LLP,
Chartered Accountants
KRM Tower, 1st & 2nd Floor, No. 1,
Harrington Road, Chetpet,
Chennai - 600 031

Bankers

HDFC Bank Limited
Punjab National Bank
ICICI Bank Limited

Management Team

S. Jeyakanth
Chief Operating Officer
(Supply Chain & Product Delivery)

R. Narayanan
Chief Sales Officer (till July 17, 2025)

Mani Bhagavatheeswaran
Chief Marketing Officer

Dr. J. Ravichandran
Associate Vice President – QC/
QA/R&D

Soumomoy Pal
Associate Vice President – Information Technology
(till February 27, 2026)

Jebasingh
General Manager – Information Technology
(w.e.f June 24, 2026)

Registered Office Number.

103 (Old No. 42-45),
Luz Church Road,
Mylapore, Chennai - 600 004

Telephone: 044-2499 4164 / 2499 4146 / 2499 4465 / 2499 4366

E-mail: shares@amrutanjan.com

Website: www.amrutanjan.com

Corporate Identity Number

L24231TN1936PLC000017

Factories

OTC:

◊ Alathur, Kancheepuram District, Tamil Nadu

◊ Uppal, Hyderabad, Telangana

Greenfield Sanitary Napkin Plant:

◊ Seetharampur village, Telangana

Beverage:

Aranvoyal Village, Tiruvallur District, Tamil Nadu

Registrar & Transfer Agent

Cameo Corporate Services Limited,
Subramanian Building No.1,
Club House Road,
Chennai - 600 002

Telephone: 044-2846 0390

E-mail: investor@cameoindia.com



NOTICE TO MEMBERS

NOTICE is hereby given that the **EIGHTY NINTH (89TH) ANNUAL GENERAL MEETING ('AGM')** of the members of **AMRUTANJAN HEALTH CARE LIMITED** ('the Company') will be held on Wednesday, September 23, 2026, at 10:30 A.M. (Indian Standard Time) (IST), through Video Conference ('VC')/ Other Audio-Visual Means ('OAVM') to transact the following businesses.

ORDINARY BUSINESS

1. To consider, and if thought fit, to pass the following resolution, as an Ordinary Resolution to adopt the Audited Financial Statements of the Company for the financial year ended March 31, 2026, together with the reports of the Board of Directors and Auditors thereon.

"RESOLVED THAT the Audited Financial Statements of the Company for the Financial Year ended March 31, 2026, and the reports of the Board of Directors and Auditors thereon, as circulated to the members, be and are hereby considered, approved and adopted."

2. To consider, and if thought fit, to pass the following resolution, as an Ordinary Resolution to declare a Final Dividend of ₹2.90/- per Equity Share of ₹1/- each for the financial year ended March 31, 2026.

"RESOLVED THAT pursuant to the recommendation of the Board of Directors of the Company, final dividend of ₹2.90 per Equity Share of ₹1/- each for the financial year ended March 31, 2026 be and is hereby declared to be paid to the members of the Company."

3. To consider, and if thought fit, to pass the following resolution, as an Ordinary Resolution to re-appoint Ms. Ramaa Prabhakar Arikirevula (DIN: 09465903) Non-Executive Non-Independent Director, who retires by rotation as Non-Executive Non-Independent Director of the Company.

"RESOLVED THAT pursuant to the provisions of Section 152 of the Companies Act, 2013 and rules framed thereunder (including any statutory modifications or re-enactments thereof for the time being in force), Articles of Association of the Company, and pursuant to the recommendation of the Nomination and Remuneration Committee (NRC), and the Board of Directors, Ms. Ramaa Prabhakar Arikirevula (DIN:09465903), Non-Executive Non-Independent Director, who retires by rotation and being eligible offers herself for re-appointment, be and is hereby re-appointed as a Non-Executive Non-Independent Director of the Company and that the appointment shall be subject to retirement by rotation."

SPECIAL BUSINESS

4. To consider, and if thought fit, to pass the following resolution as an Ordinary Resolution to approve the remuneration of M/s. Geeyes & Co., Cost Auditors for the financial year 2026-27.

"RESOLVED THAT pursuant to the provisions of Section 148(3) and other applicable provisions, if any, of the Companies Act, 2013 and Rules made thereunder (including any statutory modification(s) or re-enactment(s) thereof for the time being in force), the remuneration of M/s. Geeyes & Co., Cost & Management Accountants, (Firm Regn No. 000044) appointed by the Board of Directors of the Company as the Cost Auditors to conduct the audit of cost records maintained by the Company for the financial year 2026-27 at ₹5,50,000/- (Rupees Five lakhs Fifty thousand only) plus applicable taxes and reimbursement of out-of-pocket expenses, be and is hereby ratified and confirmed."

**By Order of the Board of Directors
For Amrutanjan Health Care Limited**

Gagan Preet Singh

General Manager-Legal
Company Secretary & Compliance Officer

Place: Chennai
Date: August 11, 2026

Registered Office:

Amrutanjan Health Care Limited

CIN: L24231TN1936PLC000017

No.103, Luz Church Road, Mylapore, Chennai - 600 004

Tel: 044-2499 4465

Email : shares@amrutanjan.com

Website : www.amrutanjan.com

NOTES:

1. Pursuant to the guidelines issued by the Ministry of Corporate Affairs (MCA) vide Circular No. 14/2020 dated April 8, 2020, Circular No.17/2020 dated April 13, 2020, Circular No. 20/2020 dated May 05, 2020, Circular No. 02/2021 dated January 13, 2021, Circular No. 19/2021 dated December 8, 2021, Circular No. 21, dated December 14, 2021, Circular No. 02/2022 dated May 05, 2022, Circular No. 10/2022 dated December 28 2022, General Circular No. 09/2023 Dated: September 25, 2023, General Circular No. 09/2024 Dated September 19, 2024 and General Circular No.03/2025 Dated September 22, 2025 and Securities Exchange Board of India (SEBI) vide Circular No. SEBI / HO / CFD / CMD1 / CIR / P / 2020 / 79 dated May 12, 2020, SEBI/HO/CFD/CMD2/CIR/P/2021/11 dated January 15, 2021, SEBI / HO / CFD / CMD2 / CIR / P / 2022 / 62 dated May 13, 2022, SEBI/HO/CFD/POD-2 / P / CIR / 2023/4 dated January 5, 2023, SEBI / HO / CFD / CFD-PoD-2 / P / CIR / 2023 / 167 dated October 7, 2023, issued by the Securities and Exchange Board of India (SEBI), Companies are allowed to hold Annual General Meeting (AGM) through video conferencing ('VC') or Other Audio Visual Means ('OAVM') without the physical presence of members at a common venue. Hence, in compliance with the above Circulars, the 89th AGM of the Company is being conducted through VC or OAVM facility. Hence the members can attend and participate in the ensuing AGM through VC/ OAVM. The deemed venue for the 89th AGM shall be the Registered Office of the Company.
2. In compliance with various Circulars issued by MCA and SEBI, the Notice calling the AGM has been uploaded on the website of the Company at www.amrutanjan.com. The Notice can also be accessed from the websites of the Stock Exchanges i.e. National Stock Exchange of India Limited (NSE) and BSE Limited at www.nseindia.com and www.bseindia.com respectively. The AGM Notice is also disseminated on the website of CDSL (agency for providing the Remote e-Voting facility and e-voting system during the AGM) i.e. www.evotingindia.com.
3. In compliance with various Circulars issued by MCA and SEBI, the Notice calling the AGM and Annual Report for the Financial Year 2025-26 are being sent only through electronic mode to those Members whose email addresses are registered with the Company/ Depositories. For any communication, the shareholders may also send requests to the Company's investor mail id: shares@amrutanjan.com.
4. A member entitled to vote at the AGM is entitled to appoint proxy to attend and vote on his/her behalf and the proxy need not be a member. In terms of MCA Circulars, since physical attendance of Members has been dispensed with, there is no requirement of appointment of proxies. Accordingly, facility of appointment of proxies by Members under Section 105 of the Companies Act, 2013 ('the Act') will not be available for the 89th AGM and hence the Proxy Form and Attendance Slip are not annexed to the Notice. However, bodies corporates/institutional members (other than individuals, HUF, NRI, etc) are entitled to appoint authorised representatives as the members to attend the AGM through VC/OAVM, participate thereat and cast their votes through e-voting.
5. Facility of joining the AGM through VC/OAVM shall open 30 minutes before the time scheduled for the AGM and the Members can join the AGM by following the Instructions mentioned in this Notice. The facility of participation at the AGM through VC/OAVM will be made available to at least 1000 members on first come first served basis. This will not include large Shareholders (Shareholders holding 2% or more shareholding), Promoters, Institutional Investors, Directors, Key Managerial Personnel, the Chairpersons of the Audit Committee, Nomination and Remuneration Committee and Stakeholders Relationship Committee, Auditors etc. who are allowed to attend the AGM without restriction on account of first come first served basis.
6. Members attending the AGM through VC/OAVM will be counted for the purpose of reckoning the quorum under Section 103 of the Companies Act, 2013.
7. An Explanatory Statement pursuant to Section 102(1) of the Companies Act, 2013 ('Act') relating to the Item 4 to be transacted at the meeting is annexed hereto.
8. The Board of Directors, at its meeting held on May 8, 2026, has recommended a final dividend of ₹2.90 per equity share of face value of ₹1/- each for the financial year ended March 31, 2026 for the approval of members at the 89th AGM. The Record date for the payment of Dividend has been fixed as Friday, September 11, 2026. The dividend, as recommended by the Board, if approved at the AGM, in respect of equity shares will be payable to the beneficial owners of shares as on September 11, 2026 as per the details furnished to the Company by the Depositories for this purpose.



9. The Register of Members and the share transfer books will remain closed from Saturday, September 12, 2026, to Wednesday, September 23, 2026 (both days inclusive). Transfer requests received during book closure, if any, will be considered only after reopening of the Register of Members.

10. Members may note that pursuant to Finance Act, 2020, dividend income will be taxable at the hands of shareholders with effect from April 1, 2020. Therefore, the Company is required to deduct tax at source (TDS) at the time of making the payment of final dividend to members at prescribed rates as follows.

Members having valid PAN*	10% or as notified by the Government
Members not having Valid PAN*	20% or as notified by the Government

*Shareholders are requested to note that in case their PAN is not registered or having invalid PAN or a Specified Person as defined under section 206AB of the Income-tax Act, 1961, the tax will be deducted at a higher rate prescribed under section 206AA or 206AB of the Income-tax Act, 1961, as applicable

*As per section 139AA of the IT Act, every person who has been allotted a PAN and who is eligible to obtain Aadhaar, shall be required to link the PAN with Aadhaar. In case of failure to comply with this, the PAN allotted shall be deemed to be invalid / inoperative and he shall be liable to all consequences under the IT Act and tax shall be deducted at the higher rates as prescribed under the IT Act.

11. A Resident individual shareholder with PAN and who is not liable to pay income tax can submit a yearly declaration in Form No. 15G/15H, to avail the benefit of non-deduction of tax at source by submitting the documents in accordance with the provisions of the Income Tax Act, 1961. Further, no tax shall be deducted on the dividend payable to resident individual shareholders if the total dividend to be received by them during financial year 2025-26 does not exceed ₹5,000.

12. The Final dividend, once approved by the members in the AGM, as per Regulation 12 read with Schedule I of SEBI LODR, will be paid electronically through various online transfer modes to those members who have updated their bank account details. To avoid delay in receiving dividend, members are requested to update their KYC with their depositories (where shares are held in dematerialized mode) and with the Company's Registrar and Transfer Agent (RTA) (where shares are held in physical mode) to receive the dividend directly into their bank account on the payout date.

13. Members are requested to note that the Company's Equity Shares are under compulsory demat mode of trading. The Securities and Exchange Board of India (SEBI) vide its circular SEBI/HO/MIRSD/MIRSD_RTAMB/P/CIR/2022/8 dated January 25, 2022, has mandated that no transfer, transmission, transposition or issue of duplicate securities certificate of shares

held in physical mode are permitted with effect from January 25, 2022. Hence, members who have not yet dematerialized their physical shareholdings in the Company are advised to avail the facility of dematerialization of equity shares of the Company.

14. Members holding shares in electronic form are requested to intimate immediately any change in their address or bank mandates to their Depository Participants with whom they are maintaining their demat accounts. Members holding shares in physical form are requested to advise any change in their address immediately to the Company/Registrars and Transfer Agents (RTA), M/s. Cameo Corporate Services Limited.

15. Members who hold shares in physical form in multiple folios in identical names or joint holding in the same order of names are requested to send the share certificates to the Company/RTA for consolidation into a single folio. In case of joint holders attending the meeting, only such joint holder who is higher in the order of the names would be entitled to vote.

Further, pursuant to the SEBI Circular dated January 30, 2026, a Special Window has been provided from February 05, 2026, to February 04, 2027, for the re-lodgement of transfer requests pertaining to physical shares that were purchased or sold prior to April 01, 2019. This facility applies to requests previously rejected/returned/not attended due to deficiency in the documents/process /or otherwise. Eligible transfers approved under this window will be issued only in demat mode and will be subject to a one year mandatory lock-in period.

16. The members may also note that pursuant to the amendment to Regulation 12 of the SEBI Listing Regulations effective from November 19, 2025, the Company would be unable to pay dividends through physical instruments to shareholders whose Bank account details are not updated.

17. Pursuant to the provisions of section 124 and 125 of the Companies Act, 2013, the dividend which remains unclaimed for a period of seven (7) years from the date of declaration would be transferred to the 'Investor Education and Protection Fund' (IEPF) constituted by the Central Government and the shareholders would be able to make claims to the amount of dividends transferred to the Fund only after following the prescribed procedure. Accordingly, during the Financial Year 2025-26, the Company has transferred the unclaimed dividend of Rs.2,34,116.80/- declared during the Financial Year, 2017-18 (2nd Interim), Rs. 4,02,008.85/- declared during the Financial Year 2017-18 (Final), Rs.2,19,877.30/- declared during the financial year 2018- 19 (1st Interim) to the IEPF.

The unclaimed dividend pertaining to Interim Dividend declared during 2018-19 (2nd Interim) amounting to ₹2,26,777.05/- was also transferred to IEPF account in the month of April 2026. Members who have not yet encashed their dividend warrants/payment instrument(s) so far pertaining to dividends declared for the financial year 2018-19 (Final) onwards are requested to make their claims to the Company's Corporate office or to the Company's Registrar and Transfer Agent, M/s. Cameo Corporate Services Limited, 'Subramaniam Building', No.1, Club House Road, Chennai 600 002 immediately. The Company has provided/ hosted the required details of unclaimed amounts each year on its website and also on the website of the Ministry of Corporate Affairs (MCA) in the relevant form.

18. Members may please note that in the event of their unclaimed shares and the unclaimed dividends having been transferred to IEPF, they are still entitled to claim the same from IEPF authorities by submitting online application in the prescribed Form IEPF-5 available on the website www.iepf.gov.in and by sending original documents enumerated in Form IEPF-5 duly signed to the Company along with Form IEPF- 5 for verification of claim.

19. The Securities and Exchange Board of India (SEBI) has mandated the submission of Permanent Account Number (PAN), KYC details (i.e. Postal Address with pin code, email address, mobile number, bank account details) by every participant in security market. Members holding shares in electronic form are therefore requested to submit their PAN to their Depository Participants with whom they are maintaining their demat accounts. Members holding shares in physical form can submit their PAN details to the Company/Registrar and Transfer Agents (RTA), M/s. Cameo Corporate Services Limited.

20. The members holding shares in demat format are requested to update their email addresses with their depository participant to ensure that the Annual Report and other documents reach you on your preferred email account to save paper and participate in the 'Green Initiative' of the Ministry of Corporate Affairs.

21. Shareholders who would like to express their views/ ask questions during the Annual General Meeting may register themselves as speakers by sending their request in advance at least 7 days prior to meeting mentioning their name, demat account number/folio number, email id, mobile number at shares@amrutanjan.com. The shareholders who do not wish to speak during the AGM but have queries may send their queries in advance at least 7 days prior to meeting mentioning their name, demat account

number/folio number, email id, mobile number at shares@amrutanjan.com to enable the Company to keep the information ready at the meeting. These queries may also be replied to by the Company suitably by email.

22. Subject to receipt of requisite number of votes, the Resolutions shall be deemed to be passed on the date of the Meeting.

23. The Register of Directors and Key Managerial Personnel and their shareholding maintained under Section 170 of the Act, and the Register of Contracts or Arrangements in which the directors are interested, maintained under Section 189 of the Act, will be available electronically for inspection by the members during the AGM. All documents referred to in the Notice will also be available for electronic inspection without any fee by the members from the date of circulation of this Notice upto the date of AGM, i.e. 23 September 2026. Members seeking to inspect such documents can send an email to shares@amrutanjan.com.

24. As per the provisions of Section 72 of the Companies Act, 2013, the facility for submitting nomination is available for members in respect of the shares held by them. Members who have not yet registered their nomination are requested to register the same by submitting Form No. SH-13. Members are requested to submit these details to their Depository Participant in case the shares are held by them in electronic form and to the RTA, in case the shares are held in physical form.

25. Since the AGM will be held through VC in accordance with the Circulars issued by the Regulatory, the route map of the venue is not attached to this Notice.

26. Pursuant to Investor Education and Protection Fund Authority (IEPFA), Ministry of Corporate affairs (MCA) letter dated July 16, 2025 your Company has started a 100 Days campaign 'Saksham Niveshak' starting from July 28, 2025 to November 06, 2025. During this Campaign all the shareholders who have not claimed their Dividends or have not updated their KYC and nomination details or face any issues related to unclaimed dividends and shares were addressed to write to the Company's Registrar and Transfer Agent (RTA) i.e. M/s Cameo Corporate Services Ltd., 'Subramanian Building' No.1, Club House Road, Chennai 600002 Phone: 044 28460390/ e-mail: investor@cameoindia.com and further mail to be send to the Company at shares@amrutanjan.com. The Company duly complied with the requirement and necessary communications for creating awareness among shareholders was circulated and they were also requested to update their details and claim any unpaid

or unclaimed dividends before they get transferred to the Investor Education and Protection Fund.

Subsequently, the 100 Days campaign 'Saksham Niveshak' was again initiated from April 4, 2026 to July 7, 2026 targeting shareholders whose dividends have remain unclaimed. All Shareholders were requested to download the KYC updation forms at the website of the Company www.amrutanjan.com/si.html and the same were also available on the website of the RTA.

27. VOTING THROUGH ELECTRONIC MEANS

1. Pursuant to the provisions of Section 108 of the Companies Act, 2013 read with Rule 20 of the Companies (Management and Administration) Rules, 2014 (as amended) and Regulation 44 of SEBI (Listing Obligations & Disclosure Requirements) Regulations 2015 (as amended), and MCA Circulars dated April 08, 2020, April 13, 2020 and May 05, 2020 the Company is providing facility of remote e-voting to its Members in respect of the business to be transacted at the AGM. For this purpose, the Company has entered into an agreement with Central Depository Services (India) Limited (CDSL) for facilitating voting through electronic means, as the authorized e-Voting’s agency. The facility of casting votes by a member using remote e-voting as well as the e-voting system on the date of the AGM will be provided by CDSL.
2. 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 Companies Act, 2013.
3. Pursuant to MCA Circular No. 14/2020 dated April 08, 2020, the facility to appoint proxy to attend and cast vote for the members is not available for this AGM. However, in pursuance of Section 112 and Section 113 of the Companies Act, 2013, representatives of the members such as the President of India or the Governor of a State or body corporate can attend the AGM through VC/OAVM and cast their votes through e-voting.

THE INTRUCTIONS FOR SHAREHOLDERS FOR E-VOTING AND JOINING VIRTUAL MEETINGS ARE AS UNDER:

- Step 1 : Access through Depositories CDSL/NSDL e-Voting system in case of individual shareholders holding shares in demat mode.
- Step 2 : Access through CDSL e-Voting system in case of shareholders holding shares in physical mode and non-individual shareholders in demat mode.

- (i) The voting period begins on September 20, 2026 from 09.00 A.M and ends on September 22, 2026 at 05.00 P.M. During this period shareholders of the Company, holding shares either in physical form or in dematerialized form, as on the cut-off date (record date) of (September 11, 2026) may cast their vote electronically. The e-voting module shall be disabled by CDSL for voting thereafter.
- (ii) Shareholders who have already voted prior to the meeting date would not be entitled to vote at the meeting venue.
- (iii) Pursuant to SEBI Circular No. **SEBI/HO/CFD/CMD/ CIR/P/2020/242 dated December 9, 2020**, under Regulation 44 of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, listed entities are required to provide remote e-voting facility to its shareholders, in respect of all shareholders’ resolutions. However, it has been observed that the participation by the public non-institutional shareholders/retail shareholders is at a negligible level.

Currently, there are multiple e-voting service providers (ESPs) providing e-voting facility to listed entities in India. This necessitates registration on various ESPs and maintenance of multiple user IDs and passwords by the shareholders.

In order to increase the efficiency of the voting process, pursuant to a public consultation, it has been decided to enable e-voting to **all the demat account holders, by way of a single login credential, through their demat accounts/ websites of Depositories/ Depository Participants**. Demat account holders would be able to cast their vote without having to register again with the ESPs, thereby, not only facilitating seamless authentication but also enhancing ease and convenience of participating in e-voting process.

Step 1 : Access through Depositories CDSL/NSDL e-Voting system in case of individual shareholders holding shares in demat mode.
- (iv) In terms of SEBI circular no. **SEBI/HO/CFD/CMD/ CIR/P/2020/242 dated December 9, 2020** on e-Voting facility provided by Listed Companies, Individual shareholders holding securities in demat mode are allowed to vote through their demat account maintained with Depositories and Depository Participants. Shareholders are advised to update their mobile number and email Id in their demat accounts in order to access e-Voting facility.

Pursuant to abovesaid SEBI Circular, Login method for e-Voting and joining virtual meetings for **Individual shareholders holding securities in Demat mode CDSL/NSDL** is given below:

Type of shareholders	Login Method
Individual Shareholders holding securities in Demat mode with CDSL Depository	1) Users who have opted for CDSL Easi / Easiest facility, can login through their existing user id and password. Option will be made available to reach e-Voting page without any further authentication. The users to login to Easi / Easiest are requested to visit CDSL website www.cdslindia.com and click on login icon & My Easi New (Token) Tab. 2) After successful login the Easi / Easiest user will be able to see the e-Voting option for eligible companies where the evoting is in progress as per the information provided by company. On clicking the evoting option, the user will be able to see e-Voting page of the e-Voting service provider for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting. Additionally, there is 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. 3) If the user is not registered for Easi/Easiest, option to register is available at CDSL website www.cdslindia.com and click on login & My Easi New (Token) Tab and then click on registration option. 4) Alternatively, the user can directly access e-Voting page by providing Demat Account Number and PAN No. from a e-Voting link available on www.cdslindia.com home page. 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 able to see the e-Voting option where the evoting is in progress and also able to directly access the system of all e-Voting Service Providers.
Individual Shareholders holding securities in demat mode with NSDL Depository	1) If you are already registered for NSDL IDeAS facility, please visit the e-Services website of NSDL. Open web browser by typing the following URL: https://eservices.nsdl.com either on a Personal Computer or on a mobile. 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. 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. Click on company name or e-Voting service provider name and you will be re-directed to e-Voting service provider website for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting. 2) If the user is not registered for IDeAS e-Services, 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 3) Visit the e-Voting website of NSDL. Open web browser by typing the following URL: https://www.evoting.nsdl.com/ either on a Personal Computer or on a mobile. Once the home page of e-Voting system is launched, click on the icon 'Login' which is available under ‘Shareholder/ Member’ section. 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. After successful authentication, you will be redirected to NSDL Depository site wherein you can see e-Voting page. Click on company name or e-Voting service provider name and you will be redirected to e-Voting service provider website for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting. 4) For OTP based login you can click on https://eservices.nsdl.com/SecureWeb/evoting/evotinglogin.jsp. You will have to enter your 8-digit DP ID,8-digit Client Id, PAN No., Verification code and generate OTP. Enter the OTP received on registered email id/mobile number and click on login. After successful authentication, you will be redirected to NSDL Depository site wherein you can see e-Voting page. Click on company name or e-Voting service provider name and you will be re-directed to e-Voting service provider website for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting.
Individual Shareholders (holding securities in demat mode) login through their Depository Participants (DP)	You can also login using the login credentials of your demat account through your Depository Participant registered with NSDL/CDSL for e-Voting facility. After Successful 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 service provider website for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting.

Important note: Members who are unable to retrieve User ID/ Password are advised to use Forget User ID and Forget Password option available at abovementioned website.

Helpdesk for Individual Shareholders holding securities in demat mode for any technical issues related to login through Depository i.e. CDSL and NSDL

Login type	Helpdesk details
Individual Shareholders 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 21 09911
Individual Shareholders 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

Step 2 : Access through CDSL e-Voting system in case of shareholders holding shares in physical mode and non-individual shareholders in demat mode.

(v) Login method for e-Voting and joining virtual meetings for Physical shareholders and shareholders other than individual holding in Demat form.

- 1) The shareholders should log on to the e-voting website www.evotingindia.com.
- 2) Click on 'Shareholders' module.
- 3) Now enter your User ID

a. For CDSL: 16 digits beneficiary ID,

b. For NSDL: 8 Character DP ID followed by 8 Digits Client ID,

c. Shareholders holding shares in Physical Form should enter Folio Number registered with the Company.
- 4) Next enter the Image Verification as displayed and Click on Login.
- 5) If you are holding shares in demat form and had logged on to www.evotingindia.com and voted on an earlier e-voting of any company, then your existing password is to be used.
- 6) If you are a first-time user follow the steps given below:

For Physical shareholders and other than individual shareholders holding shares in Demat.	
PAN	Enter your 10 digit alpha-numeric *PAN issued by Income Tax Department (Applicable for both demat shareholders as well as physical shareholders) Shareholders who have not updated their PAN with the Company/Depository Participant are requested to use the sequence number sent by Company/RTA or contact Company/RTA.
Dividend Bank Details OR Date of Birth (DOB)	Enter the Dividend Bank Details or Date of Birth (in dd/mm/yyyy format) as recorded in your demat account or in the company records in order to login. If both the details are not recorded with the depository or company, please enter the member id / folio number in the Dividend Bank details field.

- (i) After entering these details appropriately, click on 'SUBMIT' tab.
- (ii) Shareholders holding shares in physical form will then directly reach the Company selection screen. However, shareholders holding shares in demat form will now reach 'Password Creation' menu wherein they are required to mandatorily enter their login password in the new password field. Kindly note that this password is to be also used by the demat holders for voting for resolutions of any other company on which they are eligible to vote, provided that company opts for e-voting through CDSL platform. It is strongly recommended not to share your password with any other person and take utmost care to keep your password confidential.
- (iii) For shareholders holding shares in physical form, the details can be used only for e-voting on the resolutions contained in this Notice.
- (iv) Click on the EVSN for the relevant <Company Name> on which you choose to vote.
- (v) On the voting page, you will see 'RESOLUTION DESCRIPTION' and against the same the option 'YES/NO' for voting. Select the option YES or NO as desired. The option YES implies that you assent to the Resolution and option NO implies that you dissent to the Resolution.

(vi) Click on the 'RESOLUTIONS FILE LINK' if you wish to view the entire Resolution details.

(vii) After selecting the resolution, you have decided to vote on, click on 'SUBMIT'. A confirmation box will be displayed. If you wish to confirm your vote, click on 'OK', else to change your vote, click on 'CANCEL' and accordingly modify your vote.

(viii) Once you 'CONFIRM' your vote on the resolution, you will not be allowed to modify your vote.

(ix) You can also take a print of the votes cast by clicking on 'Click here to print' option on the Voting page.

(x) If a demat account holder has forgotten the login password then Enter the User ID and the image verification code and click on Forgot Password & enter the details as prompted by the system.

(xi) There is also an optional provision to upload BR/ POA if any uploaded, which will be made available to scrutinizer for verification.

(xii) Additional Facility for Non – Individual Shareholders and Custodians –For Remote Voting only.

- Non-Individual shareholders (i.e. other than Individuals, HUF, NRI etc.) and Custodians are required to log on to www.evotingindia.com and register themselves in the 'Corporates' module.
- A scanned copy of the Registration Form bearing the stamp and sign of the entity should be emailed to helpdesk.evoting@cdslindia.com.
- After receiving the login details a Compliance User should be created using the admin login and password. The Compliance User would be able to link the account(s) for which they wish to vote on.
- The list of accounts linked in the login will be mapped automatically & can be delink in case of any wrong mapping.
- It is Mandatory that, a scanned copy of the Board Resolution and Power of Attorney (POA) which they have issued in favour of the Custodian, if any, should be uploaded in PDF format in the system for the scrutinizer to verify the same.
- Alternatively Non Individual shareholders are required mandatory to send the relevant Board Resolution/ Authority letter etc. together with attested specimen signature of the duly authorized signatory who are authorized to vote, to the

Scrutinizer and to the Company at the email address viz; shares@amrutanjan.com, if they have voted from individual tab & not uploaded same in the CDSL e-voting system for the scrutinizer to verify the same.

INSTRUCTIONS FOR SHAREHOLDERS ATTENDING THE AGM/EGM THROUGH VC/OAVM & E-VOTING DURING MEETING ARE AS UNDER:

1. The procedure for attending meeting & e-Voting on the day of the AGM/ EGM is same as the instructions mentioned above for e-voting.
2. The link for VC/OAVM to attend meeting will be available where the EVSN of Company will be displayed after successful login as per the instructions mentioned above for e-voting.
3. Shareholders who have voted through Remote e-Voting will be eligible to attend the meeting. However, they will not be eligible to vote at the AGM/ EGM.
4. Shareholders are encouraged to join the Meeting through Laptops / IPads for better experience.
5. Further shareholders will be required to allow Camera and use Internet with a good speed to avoid any disturbance during the meeting.
6. Please note that Participants Connecting from Mobile Devices or Tablets or through Laptop connecting via Mobile Hotspot may experience Audio/Video loss due to Fluctuation in their respective network. It is therefore recommended to use Stable Wi-Fi or LAN Connection to mitigate any kind of aforesaid glitches.
7. Shareholders who would like to express their views/ask questions during the meeting may register themselves as a speaker by sending their request in advance at least seven days prior to meeting mentioning their name, demat account number/folio number, email id, mobile number at shares@amrutanjan.com. The shareholders who do not wish to speak during the AGM but have queries may send their queries in advance seven days prior to meeting mentioning their name, demat account number/folio number, email id, mobile number at (company email id). These queries will be replied to by the company suitably by email.

8. Those shareholders who have registered themselves as a speaker will only be allowed to express their views/ask questions during the meeting.
9. Only those shareholders, who are present in the AGM/EGM 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/EGM.
10. If any Votes are cast by the shareholders through the e-voting available during the AGM/EGM. and if the same shareholders have not participated in the meeting through VC/OAVM facility, then the votes cast by such shareholders may be considered invalid as the facility of e-voting during the meeting is available only to the shareholders attending the meeting.

PROCESS FOR THOSE SHAREHOLDERS WHOSE EMAIL/MOBILE NO. ARE NOT REGISTERED WITH THE COMPANY/DEPOSITORIES.

1. For Physical shareholders- please provide necessary details like Folio No., Name of shareholder, scanned copy of the share certificate (front and back), PAN

(self-attested scanned copy of PAN card), AADHAR (self-attested scanned copy of Aadhar Card) by email to Company/RTA email id.

2. For Demat shareholders -, Please update your email id & mobile no. with your respective Depository Participant (DP)
3. For Individual Demat shareholders – Please update your email id & mobile no. with your respective Depository Participant (DP) which is mandatory while e-Voting & joining virtual meetings through Depository.

If you have any queries or issues regarding attending AGM & e-Voting from the CDSL e-Voting System, you can write an email to helpdesk.evoting@cdslindia.com or contact at toll free no. 1800 21 09911.

All grievances connected with the facility for voting by electronic means may be addressed to Mr. Rakesh Dalvi, Sr. Manager, (CDSL) Central Depository Services (India) Limited, A Wing, 25th Floor, Marathon Futurex, Mafatlal Mill Compounds, N M Joshi Marg, Lower Parel (East), Mumbai - 400013 or send an email to helpdesk.evoting@cdslindia.com or call toll free no. 1800 21 09911.

By Order of the Board of Directors
For Amrutanjan Health Care Limited

Gagan Preet Singh

General Manager-Legal
Company Secretary & Compliance Officer

Place: Chennai
Date: August 11, 2026

Registered Office:

Amrutanjan Health Care Limited

CIN: L24231TN1936PLC000017

No.103, Luz Church Road, Mylapore, Chennai - 600 004

Tel: 044-2499 4465

Email : shares@amrutanjan.com

Website : www.amrutanjan.com



Explanatory Statement pursuant to Section 102(1) of the Companies Act, 2013

Item No. 4 Cost Auditor Remuneration

Pursuant to the provisions of Section 148(3) of the Companies Act, 2013 and Rule 14 of the Companies (Audit and Auditors) Rules, 2014, the Company is required to appoint a Cost Auditor to conduct the audit of the cost records of the applicable products of the Company. As per the Rules, the Board shall appoint an individual, who is a Cost Accountant, or a firm of Cost Accountants in practice, as cost auditor on the recommendations of the Audit Committee, which shall also recommend remuneration for such Cost Auditor. The remuneration recommended by the Audit Committee shall be considered and approved by the Board of Directors and ratified subsequently by the shareholders.

The Board of Directors of the Company, at its meeting held on August 11, 2026, had considered the recommendation of the Audit Committee and approved the appointment of M/s Geeyes & Co., Cost Accountant (Firm Registration No: 000044) as the Cost Auditor of the Company for the financial year 2026-27 at a remuneration of ₹5,50,000/- (Rupees Five lakhs fifty thousand only) plus applicable taxes and reimbursement of out-of-pocket expenses.

In accordance with the provisions of Section 148 of the Act read with the Companies (Cost Records and Audit) Rules, 2014, the remuneration payable to the Cost Auditors is required to be ratified by the members of the Company. Accordingly, ratification by the members is sought to the remuneration payable to the Cost Auditors for the financial year ending March 31, 2027 by passing an Ordinary Resolution as set out at Item No. 4 of the Notice.

None of the Directors / Key Managerial Personnel of the Company / their relatives are, in any way, concerned or interested, financially or otherwise, in the resolution. The Board of directors accordingly recommends the Ordinary Resolution as set out at Item No.4 of the Notice for approval by the members.

By Order of the Board of Directors
For Amrutanjan Health Care Limited

Gagan Preet Singh

General Manager-Legal
Company Secretary & Compliance Officer

Place: Chennai
Date: August 11, 2026

Registered Office:

Amrutanjan Health Care Limited

CIN: L24231TN1936PLC000017

No.103, Luz Church Road, Mylapore, Chennai - 600 004

Tel: 044-2499 4465

Email : shares@amrutanjan.com

Website : www.amrutanjan.com

BOARD’S REPORT

Your Directors have pleasure in presenting the Eighty Ninth (89th) Annual Report of the Company along with Audited Financial Statement for the year ended March 31, 2026.

1. FINANCIAL HIGHLIGHTS

Your Directors submit below the financial results for the year ended March 31, 2026.

Particulars	For the Current Year ended March 31, 2026		For the Previous Year ended March 31, 2025	
Profit before Interest and Depreciation	9,325.85		7,587.93	
Less :				
Interest	19.50		21.92	
Depreciation & Amortisation	631.90	651.40	652.61	674.53
Profit Before exceptional items	8,674.45		6,913.40	
Exceptional Items:	885.67			
Profit Before Tax	7,788.78		6,913.40	
Provision for Taxation				
- Income Tax	(2,212.63)		(1,797.26)	
- Deferred Tax	215.63	(1,997.00)	(32.67)	(1,829.93)
Profit for the year	5,791.78		5,083.47	
Add: Net other comprehensive income not to be reclassified subsequently to profit or loss (net of tax)	(13.84)		(79.22)	
Total comprehensive income for the year	5,777.94		5,004.25	
Surplus from previous year brought forward	27,295.66		23,621.31	
Profit for Appropriation	33,073.60		28,625.56	
Appropriations:				
Final Dividend Paid	751.68		751.68	
Interim Dividend Paid	578.22		578.22	
Balance Profit Carried to Balance Sheet	31,743.70		27,295.66	
	33,073.60		28,625.56	

Note: The sales/revenue wherever referred in Board's Report and MDA denotes Gross Sales (net sales plus taxes, discounts and claims), unless explicitly mentioned as Net Sales.

2. STATE OF AFFAIRS:

Business Performance at a Glance–OTC & Beverage

Particulars	2025-26	2024-25	Change %
Production - Tonnes	1,382.36	1,186.68	16.49
- Kilo Ltrs	3,785.64	5,745.39	(34.11)
Sales Volume - Tonnes	1,251.69	1,138.53	9.94
- Kilo Ltrs	2,495.49	3,827.59	(34.80)
Net Sales (Rs in lakhs)	50,255.27	45,181.63	11.23
Operating EBITDA (Rs in lakhs)	6,682.79	5,820.06	14.82
Operating EBITDA Margin (%)	13.30%	12.88%	3.24



3. DIVIDEND

i. Interim Dividend:

Your Directors have declared two interim dividends for an aggregate ₹2 per equity share of ₹1/- each (for the year 2025-26). Details of the Interim Dividend paid are given below:

S. No.	Date of Board Meeting approving the Dividend	Rate of dividend (₹)	% of Interim Dividend to Face value	Total amount of interim dividend (₹ in lakhs)	Date of payment
1.	November 10, 2025	1	100%	289.11	November 27, 2025
2.	February 3, 2026	1	100%	289.11	February 18, 2026
Total		2	200%	578.22	-

ii. Final Dividend:

The Board, in its meeting held on May 8, 2026, has recommended a final dividend of ₹2.90/- per equity share of face value of ₹1/- each for the approval of the shareholders in the upcoming Eighty Ninth (89th) Annual General Meeting. The dividend pay-out is as per the Dividend Distribution Policy adopted by the Company pursuant to Regulation 43A of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and any amendments thereto.

The Dividend Distribution Policy is available on the website of the Company which is accessible through the web- link <https://www.amrutanjan.com/pdf/DIVPOLICYJUN21.pdf>.

The members who are holding shares (as on September 11, 2026) in dematerialised mode and in physical mode will be paid final dividend within 30 days of declaration of the dividend. With respect to the shares held in dematerialised form, it would be paid to the members whose names are furnished by NSDL and CDSL as owners on the record date.

4. RESERVES

No amount is proposed to be transferred to reserves for the financial year ended March 31, 2026.

5. SHARE CAPITAL

The share capital of the Company as on March 31, 2026 is as follows:

Particulars	FY25 (Amount in Indian Rupees)	FY24 (Amount in Indian Rupees)
Authorized Equity Share Capital (Equity Shares of ₹1/-each)	5,10,00,000	5,10,00,000
Paid-up Equity Share Capital (Equity Shares of ₹1/-each)	2,89,10,630	2,89,10,630

(i) Directors state that no disclosure or reporting is required in respect of Issue of equity shares with differential rights as to dividend, voting or otherwise as there were no transactions on these items during the year under review.

(ii) Amrutanjan Health Care Limited Employees Stock Option Scheme 2020 (the 'Scheme 2020')

Pursuant to approval given by the shareholders in the AGM on September 23, 2020, the Board has been authorised to introduce, offer, issue and provide Options convertible into equity shares to the eligible employees of the Company under the Scheme 2020. In compliance with SEBI (Share Based Employee Benefits & Sweat Equity) Regulations, 2021) as amended from time to time, your Board had authorized the Nomination and Remuneration Committee ('Compensation Committee') to administer and implement the Scheme 2020 including deciding and reviewing the eligibility criteria for grant and issuance of stock options under the Scheme. The maximum number of shares under the Scheme 2020 shall not exceed 2,92,306 equity shares of ₹1/- each being 1.00% of the paid-up equity share capital of the Company.

The shares under the Scheme 2020 shall be issued by way of secondary acquisition of shares by Amrutanjan Health Care Limited ESOP Trust. Applicable disclosures relating to Employees Stock Options as at March 31, 2026, pursuant to the Companies Act, 2013 read with Companies (Share Capital and Debentures) Rules, 2014 and SEBI (Share Based Employee Benefits & Sweat Equity) Regulations, 2021, as amended from time to time, are set out in the ANNEXURE A to this Report and the details are also placed on the website of the Company at www.amrutanjan.com. The details of the Plan form part of the notes to accounts of the Financial Statements given in this Annual Report.

Practicing Company Secretary’s Certificate to the effect that the Scheme of the Company has been implemented in accordance with the SEBI (Share Based Employee Benefits & Sweat Equity) Regulations, 2021 and as per the resolution passed by the members of the Company, as prescribed under Regulation 13 of the SEBI (Share Based Employee Benefits & Sweat Equity) Regulations, 2021 has been obtained and shall be made available for inspection during the Annual General Meeting of the Company electronically.

In the Board Meeting held on 8th May 2026 the Board withdrew and terminated the entire ESOP Phase 2 and approved the revised “Second Phase “ESOP 2” subsequent to recommendation by the Nomination and Remuneration Committee and the “Second Phase “ESOP 2” can be accessed from the website of the Company.

6. DEPOSITS

During the year, your Company has not accepted any deposits within the meaning of provisions of Chapter V (Acceptance of Deposits by Companies) of the Companies Act, 2013 read with the Companies (Acceptance of Deposits) Rules, 2014 and was not holding any amount under Deposit Account as on March 31, 2026. As such, there has been no default in repayment of deposits or payment of interest thereon during the year. Further, the Company has no deposits which are not in compliance with requirements of Chapter V of the Act.

7. FINANCE

The Profit before tax for FY26 was ₹7,788.78 lakhs compared to ₹6,913.40 lakhs for FY25. The Investments, Fixed Deposit, Cash and Cash equivalents was at ₹22,288.50 lakhs as on March 31, 2026 (₹23,954.41 lakhs as on March 31, 2025).

8. PARTICULARS OF LOANS, GUARANTEES OR INVESTMENTS

Details of Loans, Guarantees and Investments covered under the provisions of Section 186 of the Companies Act, 2013 read with Companies (Meetings of Board and its Powers) Rules, 2014 and as required under Schedule V of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 [SEBI LODR] are given below:

Particulars	As on 31st March, 2026	As on 31st March, 2025
Loans (Secured & Unsecured)	-	-
Investments (₹ in lakhs)	312.07	4.51
Guarantees (₹ in lakhs)	209.44	205.44

The total amount stated above does not exceed the limit mentioned in Section 186 of the Companies Act, 2013.

9. MANAGEMENT DISCUSSION AND ANALYSIS (MDA)

In terms of Regulation 34 read with Schedule V of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended from time to time, the MDA capturing the financial performance, industry trends and other material changes with respect to your Company is presented in 'ANNEXURE B' of this Report.

10. CORPORATE GOVERNANCE

Pursuant to Regulation 34 read with Schedule V of the SEBI (Listing Obligations & Disclosure Requirements) Regulations, 2015 (SEBI LODR), the following Reports/ Certificates form part of this report.

- a) The Report on Corporate Governance ('ANNEXURE C').
- b) The declaration by the Managing Director & CEO regarding compliance by the Board members and Senior Management Personnel with the Company's Code of Conduct.
- c) The Practicing Company Secretary Certificate on Corporate Governance.
- d) The Practicing Company Secretary Certificate on Director's eligibility.

The Certificate duly signed by the Chairman & Managing Director and the Chief Financial Officer on the Financial Statements of the Company for the year ended March 31, 2026 as submitted to the Board of Directors at its meeting held on May 8, 2026 pursuant to Regulation 17(8) of the SEBI LODR is also provided under the Report on Corporate Governance.

In terms of Section 118(10) of the Act, the Company has complied with all the applicable Secretarial Standards i.e. SS-1, SS-2 and SS-4, relating to the 'Meetings of the Board,' 'General Meetings' and 'Report

of the Board of Directors' respectively, as specified by the Institute of Company Secretaries of India (ICSI) and approved by the Central Government

11. BUSINESS RESPONSIBILITY & SUSTAINABILITY REPORT (BRSR)

As mandated in Regulation 34(2)(f) of the SEBI (Listing Obligations & Disclosure Requirements) Regulations, 2015, the Business Responsibility & Sustainability Report ('BRSR') forms part of the Annual Report as ANNEXURE D. The report on the nine principles of the National Voluntary Guidelines on social, environmental, and economic responsibilities of business as framed by the Ministry of Corporate Affairs is provided in relevant sections of the BRSR.

12. DIRECTORS, KEY MANAGERIAL PERSONNEL & SENIOR MANAGERIAL PERSONNEL

(a) Non-Executive Director:

In accordance with the provisions of the Companies Act, 2013 ('Act') and the Articles of Association of the Company, Mr. Raghavan Govindan (DIN: 00820000), Non-Executive Director, retired by rotation at the Eighty Eighth (88th) Annual General Meeting. Mr. Raghavan had expressed his desire not to seek re-appointment and subsequently retired as Non-Executive Non-Independent Director of the Company with effect from September 23, 2025.

In accordance with the provisions of the Companies Act, 2013 ('Act') and the Articles of Association of the Company, Ms. Ramaa Prabhakar Arikirevula (DIN: 09465903), Non-Executive Director, retires by rotation at the upcoming Eighty Ninth (89th) Annual General Meeting and being eligible, offers herself for reappointment.

(b) Independent Directors:

The Board at its meeting held on May 8, 2026, appointed Dr. Ramaswami Krishnan (DIN: 08562199) as an Additional Director (Non-Executive Independent) of the Company, based on the recommendation of Nomination & Remuneration Committee for a period of five years with effect from May 8, 2026 up to May 7, 2031, which was subsequently approved by the shareholders through Postal Ballot on 18 June 2026.

Mr. Swayambunathan Muralidharan (DIN: 09198315), Non-Executive Independent Director, has joined the Board of the Company on June 29, 2021 and first term of his appointment completed on June 28, 2026. Pursuant to the recommendation of the Nomination and Remuneration Committee and the Board of Directors of the Company at their meeting held on 8 May 2026, the Board has recommended the re-

appointment of Mr. Swayambunathan Muralidharan as Non-Executive Independent Director, for a second term of five consecutive years commencing from June 29, 2026 up to June 28, 2031 which was subsequently approved by the shareholders through Postal Ballot on 18 June 2026.

Mr. Raja Venkataraman (DIN: 00669376) has completed the first term as an Independent Director of the Company and ceased to be a Director of the Company with effect from close of business hours of 26 May 2026 and consequently vacated the office of Director.

The Independent Directors have affirmed that they satisfy the criteria laid down under section 149 (6) of the Companies Act, 2013 (Act) and SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 as amended from time to time. Further, the Independent Directors have also submitted their declaration in compliance with the provision of Section 150 of the Companies Act, 2013 read with Rules 6(3) of the Companies (Appointment and Qualification of Directors) Rules, 2014, which mandated the inclusion of an Independent Director's name in the data bank of the Indian Institute of Corporate Affairs ('IICA') for a period of one year or five years or lifetime till they continue to hold the office of an Independent Directors and have passed the proficiency test, if applicable to them.

All Independent Directors hold office for a fixed term of five years and are not liable to retire by rotation. In the opinion of the Board, all the Independent Directors have integrity, expertise and experience (including proficiency) to occupy the positions.

None of the Directors of the Company are disqualified as per the provisions of Section 164(2) of the Companies Act, 2013. The Company has obtained the Certificate from Company Secretary in Practice that none of the Directors on the Board of the Company has been debarred or disqualified from being appointed or continuing as directors of the Company by the SEBI/ Ministry of Corporate Affairs or any such authority. The Directors have made necessary disclosures as required under various provisions of the Companies Act, 2013 and the SEBI Listing Regulations.

The terms and conditions of appointment of the Independent Directors are placed on the website of the Company www.amrutanjan.com. The details of familiarization programme conducted to the Independent Directors are available at the web link <https://www.amrutanjan.com/pdf/FR.pdf>.



(c) Key Managerial Personnel (KMP):

Pursuant to the provisions of Section 2(51) of the Companies Act, 2013, the Key Managerial Personnel of the Company as on March 31, 2026 are – Mr. S. Sambhu Prasad, Chairman & Managing Director, Mr. N. Swaminathan, Chief Financial Officer and Mr. Gagan Preet Singh, General Manager- Legal, Company Secretary and Compliance Officer.

Mr. M. Srinivasan, Company Secretary retired with effect from May 31, 2025. Consequently Mr. Gagan Preet Singh, General Manager-Legal was redesignated as General Manager-Legal, Company Secretary and Compliance Officer at the Board meeting held on May 15, 2025 with effect from June 1, 2025.

Apart from the above, there was no change in the KMPs during financial year 2025-26.

(d) Committees of the Board:

As on March 31, 2026, the Company has 5 (five) Board level Committees: Audit Committee ('AC'), Risk Management Committee ('RMC'), Nomination and Remuneration Committee /Compensation Committee ('NRC'), Stakeholders Relationship Committee ('SRC') and Corporate Social Responsibility Committee ('CSR'). The composition of the above Committees during the year 2025-26, is disclosed as under:

S. No.	Name of Members	Category	AC	RMC	NRC	SRC	CSR
1.	Mr. S. Sambhu Prasad (DIN: 00015729)	Executive Director, Chairman & Managing Director	M	C	-	-	M
2.	Mr. G. Raghavan*(DIN :00820000)	Non-Executive & Non-Independent Director	-	M	-	-	-
3.	Mr. Raja Venkataraman* (DIN: 00669376)	Non-Executive & Independent Director	C	M	-	-	M
4.	Mr. Muralidharan Swayambunathan(DIN: 09198315)	Non-Executive & Independent Director	M	M	C	C	M
5	Ms. Meenalochani Raghunathan (DIN: 07145001)	Non-Executive & Independent Director	-	-	M	M	C
6.	Ms. Ramaa Prabhakar Arikirevula (DIN: 09465903)	Non-Executive & Non-Independent Director	-	-	M	M	M
7.	Mr. Nagaraj (DIN: 00190903)	Non-Executive & Independent Director	-	M	M	-	-
8.	Mr. N. Swaminathan	Chief Financial Officer	-	M	-	-	-
9.	Mr. S. Jeyakanth	Chief Operating Officer (Supply Chain & Product Delivery)	-	M	-	-	-
10.	Dr. Ramaswami Krishnan** (DIN: 08562199)	Non-Executive & Independent Director	C	M	-	-	M

C: Chairperson and M: Member

*Mr. G. Raghavan retired from the Board of Directors as on 23 September 2025. Mr. Raja Venkataraman vacated his office w.e.f. 26 May 2026.

**Dr. Ramaswami Krishnan was appointed on the Board as an Independent Director w.e.f. 8 May 2026 and took over the Committee memberships subsequent to vacation of office by Mr. Raja Venkataraman w.e.f. 26 May 2026.

13. BOARD MEETINGS

During the year, four (4) meetings of the Board of Directors were held. The intervening gap between any two Meetings was less than 120 days in compliance with the provisions of Section 173(1) of the Companies Act, 2013. The complete details of the meetings are furnished in the Report on Corporate Governance which forms part of this Annual Report.

14. MEETING OF INDEPENDENT DIRECTORS

During the year, one (1) separate meeting of Independent Directors was held. In the said meeting, the Independent Directors assessed the quality, quantity, and timeliness of flow of information between the management and the Board and have expressed that the current flow of information and contents

were adequate for the Board to effectively perform its duties. They also reviewed the performance of the Non-Independent Directors and the Board as a whole and the performance of the Chairperson of the Company considering the views of Executive Director and Non- Executive Directors.

15. BOARD DIVERSITY

The Company recognizes and embraces the importance of a diverse Board in contributing to its success. Adequate diversity on the Board is essential to meet the challenges of business globalization, rapid deployment of technology, greater social responsibility, increasing emphasis on corporate governance and enhanced need for risk management. The Board enables efficient functioning through differences

in perspective and skill, and fosters differentiated thought processes at the back of varied industrial and management expertise, gender, knowledge, and geographical backgrounds. The Board has adopted the Board Diversity Policy which sets out the approach to diversity of the Board. The policy is available at the website of the Company at www.amrutanjan.com.

16. BOARD EVALUATION

Pursuant to Section 134 of the Companies Act, 2013 read with Rule 8(4) of the Companies (Accounts) Rules, 2014 and SEBI LODR, the Board of Directors during the year carried out an annual performance evaluation of its own performance, the Directors individually (without participation of the relevant Director) and the Chairman. The evaluation was carried through a structured methodology approved by the Nomination and Remuneration Committee.

The criteria for performance evaluation have been detailed in the Corporate Governance Report. The outcome of the evaluation also forms the basis for the Nomination and Remuneration Committee while considering the re-appointment of Directors.

17. REMUNERATION POLICY

The Remuneration policy of the Company deals with the appointment of and remuneration to the Executive & Non-Executive Directors, Key Managerial Personnel and Senior Executives of the Company including criteria for determining qualifications, positive attributes, independence of a Director and other related matters. It aims to attract, recruit and retain exceptional talent and ensures that the remuneration is performance driven. The Policy can be accessed in the website of the Company through the link – <https://www.amrutanjan.com/policy.html>. The Nomination and Remuneration Committee has also framed a Policy on Board diversity appropriate to the business requirements of the Company, which inter-alia specifies optimum combination of Executive Directors, Non-Executive Directors, and Independent Directors. The role of Nomination and Remuneration Committee is to ensure that the Policy on Board diversity is considered while recommending the appointment of new directors on the Board of the Company.

The details of remuneration paid/ payable to the Directors during the financial year 2025-26, are furnished in the Report on Corporate Governance annexed to this report.

18. WHISTLE BLOWER MECHANISM

Pursuant to Section 177(9) of the Companies Act, 2013 read with Rule 7 of the Companies (Meetings of Board and its Powers) Rules, 2014 and Regulation 22 of the SEBI (Listing Obligations & Disclosure Requirements) Regulations, 2015, the Board of Directors had

approved the Policy on Vigil Mechanism/ Whistle Blower and the same was further amended effective from April 1, 2019 to comply with the amended SEBI Insider Trading Regulations. The Policy is hosted on the website of the Company <https://www.amrutanjan.com/pdf/Whistle%20Blower%20Policy.Pdf>.

The Policy inter-alia provides direct access to the Chairman of the Audit Committee. Your Company hereby affirms that no Director/ employee has been denied access to the Chairman of the Audit Committee.

During the year, the policy has been updated with regard to the appointment of vigilant officer vide Board meeting dated 3 February 2026.

19. UNCLAIMED SHARES

The details of unclaimed shares held in Unclaimed Shares Suspense Account pursuant to SEBI (Listing Obligations & Disclosure Requirements) Regulations, 2015 are provided in the Report on Corporate Governance annexed to this report.

20. STATUTORY AUDITORS & THEIR REPORT

M/s. B S R & Co. LLP, Chartered Accountants, (ICAI Firm Registration No. 101248W/W-100022), were appointed as Statutory Auditors, at the conclusion of Eighty fifth (85th) AGM held on September 22, 2022, for a second term of five (5) years till the conclusion of the ninetieth (90th) Annual General Meeting of the Company to be held in the year 2027.

The Auditors' Report on the financial statements of the Company for the financial year ended March 31, 2026, is unmodified i.e. it does not contain any qualification, reservation or adverse remark or disclaimer. The Auditors' Report is enclosed with the financial statements forming part of the annual report.

With reference to clause 2B(f) of the Report, the Company has used SAP accounting software for maintaining its books of account which has a feature of recording audit trail (edit log) facility and there were no instances of tampering of audit trail for the period mentioned in the audit report. Additionally, where audit trail (audit log) was enabled and operated in the previous year(s), the audit trail has been preserved by the Company as per the statutory requirements for record retention. The desired standards were not met for few accounting softwares and hence the auditors were unable to check and comment on the same.

During the year, the statutory auditors have not reported to the Audit Committee any material fraud on the Company by its officers or employees under Section 143(12) of the Companies Act, 2013 requiring disclosure under Section 134(3) (ca) of the Companies Act, 2013.



21. SECRETARIAL AUDITOR & AUDIT REPORT

Pursuant to the provisions of Section 204 of the Companies Act 2013, read with the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, the Company has appointed M/s SPNP & Associates, Practicing Company Secretaries, to conduct the secretarial audit of the Company for the financial year 2025-26.

The secretarial audit report certified by the Secretarial Auditor, in the specified form MR-3 is annexed herewith and forms part of this report as 'ANNEXURE E'.

Following observation was reported in the FY 2025-26:

It was observed that certain UPSI events were not contemporaneously recorded in the SDD; However, the same were subsequently updated as on the date of this Report. The instances include:

- A. Appointment of Company Secretary.
- B. Declarations of interim dividends dated November 10, 2025 and February 3, 2026.

In this regard, the Company had replied that: The Company was facing technical difficulties and as a result few events were not captured in the Structured Digital Database portal during this period. Subsequently, after rectification of the technical issue, the entries were duly captured in the Structured Digital Database and the Company ensured compliance with the requirements of Regulation 2(n) read with 3(5) of the SEBI (Prohibition of Insider Trading) Regulations, 2015. Also during this period, the Trading Window was closed for all Designated Persons for the entire process and their PAN were also frozen, restricting them from trading during the relevant period. This ensured that the information remained protected completely and no unauthorised trading occurred.

Furthermore, pursuant to the amended provisions of Regulation 24A of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and Section 204 of the Companies Act, 2013, read with Rule 9 of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, the Audit Committee and the Board of Directors have approved and recommended the appointment of M/s. SPNP & Associates, Practicing Company Secretaries (Firm Registration Number: FR/CHENNAI CENTRAL/102/2020) as the Secretarial Auditors of the Company and approved in the Annual General Meeting held 23 September 2025, for a term of 5 (Five) consecutive financial years commencing from April 1, 2025 till March 31, 2030, at such remuneration as may be determined by the Board of Directors of the

Company (including its Committee thereof as may be authorized in this regard).

22. COST AUDITOR

The Company is required to maintain cost records in respect of its OTC products and accordingly such accounts and records are made and maintained. Pursuant to Section 148 of the Companies Act, 2013 read with the Companies (Cost Records and Audit) Rules, 2014, the Board of Directors at its meeting held on August 11, 2026, on recommendation of the Audit Committee has appointed M/s. Geeyes & Co. (Reg. No. 000044), Cost Accountant, as the Cost Auditor to conduct the cost audit with respect to OTC business of the Company for the financial year ending March 31, 2027.

23. CORPORATE SOCIAL RESPONSIBILITY (CSR) INITIATIVES

The CSR activities carried out by your Company during the financial year 2025-26 were mainly focused on (a) Animal Welfare (b) Health and Sanitation (c) Promoting Education and (d) Environment. The activities undertaken by the Company are in accordance with Schedule VII of the Companies Act, 2013, the CSR Policy of the Company and as per recommendations of the CSR Committee.

The CSR Committee met two times (2) during the year to oversee the activities, programs, and execution of initiatives as per the predetermined guidelines of the Board and approve the amount to be spent towards CSR. The Board takes pleasure to inform that the Company has spent more than the mandatory amount to be incurred towards the CSR spends for the year 2025-26.

The main objectives of CSR policy of the Company are to help build socio-economic development of the nation through different projects and to ensure environmental sustainability. The Policy has widened scope to undertake all activities permitted under law. The CSR Policy is available on the website of the Company at the web-link <https://www.amrutanjan.com/pdf/ahcl-csr-policy.pdf>. The detailed report on CSR activities carried out during the financial year is given in 'ANNEXURE F'.

24. PARTICULARS OF EMPLOYEES AND RELATED DISCLOSURES

Disclosures and comparative analysis pertaining to remuneration and other details as required under Section 197(12) of the Companies Act, 2013 read with Rule 5(1) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 are provided in 'ANNEXURE G'.

25. ANNUAL RETURN

A copy of the Annual Return referred to in Section 134(3)(a) and 92(3) of the Companies Act, 2013 in respect of FY 2025-26 will be placed on the website of the Company after the conclusion of the 89th AGM in the web-link <https://www.amrutanjan.com/Annualreturn.html>.

26. CONSERVATION OF ENERGY/ TECHNOLOGY ABSORPTION AND FOREIGN EXCHANGE EARNINGS/OUTGO

Information as required under Section 134(3)(m) of the Companies Act, 2013 read with Rule 8(3) of the Companies (Accounts) Rules, 2014 relating to Conservation of Energy, Technology Absorption, Foreign Exchange Earnings and Outgo for the financial year ended March 31, 2026 are furnished in 'ANNEXURE H' to this Report.

27. RELATED PARTY TRANSACTIONS

Your Company has no subsidiaries or Joint venture or Associate companies during the year under review. No material significant related party transaction was made by the Company during the year with Promoters, Directors, Key Managerial Personnel, or other designated persons which may have a potential conflict with the interest of the Company at large and Form AOC-2 as required under Section 134(3)(h) of the Act, read with Rule 8(2) of the Companies (Accounts) Rules 2014, is attached as part of this report vide 'ANNEXURE I'.

28. DIRECTORS' RESPONSIBILITY STATEMENT

To the best of their knowledge and belief and according to the information and explanations obtained by them, your Directors make the following statements in terms of Section 134(3)(c) & 134(5) of the Companies Act, 2013:

- I. that in the preparation of the annual financial statements for the year ended March 31, 2026, the applicable accounting standards had been followed along with proper explanation relating to material departures.
- II. that the Directors had selected such accounting policies and applied them consistently and had made judgment and estimates that are reasonable and prudent so as to give a true and fair view of the state of affairs of the Company as at March 31, 2026 and of the profit of the Company for the year ended on that date.
- III. that proper and sufficient care has been taken for the maintenance of adequate accounting records in accordance with the provisions of the Companies Act, 2013 for safeguarding the assets

of the Company and for preventing and detecting fraud and other irregularities.

- IV. that the annual financial statements have been prepared on a going concern basis.
- V. that proper internal financial controls were followed by the Company and that such internal financial controls are adequate and were operating effectively.
- VI. Those proper systems had been devised to ensure compliance with the provisions of all applicable laws and that such systems are adequate and operating effectively.

29. INTERNAL CONTROL SYSTEMS AND THEIR ADEQUACY

The Company has a proper and adequate internal control system to ensure that all the assets of the Company are safeguarded and protected against any loss and that all the transactions are properly authorised and recorded.

The internal control system is subject to continuous improvement, with system effectiveness, assessed regularly. Information provided to management is reliable and timely. Company ensures the reliability of financial reporting and compliance with laws and regulations. The details of the same are provided in the Management Discussion and Analysis Report.

30. RISK MANAGEMENT POLICY

In accordance with the amended SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 effective from May 05, 2021, your Company has formed a Risk Management Committee and has put in place an enterprise wide Risk Management Framework with the objective of timely identification of risks, assessment and evaluation of such risks in line with the overall business objectives or strategies and define adequate mitigation strategy and adopted Risk Management Policy by the Board. Periodical in-house risk audits were conducted to detect and mitigate the risks in a timely and effective manner. Management Discussion and Analysis Report contain more details on the risk management practiced by the Company.

31. MATERIAL CHANGES AND COMMITMENTS AFFECTING THE FINANCIAL POSITION OF THE COMPANY

There are no Material Changes and Commitments affecting the financial position of the Company during the year. Between the close of the financial year 2025-26 and the date of this report, the Company has paid the lease rent arrears totalling to Rs. 9,74,67,151/- (subject to deduction of tax at source) to Arulmigu Kapaleeswarar Temple, Mylapore, Chennai. With this payment, the matter with the temple is settled and no further dues are payable by the Company.

32. SIGNIFICANT AND MATERIAL ORDERS PASSED BY THE REGULATORS OR COURTS OR TRIBUNALS

There are no significant and material orders passed by the Regulators or Courts or Tribunals which would impact the going concern status of the Company and Company’s operations in future. Between the close of the financial year 2025-26 and the date of this report, the Hon'ble Madras High Court had passed the order whereunder the Company was required to pay the lease rent arrears to Arulmigu Kapaleeswarar Temple, Mylapore, Chennai. Hence, on 1 August 2026, the Company paid the lease rent arrears totalling to Rs. 9,74,67,151/- (subject to deduction of tax at source) to the temple. No application has been made or proceedings pending under Insolvency & Bankruptcy Code, 2016 in respect of the Company.

33. ENHANCING SHAREHOLDERS VALUE

Your Company believes that its members are among its most important stakeholders. Accordingly, your Company’s operations are committed to the pursuit of achieving high levels of operating performance and cost competitiveness, consolidating, and building for growth, enhancing the productive asset and resource base, and nurturing overall corporate reputation. Your Company is also committed to creating value for its other stakeholders by ensuring that its corporate actions positively impact the socio-economic and environmental dimensions and contribute to sustainable growth and development.

34. POLICY ON PREVENTION OF SEXUAL HARASSMENT

Your Company has in place a Policy on Prevention of Sexual Harassment in line with the requirements of the Sexual Harassment of Women at the Workplace (Prevention, Prohibition and Redressal) Act, 2013. An Internal Complaints Committee has been set up to redress complaints received regarding sexual harassment. All employees (permanent, contractual, temporary, trainees) are covered under this policy.

During the year 2025-26, the status of the complaints received by the committee related to sexual harassment given below:

The number of sexual harassment complaints received during the year.	Nil
The number of such complaints disposed of during the year.	Nil
The number of cases pending for a period exceeding ninety days.	Nil

35. STATEMENT ON MATERNITY BENEFIT COMPLIANCE:

The Company affirms that it has duly complied with the provisions of Maternity Benefit Act, 1961 during the financial year. The eligible employees, if any, were provided maternity benefits as prescribed under the Act and the Company continues to ensure a supportive work environment for women employees during and after maternity.

36. TRANSFER OF UNPAID AND UNCLAIMED AMOUNTS TO INVESTOR EDUCATION AND PROTECTION FUND ('IEPF')

Pursuant to the provisions of Section 124 of the Companies Act, 2013, dividend which remain unclaimed for a period of seven years is required to be transferred to the Investor Education and Protection Fund (IEPF) of the Central Government. The details of unclaimed dividend transferred to IEPF are furnished in the Report on Corporate Governance and unpaid and unclaimed dividends lying with the Company as on the date of last Annual General Meeting and the same has been uploaded on the website of the Company <https://www.amrutanjan.com/si.html>

37. ACKNOWLEDGEMENT

The Directors wish to express their sincere appreciation to all the Government Departments, Bankers, Customers, Distributors, Suppliers and the shareholders and all other stakeholders for their cooperation and support extended during the year. The Directors also wish to thank all the employees for their contribution, support, and continued commitment throughout the year.

By Order of the Board of Directors
For Amrutanjan Health Care Limited

S Sambhu Prasad

Place: Chennai Chairman and Managing Director
Date: August 11, 2026
Registered Office:
Amrutanjan Health Care Limited
CIN: L24231TN1936PLC000017
No.103, Luz Church Road, Mylapore, Chennai - 600 004
Tel: 044-2499 4465
Email : shares@amrutanjan.com
Website : www.amrutanjan.com



ANNEXURE - A

DISCLOSURES ON EMPLOYEE STOCK OPTION SCHEME FOR THE YEAR ENDED MARCH 31, 2026

(Pursuant to Rule 12 (9) of Company (Share Capital & Debenture) Rules 2014 & Regulation 14 of the SEBI (Share Based Employee Benefits and Sweat Equity) Regulations, 2021)

Sl. No.	Particulars	Status of compliance	
1.	The board of directors in their report shall disclose any material change in the scheme(s) and whether the scheme(s) is/ are in compliance with the regulations.	There are no material changes in the Scheme. Please refer Clause 4 (ii) of the Board's report.	
2.	Further, the following details, inter alia, shall be disclosed on the company's website and a web-link thereto shall be provided in the report of board of directors.		
		ESOP 1	ESOP 2
A.	Relevant disclosures in terms of the accounting standards prescribed by the Central Government in terms of Section 133 of the Companies Act, 2013 (18 of 2013) including the Guidance note on accounting for employee share-based payments issued in that regard from time to time.	The Company has established Employee Stock Option Plan for certain categories of employees of the Company. Please refer notes to Financial Statements which form part of this Report.	The Company has established Employee Stock Option Plans for certain categories of employees of the Company. Please refer notes to Financial Statements which form part of this Report.
B.	Diluted EPS on issue of shares pursuant to all the schemes covered under the regulations shall be disclosed in accordance with 'Accounting Standard 20 - Earnings Per Share' issued by ICAI or any other relevant accounting standards as prescribed from time to time.	Basic earnings per share: ₹15.50 There are no dilution on Earnings per share.	Basic earnings per share: ₹17.58 There are no dilution on Earnings per share.
C.	Details related to Employees Stock Option Scheme (ESOS)		
(i)	A description of each ESOS that existed at any time during the year, including the general terms and conditions of each ESOS, including -		
	(a) Date of shareholders' approval	Scheme 2020 September 23 2020	
		ESOP 1	ESOP 2
	(b) Total number of options approved under ESOS	2,92,306	2,92,306
	(c) Vesting requirements	For 24 employees: 1 st Vesting - 9% of individual grants without any criteria; 2 nd Vesting – On achievement of 2021-22 target turnover as per slab; For 3 employees: Single Vesting - On achievement of 2020-21 target turnover;	For 44 employees: 1 st Vesting - 10% of the total allocation without any condition 2 nd Vesting – A.10% of the total allocation for employees who are entitled for 1 st Vesting. B.20% of the total allocation for other employees; 3 rd Vesting – 20% of the total allocation for all employees 4 th Vesting (2027): 20% of the total allocation for all employees 5 th Vesting (2028): 40% of the total allocation for all employees
	(d) Exercise price or pricing formula	Grant Price is the closing market price of the equity shares of Amrutanjan Health Care Limited as on September 30, 2020 as per National Stock Exchange records. Exercise Price will be the Grant Price after allowing a discount of ₹70/- per Option.	Grant Price is the closing market price of the equity shares of Amrutanjan Health Care Limited as on May 22, 2024 as per National Stock Exchange records. Exercise Price will be the Grant Price after allowing a discount of 10% per Option.
	(e) Maximum term of options granted	3 years	4 years
	(f) Source of shares (primary, secondary or combination)	Secondary	Secondary
	(g) Variation in terms of options	Options vary depending upon the cadre, criticality of the position, contribution etc.	Options vary depending upon the cadre, criticality of the position, contribution etc.
(ii)	Method used to account for ESOS - Intrinsic or fair value.	Fair Value	Fair Value

Sl. No.	Particulars	Status of compliance				
(iii)	Where the company opts for expensing of the options using the intrinsic value of the options, the difference between the employee compensation cost so computed and the employee compensation cost that shall have been recognized if it had used the fair value of the options shall be disclosed. The impact of this difference on profits and on EPS of the company shall also be disclosed.	Not Applicable as fair value has been accounted		Not Applicable as fair value has been accounted		
(iv)	Option movement during the year (for each ESOS):					
	Number of options outstanding at the beginning of the period	8,565	-			
	Number of options granted during the year	-	2,00,000			
	Number of options forfeited / lapsed during the year*	-	-			
	Number of options vested during the year	-	-			
	Number of options exercised during the year	8,565 (Includes 1,978 Options exercised by the employee and has been put on hold by the Company).	-			
	Number of shares arising as a result of exercise of options	-	-			
	Money realized by exercise of options (INR), if scheme is implemented directly by the company	-	-			
	Loan repaid by the Trust during the year from exercise price received	₹140 (in lakhs)	-			
	Number of options outstanding at the end of the year	-	2,00,000			
	Number of options exercisable at the end of the year	-	-			
(v)	Weighted-average exercise prices and weighted-average fair values of options shall be disclosed separately for options whose exercise price either equals or exceeds or is less than the market price of the stock.	₹353 /-	₹657 /-			
(vi)	Employee wise details (name of employee, designation, number of options granted during the year, exercise price) of options granted to -	ESOP 1	ESOP 2			
	(a) senior managerial personnel as defined under Regulation 16(d) of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015	No options granted during the year 2023-24	S. No	Name and Designation	Option granted	Grant Price
			1	Ravichandran J (Associate VP-R&D/QCQA)	8,000	657/-
			2	Jeyakanth S (Chief Operating Officer)	12,000	657/-
			3	Srinivasan M (CS & GM – Business Practice)	6,000	657/-
			4	Swaminathan N (Chief Financial Officer)	12,000	657/-
			5	Soumomoy Pal (Associate VP-IT)	6,000	657/-
			6	Mani B (Chief Marketing Officer)	8,000	657/-
			7	Narayanan R (Chief Sales Officer)	8,000	657/-



Sl. No.	Particulars	Status of compliance													
	(b) any other employee who receives a grant in any one year of option amounting to 5% or more of option granted during that year; and	No options granted during the year 2023-24	<table border="1"> <thead> <tr> <th>S. No</th><th>Name and Designation</th><th>Option granted</th><th>Grant Price</th></tr> </thead> <tbody> <tr> <td>1</td><td>Jeyakanth S (Chief Operating Officer)</td><td>12,000</td><td>657/-</td></tr> <tr> <td>2</td><td>Swaminathan N (Chief Financial Officer)</td><td>12,000</td><td>657/-</td></tr> </tbody> </table>	S. No	Name and Designation	Option granted	Grant Price	1	Jeyakanth S (Chief Operating Officer)	12,000	657/-	2	Swaminathan N (Chief Financial Officer)	12,000	657/-
S. No	Name and Designation	Option granted	Grant Price												
1	Jeyakanth S (Chief Operating Officer)	12,000	657/-												
2	Swaminathan N (Chief Financial Officer)	12,000	657/-												
	(c) identified employees who were granted option, during any one year, equal to or exceeding 1% of the issued capital (excluding outstanding warrants and conversions) of the company at the time of grant.	No options granted during the year 2023-24	-												
(vii)	A description of the method and significant assumptions used during the year to estimate the fair value of options including the following information:	Assumptions used in determination of the fair value of the stock options under the Black Scholes Model	Assumptions used in determination of the fair value of the stock options under the Black Scholes Model												
	(a) i).the weighted-average values of share price,	353	657												
	ii).exercise price,	353	657												
	iii).expected volatility,	32.69%	29.13%												
	iv).expected option life,	1-3 years	1-4 years												
	v).expected dividends,	0.28%	0.39%												
	vi).the risk-free interest rate and	6.18%	6.98%												
	vii).any other inputs to the model;	NIL	NIL												
	(b) the method used and the assumptions made to incorporate the effects of expected early exercise;	The assumptions for the exercise period have been incorporated based on the vesting period based on management analysis.	The assumptions for the exercise period have been incorporated based on the vesting period based on management analysis.												
	(c) how expected volatility was determined, including an explanation of the extent to which expected volatility was based on historical volatility; and	Expected volatility is based on historical volatility of the market prices of the Company's publicly traded equity shares during the expected term of the option grant.	Expected volatility is based on historical volatility of the market prices of the Company's publicly traded equity shares during the expected term of the option grant.												
	(d) Whether and how any other features of the option grant were incorporated into the measurement of fair value, such as a market condition.	Same as above	Same as above												

Details of Trust

The following details, inter alia, in connection with transactions made by the Trust meant for the purpose of administering the Scheme 2020

General information on all schemes

Sl. No.	Particulars	Details
1.	Name of the Trust	AMRUTANJAN HEALTH CARE LIMITED ESOP TRUST
2.	Details of the Trustee(s)	SURANA AND SURANA INTERNATIONAL ATTORNEYS
3.	Amount of loan disbursed by company / any company in the group, during the year	NIL
4.	Amount of loan outstanding (repayable to company / any company in the group) as at the end of the year	₹109.68 (in lakhs)
5.	Amount of loan, if any, taken from any other source for which company / any company in the group has provided any security or guarantee	NIL
6.	Any other contribution made to the Trust during the year	NIL

Brief details of transactions in shares by the Trust

- (a) Number of shares held at the beginning of the year; 10,549
- (b) Number of shares acquired during the year through
 - (i) Primary issuance- NIL
 - (ii) Secondary acquisition, also as a percentage of paid up equity capital as at the end of the previous financial year, along with information on weighted average cost of acquisition per share- NIL
- (c) Number of shares transferred to the employees / sold along with the purpose thereof- transferred -Nil Sold - Nil
- (d) Number of shares held at the end of the year- 10,549
- (e) In case of secondary acquisition of shares by the Trust:

Number of shares	As a percentage of paid-up equity capital as at the end of the year immediately preceding the year in which shareholders' approval was obtained
Held at the beginning of the year	10,549
Acquired during the year	-
Sold during the year	-
Transferred to the employees during the year	-
Held at the end of the year	10,549

NOTE:

Subsequent to the close of the financial year ended 31 March 2026, the “Second Phase “ESOP 2” of the existing ESOP Scheme of the Company by the name of “Amrutanjan Health Care Limited – Employees Stock Option Scheme 2020” (Scheme”) was withdrawn and terminated with effect from 17 April 2026 due to non-achievement of sales targets and fall in the share price.

Thereafter, the Nomination and Remuneration Committee (Compensation Committee) approved the “revised ESOP 2” at the meeting held on 7 May 2026 and same was noted and recorded by the Board on the meeting held on 8 May 2026. The implementation of “revised ESOP 2” is as per the ESOP Scheme 2020 of the Company.

All unvested options were converted into options under **the revised “ESOP 2” scheme** on the terms ensuring no adverse impact on employees and preservation of intrinsic value and vesting benefits.

MANAGEMENT DISCUSSION & ANALYSIS

Economic Overview

Global Economy

The global economy demonstrated resilience during FY2025–26 despite continued geopolitical uncertainties, evolving trade dynamics and persistent macroeconomic challenges. While growth moderated across several developed economies due to elevated interest rates and subdued consumer spending, easing inflationary pressures and improving financial conditions supported a gradual recovery in global economic activity.

According to the International Monetary Fund (IMF), global growth remained broadly stable, supported primarily by emerging and developing economies, which continued to contribute a significant share of incremental global GDP. Inflation continued to soften across most major economies as supply chain disruptions eased, commodity prices stabilized and central banks maintained prudent monetary policies. Nevertheless, policy rates in several advanced economies remained above historical averages, resulting in relatively tight financial conditions and cautious capital deployment.

Geopolitical developments, including continuing conflicts in Eastern Europe and the Middle East, together with evolving global trade policies and supply chain realignments, continued to influence energy prices, freight costs and business confidence. At the same time, companies across industries accelerated efforts to diversify sourcing, regionalize supply chains and strengthen operational resilience.

The global healthcare industry continued its transformation, driven by increasing consumer focus on preventive healthcare, digital health technologies and personalized wellness solutions. Adoption of artificial intelligence, connected healthcare, telemedicine and data-driven diagnostics continued to improve healthcare accessibility and efficiency across several markets. Consumers increasingly prioritized self-care and over-the-counter (OTC) healthcare solutions, creating favourable opportunities for companies operating in consumer healthcare categories.

Environmental sustainability remained a strategic priority globally, with businesses increasing investments in renewable energy, responsible sourcing, circular packaging and carbon reduction initiatives. These structural shifts are expected to continue shaping long-term business strategies across industries.

Overall, while macroeconomic uncertainties persist, the global economy remains supported by resilient labour

markets, easing inflation and sustained investments in innovation, technology and healthcare, providing a constructive outlook for medium-term growth.

Indian Economy

India continued to outperform most major global economies during FY2025–26, supported by strong domestic consumption, sustained public infrastructure investments, healthy corporate balance sheets and continued policy reforms. The country's macroeconomic fundamentals remained robust despite external headwinds, reinforcing its position as one of the fastest-growing large economies globally.

Growth was supported by broad-based expansion across manufacturing, services and construction sectors, while rising private consumption and improving investment activity further strengthened economic momentum. Government initiatives focused on infrastructure development, manufacturing competitiveness, digitalization and ease of doing business continued to enhance India's long-term growth potential.

Inflation moderated during the year, supported by easing commodity prices and effective monetary policy measures. While food inflation remained subject to seasonal fluctuations, overall price stability improved, contributing to stronger consumer confidence and healthier spending patterns. India's

banking system remaine/d well capitalised, credit growth remained healthy and foreign exchange reserves continued to provide macroeconomic stability.

The Government's continued emphasis on capital expenditure, logistics infrastructure, digital public infrastructure and manufacturing incentives under various policy initiatives has significantly enhanced India's competitiveness as a global investment destination. Rapid urbanisation, increasing disposable incomes, favourable demographics and rising formalisation of the economy continue to support sustained consumption growth.

Digital adoption remains one of India's strongest structural growth drivers. Widespread internet penetration, rapid growth in digital payments and expanding e-commerce and quick commerce ecosystems are fundamentally changing consumer purchase behaviour across both urban and semi-urban markets.

India's healthcare ecosystem is also witnessing structural transformation, driven by rising healthcare awareness, increasing health insurance penetration, expanding

healthcare infrastructure and greater consumer preference for preventive healthcare products. Growing demand for self-medication, wellness solutions and OTC healthcare products presents significant long-term opportunities for consumer healthcare companies.

Looking ahead, India's favourable demographic profile, rising consumption, ongoing infrastructure investments and policy continuity are expected to support sustainable economic growth, reinforcing its position as one of the world's most attractive long-term growth markets.

Industry Structure and Development

Industry Overview

The Fast-Moving Consumer Goods (FMCG) industry continued to demonstrate resilience during FY2025–26 despite a dynamic operating environment characterised by inflationary pressures, changing consumer preferences and evolving retail formats. The sector benefited from improving rural demand, stable urban consumption and continued expansion of organised retail, e-commerce and quick commerce platforms.

Consumer spending remained strong, supported by rising disposable incomes, favourable employment conditions and increasing aspirations across both urban and rural India. Premiumisation continued across several FMCG categories as consumers increasingly sought products offering superior quality, convenience, health benefits and enhanced consumer experience.

Health and wellness emerged as one of the strongest long-term consumption trends. Consumers are increasingly prioritising preventive healthcare, immunity enhancement, natural ingredients and scientifically backed formulations. This shift continues to drive demand across OTC healthcare products, functional foods, nutraceuticals and wellness-focused personal care categories.

Digital transformation is fundamentally reshaping the FMCG landscape. Companies are leveraging data analytics, artificial intelligence, automation and digital consumer engagement to improve product innovation, supply chain efficiency and marketing effectiveness. Digital commerce—including e-commerce, quick commerce and omnichannel retail—has become an integral growth engine, enabling wider product availability, faster fulfilment and deeper consumer engagement.

Quick commerce has emerged as a particularly important channel for consumer healthcare products, especially in urban markets where immediacy of need significantly influences purchase decisions. Products addressing everyday ailments, wellness and convenience continue to witness increasing adoption across digital platforms.

Sustainability continues to gain strategic importance across the FMCG value chain. Companies are increasingly investing in responsible sourcing, recyclable packaging, resource-efficient manufacturing and carbon footprint reduction to meet evolving consumer expectations and regulatory requirements. These initiatives are expected to strengthen brand equity while creating long-term operational efficiencies.

The Indian FMCG sector also benefited from improving rural demand during the year, supported by better agricultural output, favourable monsoon conditions, government welfare programmes and higher rural income levels. Rural markets are gradually narrowing the growth gap with urban markets, providing incremental opportunities for category expansion and household penetration.

The consumer healthcare segment continues to benefit from increasing awareness regarding self-care, preventive healthcare and early symptom management. Consumers are increasingly seeking convenient, accessible and trusted OTC solutions for common health conditions, supported by greater digital awareness and improved product accessibility across modern trade, pharmacies, e-commerce and quick commerce channels.

While the industry continues to face periodic volatility arising from raw material prices, competitive intensity and evolving regulatory requirements, its long-term fundamentals remain strong. Rising healthcare awareness, favourable demographics, increasing digital adoption, expanding organised retail and sustained innovation are expected to continue supporting healthy growth across the FMCG and consumer healthcare sectors over the medium to long term.

Implications of Economic Overview on AHCL:

While global macroeconomic uncertainties continue to influence commodity prices, freight and supply-chain costs, your Company remains focused on improving sourcing, manufacturing and supply-chain efficiencies, accelerating digitisation and maintaining disciplined cost management. At the same time, the global shift towards preventive care and self-care supports the long-term opportunity for the Company's health and hygiene portfolio.

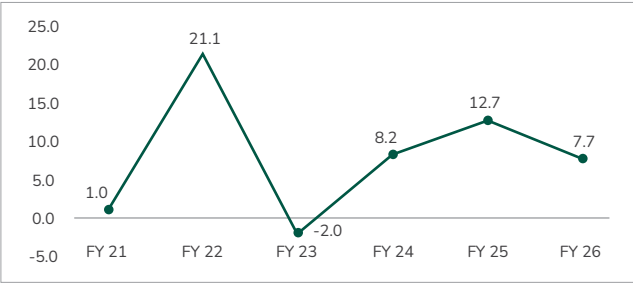
India's strong consumption outlook, increasing healthcare awareness, expanding digital infrastructure and growing organised retail provide a supportive foundation for the Company's long-term growth strategy. These trends reinforce its focus on strengthening Amrutanjan and Comfy, expanding distribution beyond traditional strong markets, increasing participation across e-commerce and quick commerce, and investing in consumer-led innovation. With trusted brands and expanding execution capabilities, your Company remains confident of delivering sustainable and profitable growth.

The shift towards self-care, preventive health and accessible OTC solutions directly supports AHCL's strategy across pain management, women's hygiene and rehydration. Your Company is positioned to benefit through portfolio expansion, consumer education, wider availability across chemists, traditional trade and digital commerce, and continued investment in manufacturing and supply-chain capabilities. While regulatory change, input-cost volatility and competitive intensity require disciplined execution, trusted brands, expanding distribution and innovation provide a strong foundation for long-term value creation.

Category Overview

The *Rubefacients category continued its growth path in FY26, with both value and volume recording healthy growth, indicating that the category expansion was primarily consumption-led. The category was valued at ₹8,229 crore in FY26. AHCL outperformed the category and other major players in terms of volume growth, while its value and volume growth remained broadly aligned. This reflects strong underlying consumer demand and reinforces the Company's focus on driving sustainable, consumption-led growth.

RUBEFACIENT VAL GR TRENDS (%)



Within the Rubefacients category, the Headache segment maintained a growth trajectory in FY26, broadly in line with the previous year, across value and volume. The category grew from ₹1,929 crore in FY25 to ₹2,014 crore in FY26. AHCL continued to deliver growth during the year, with Amrutanjan Headache recording volume growth ahead of the overall headache category, reflecting continued consumer preference and strengthening brand momentum.

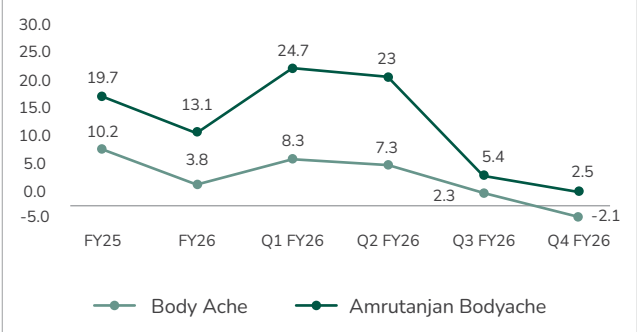
The Body Ache segment was valued at ₹4,173 crore in FY26 and delivered near-double-digit value growth over a higher base in FY25. While AHCL operates from a relatively smaller base in this segment, its volume growth was significantly ahead of the category across all quarters of FY26, indicating increasing consumer acceptance of the Company's Body Ache portfolio.

These positive category trends were also reflected in the Company's internal sales performance, with strong



secondary sales growth across the Headache and Body Ache segments, as well as the overall Rubefacients portfolio. This momentum translated into near double-digit growth in primary sales for the Rubefacients category, reinforcing AHCL's strong market presence and continued growth momentum.

Body Ache Category Vs AHCL Body Ache - Vol Gr Trends (In %)



*Source: IQVIA

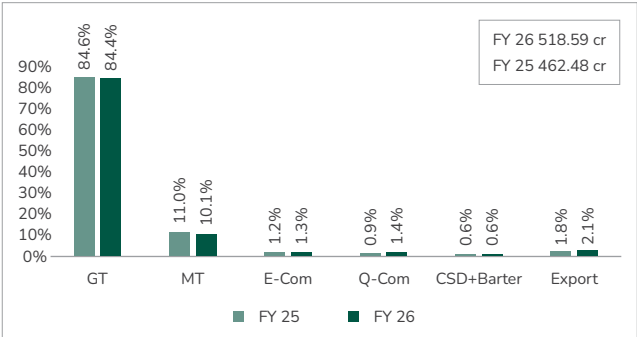
Company Overview

OTC Business

The Company's Over-the-Counter (OTC) segment delivered gross sales of ₹518.6 crore in FY26, maintaining a strong growth performance during the year. General Trade (GT) continued to be the mainstay of the segment, contributing 84.4% of total OTC turnover and registering a healthy 12% growth over FY25. This performance was led by the Chemists channel, the Company's largest contributor, where AHCL recorded volume growth 1.8 times that of the Headache category, underscoring the strength of the Company's brands and sustained consumer demand.

The Company continued to strengthen its presence across emerging and high-growth channels, with focused investments in E-Com and Q-Com resulting in increased share of OTC sales. At the same time, growing contributions from export markets supported the diversification of the Company's revenue streams and expanded its reach beyond domestic markets. Together, these initiatives reinforce AHCL's strategy of building a more diversified and resilient growth engine for its OTC business.

CHANNEL CONTRIBUTION (%)



The Headache segment continued to anchor AHCL's domestic business in FY26, generating gross sales of ₹282.04 crore and contributing 55.6% to the Company's total domestic revenue of ₹507.45 crore. While the segment continued to be the largest contributor to the portfolio, its share moderated during the year, reflecting the increasing contribution of the Company's diversified portfolio and the strong growth delivered by its emerging categories.

AHCL's multi-category, multi-brand strategy continued to gain momentum during the year. The Women's Hygiene (WH) category delivered a strong performance, with its contribution to the overall portfolio increasing from 28% to 30%. This growth reflects the Company's sustained investments in the category and its efforts to build scale and strengthen consumer relevance.

Comfy, AHCL's flagship Women's Hygiene brand and the second-largest contributor to the portfolio, continued its strong growth momentum, registering an 18% increase in revenue in FY26 over FY25. The WH category achieved a significant milestone during the year, with gross revenue reaching ₹151.31 crore, compared with ₹127.79 crore in the previous financial year.

Marketing Activities

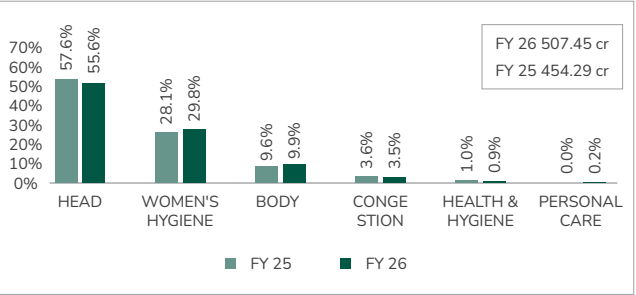
STRATEGIC APPROACH Building salience at scale while creating category-relevant experiences at the point of viewing, purchase and product trial.

During FY 2025-26, Amrutanjan continued to strengthen its market presence through an integrated marketing approach combining brand communication, strategic media investments, retail visibility and consumer-centric activations. The programme was designed to keep the Company's trusted propositions visible across the consumer journey—from mass and regional media to neighbourhood retail, workplaces, public gatherings and emerging rural markets.

The year's interventions were organised around the distinct growth requirements of five business priorities: Pain Management, Congestion, Women's Hygiene, Beverages and Rural Expansion. Within each category, communication was linked to a clear role. Television and high-impact properties built broad awareness; in-store visibility supported consideration at the point of purchase; sampling enabled first-hand experience; and rural vans strengthened last-mile access and retailer coverage.

The Body category further strengthened its position as the third-largest contributor to the OTC portfolio, recording sales of ₹50.29 crore in FY26. At the same time, the Company's entry into the Personal Care category began contributing to overall revenues, marking another step forward in AHCL's journey towards building a broader and more diversified portfolio. These developments underscore the Company's continued progress in expanding beyond its core categories, creating new growth engines, and strengthening its position as a multi-category, multi-brand consumer healthcare organisation.

CATEGORY CONTRIBUTION (%)

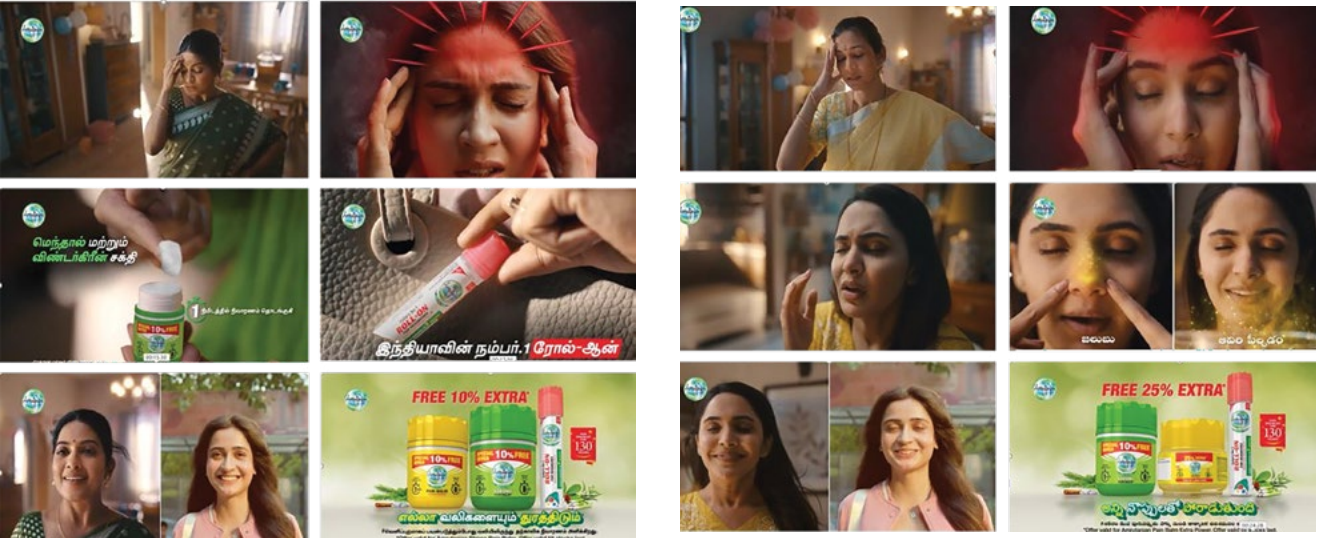


New launches were supported within their natural category context. Advanced Ortho Pain Relief Oil extended the Body portfolio; Relief Nasal Spray broadened the congestion range; Comfy Slimfit XXL Night Pads addressed the fast-growing night-use segment; and Comfy Women's Razors expanded the personal-care adjacency of the Comfy franchise. This category-led approach enabled innovation to benefit from the trust, media support and retail presence of the relevant portfolio.

- **Pain - Head & Body:** Refreshed communication, high-impact media, in-store visibility, sampling and Advanced Ortho Pain Relief Oil.
- **Congestion:** Integrated television and digital communication, range visibility and Relief Nasal Spray.
- **Women's Hygiene:** Sustained TV support, retail activation, education-led sampling, Comfy Night Pads and Women's Razors.
- **Beverages: Electro+; Enerlyte:** consumer education, retail visibility, digital influence and large-scale product trial.
- **Rural Expansion:** Van-led retailer and distributor outreach across small towns and villages.



Pain- Head & Body: Renewing the Brand Story



New Communication used multiple category-entry points and featured Yellow Balm, White Balm and Headache Roll-On.

The Pain - Head & Body portfolio was supported by a refreshed television campaign created to widen the range of occasions associated with Amrutanjan's pain-relief solutions. Two new films were developed around multiple Category Entry Points (CEPs), allowing the communication to connect the brand with a broader set of everyday needs rather than a single, narrow moment of pain. The Company's CEP led communication strategy focuses on increasing brand relevance across multiple consumption occasions, thereby broadening consumer reach and accelerating penetration of the AHCL pain management portfolio.

The films brought together Yellow Balm, White Balm and Headache Roll-On, highlighting use occasions across indoor and outdoor settings. By presenting the portfolio as

a practical companion in familiar situations, the campaign underlined the multifunctionality of the range while keeping the product role easy to understand. Relatable storytelling helped the communication remain emotionally accessible without diluting the core promise of trusted relief.

The campaign was executed across all key states for the pain category and was supported by high-impact properties. This provided a consistent national and regional platform for the portfolio, while allowing market-level media choices to reflect category strength and consumer relevance.

COMMUNICATION ROLE Use familiar occasions to make the breadth of the pain portfolio more visible, contemporary and easy to recall.



Head & Body: High-Impact Reach and Regional Salience

High-impact television support included the Kaun Banega Crorepati association during FY 2025-26.



Amrutanjan amplified the television campaign through associations with high-visibility entertainment properties. During FY 2025-26, Hindi-speaking market media support commenced with high-impact properties, including an association with Kaun Banega Crorepati. The brand also continued its association with Bigg Boss Kannada to build awareness and consideration in Karnataka.

These partnerships placed Amrutanjan within programmes that attract sustained audience attention and repeat viewing. The objective was not simply to add media weight, but to reinforce the campaign's message within culturally relevant, high-engagement environments. Regional market selection enabled the Company to combine broad reach with local relevance.

The year also included high-impact transit and outdoor visibility. Auto-rickshaw and other branding extended presence into neighbourhoods and high-footfall urban locations. Together, television, transit and outdoor interventions created multiple opportunities for consumers to see and remember the brand during their daily routines.

INTEGRATED EFFECT Mass-media visibility was reinforced through transit and local-market assets, creating continuity between entertainment, commuting and retail environments.



Head & Body: Winning at the Point of Purchase



Pain-category shop boards and parasite placements showcased the portfolio across general and modern trade.

In-store execution translated campaign awareness into stronger product visibility at the point of purchase. Head-range posters, communication for Amrutanjan Faster Relaxation Roll-On 2.5 ml and complete-range displays were deployed to make the portfolio easier to notice and understand within crowded retail environments.

In Tamil Nadu, pain-category shop boards were used to build awareness and consideration beyond the store interior. Across general trade and modern trade, parasite

placements showcased the complete product range, helping the brand occupy visible space without relying only on the primary shelf. This execution was undertaken in Delhi, Uttar Pradesh, Bihar, Gujarat, Madhya Pradesh, Maharashtra, Tamil Nadu, Telangana, Karnataka and Andhra Pradesh.

The retail programme complemented the broader communication plan by placing product and usage cues closer to the purchase decision. By maintaining common visual assets across posters, boards and display units, the brand strengthened recognition while enabling retailers to present a more complete pain-management portfolio.

Head & Body: Product Experience and Portfolio Expansion



Consumer sampling and in-store visibility for Advanced Ortho Pain Relief Oil supported awareness, consideration and trial.

Product sampling remained central to Amrutanjan's consumer-engagement strategy. Activities were conducted across high-footfall public locations and transit hubs, prominent religious and pilgrimage destinations, gated residential communities, corporate offices, IT parks and other workplace environments. With this targeted outreach programme, approximately 4 lakh consumers were contacted during the year.

Festival-led programmes created concentrated opportunities for trial. At the Ganpati Festival, around 50,000 consumers were reached across key metros in Maharashtra. The Pandharpur Wari initiative reached around 1.3 lakh consumers across key towns in the state of Maharashtra and was supported by audio and video activities at bus stations.

In addition to the above initiatives, a separate Jiffy activation was reoriented from a smaller set of gyms, parks, residential communities and corporate locations to 60 high-footfall touchpoints around outlets, strengthening local visibility and consumer contact.

Advanced Ortho Pain Relief Oil

In 2025-26, AHCL launched Advanced Ortho Pain Relief Oil as an extension of the Body portfolio. In-store visibility was executed across Andhra Pradesh, Assam, Delhi, Jharkhand, Karnataka, Kerala, Odisha, Tamil Nadu, Telangana, Uttar Pradesh and West Bengal. The launch was also integrated into sampling activity across high-footfall areas, corporates, pilgrimage locations and mandis in Tamil Nadu, Karnataka, Kerala, Andhra Pradesh, Telangana, Maharashtra and Gujarat.



Advanced Ortho Pain Relief Oil

Congestion: Making Everyday Relief More Relevant



The congestion campaign combined television communication with range visibility in Tamil Nadu and Karnataka

During the year, Amrutanjan Relief Inhaler strengthened its consumer connect through refreshed television communication built around everyday situations in which nasal congestion can interrupt important moments. The campaign showed how blocked breathing can affect work, studies and social interactions, and positioned timely relief as a way to regain focus and confidence.

A light-hearted storytelling approach made the communication accessible to a wide cross-section of consumers, with particular relevance for younger audiences. Product integration remained central: familiar situations demonstrated the role of the inhaler without allowing the story to overshadow the benefit. This balance helped

make the brand feel more contemporary while retaining the dependability associated with Amrutanjan.

The campaign was rolled out across leading regional television networks and supported through digital platforms, enabling consistent messaging across consumer touchpoints. In Tamil Nadu and Karnataka, television support and on-ground activity were complemented by congestion-range posters. The integrated approach was designed to build awareness and consideration while helping consumers recognise the breadth of the Relief portfolio.

COMMUNICATION ROLE Show quick, effective nasal-congestion relief within situations that are familiar, consequential and easy to remember.



Congestion: Extending the Relief Portfolio



Relief Nasal Spray

Relief Nasal Spray was introduced in Q4 FY 2025-26 alongside Advanced Ortho Pain Relief Oil.

Relief Nasal Spray

In FY 2025-26, AHCL entered a new congestion-care format with the launch of Relief Nasal Spray. The launch complemented the existing Relief portfolio and broadened the ways in which consumers could address nasal congestion. By placing the new format within the established Relief franchise, the Company was able to build on existing trust while expanding the category's product architecture.

In keeping with the integrated category approach, Nasal Spray was not treated as a stand-alone corporate launch; it formed part of the broader congestion story supported by television, digital communication and range visibility.

A connected portfolio at retail

Congestion-range posters helped present products as a coherent family rather than isolated SKUs. This approach supports easier navigation at the point of purchase and gives retailers a clearer way to recommend products against consumer needs. It also creates a platform for future innovation under a recognisable category promise.

Across communication and retail execution, the emphasis remained on a direct consumer benefit: dependable relief that helps consumers return to the moments that matter. The combination of contemporary storytelling, regional media and product-format expansion reinforced Amrutanjan Relief as a relevant solution for everyday nasal congestion.

PORTFOLIO ROLE Use the trust of the Relief franchise to introduce a new format while maintaining one clear congestion-care narrative.

Rehydration Category

Climate change is contributing to a rise in the frequency and intensity of extreme-heat events globally, making elevated temperatures an increasingly persistent feature of the environment. The World Meteorological Organization (WMO) confirmed that 2025 was the second or third warmest year on record, with the global average temperature approximately 1.43°C above the 1850–1900 pre-industrial average. In India, the annual mean land-surface air temperature in 2025 was 0.28°C above the 1991–2020 long-term average, making it the eighth warmest year since records began in 1901.

Prolonged exposure to high temperatures places additional stress on the human body, increasing perspiration and the loss of fluids and essential electrolytes. Inadequate replacement of these losses can result in dehydration and associated symptoms such as fatigue, weakness, dizziness, muscle cramps, and reduced physical and cognitive performance. Severe heat exposure may also lead to heat exhaustion and heatstroke, while extreme heat can aggravate certain cardiovascular, respiratory, renal, and metabolic health conditions.

Against this backdrop, maintaining adequate hydration is becoming increasingly important for a broad range of consumers, including outdoor workers, athletes, commuters, students, travellers, and individuals leading active lifestyle. While water remains fundamental to everyday hydration, situations involving prolonged heat exposure, intense physical activity, or excessive sweating may increase the need to replenish both fluids and electrolytes to support the restoration of the body's fluid balance.

Amrutanjan recognises the growing relevance of hydration as a consumer health need and the opportunity to support consumers through appropriate hydration solutions. The evolving climate landscape, changing lifestyles, and increasing awareness of preventive health are expected to further strengthen consumer focus on hydration, wellness, and everyday health management, creating opportunities for the Company to innovate and address emerging consumer needs through relevant and responsible solutions.

Rehydration New Launch: Meeting the Diverse Needs of Consumers

As a consumer driven organisation, AHCL remains committed to addressing the evolving health and wellness needs of consumers through relevant, science-backed solutions. Recognising that rehydration needs vary across consumer groups and their usage occasions, the Company has adopted a differentiated portfolio approach. With the launch of Enerlyte, alongside the existing Electro+ range available in Tetra and Powder formats, AHCL has further strengthened its presence in the rehydration category and expanded its ability to address diverse consumer needs.

Enerlyte has been introduced to address the growing need for everyday hydration. In the context of India's hot climate and increasingly active lifestyles, consumers may experience fluid and electrolyte loss due to heat exposure, travel, work, and physical activity. While plain water remains fundamental to daily hydration, consumers often have limited options between conventional beverages and therapeutic rehydration solutions. Enerlyte is positioned to address this space by offering a convenient and science-backed hydration solution suited to everyday consumption occasions.

With the introduction of Enerlyte and the continued availability of Electro+ in Tetra and Powder formats, AHCL has further broadened its rehydration portfolio to address the distinct rehydration needs of different consumers. This portfolio expansion reinforces the Company's commitment to delivering accessible, science-backed health and wellness solutions while strengthening its position in the evolving rehydration category.

Beverages: Electro+; Enerlyte Building Awareness Through Education and Visibility



Banners, posters, education material, quick-commerce leaflets and flanges supported the Electro+ portfolio.

Electro+ received extensive brand support during FY 2025-26, with visibility initiatives deployed across multiple consumer and retail touchpoints. Banners, A4 and 3D

posters, education posters, quick-commerce leaflets and flanges were used across states to build awareness and consideration for the brand and its formats.

Education was central to the programme. Retail material highlighted usage occasions and helped distinguish between WHO ORS and non-WHO ORS rehydration drinks. By combining product visibility with practical information, the brand sought to make the category easier to navigate and to improve the relevance of our portfolio across different hydration needs.

A counter-top unit combined education with visibility, allowing key usage information to sit close to the product and the purchase decision. This was particularly important for a category in which consumer understanding can determine format choice and usage occasion.

The activity was designed as a connected system rather than a collection of isolated materials. Large-format assets created noticeability, smaller retail units sustained presence near purchase, and sampling enabled consumers to experience the product.

CATEGORY-BUILDING ROLE Combine visibility and simple consumer education to improve understanding, consideration and confident format choice.



Sports Association: Professional Golf Tour of India (PGTI):

Amrutanjan strengthened its engagement with fitness and sports-oriented consumers through a targeted sampling initiative at the Professional Golf Tour of India (PGTI). The association activity provided an effective platform to demonstrate Enerlyte's relevance in supporting hydration and electrolyte replenishment during prolonged physical activity and outdoor exposure.

Product sampling enabled participants and attendees to experience the brand first-hand, while visibility across the golf course reinforced Enerlyte's association with endurance, active lifestyles and timely rehydration. The initiative complemented the brand's broader consumer-outreach programme by connecting its functional hydration proposition with a credible professional sporting environment.



Electro+: Digital Relevance and Large-Scale Trial



An influencer-led Facebook and Instagram campaign supported Electro+ Rehydrate in Tamil Nadu and Odisha.

Digital communication positioned the brand as a smart and effective daily rehydration solution that helps combat tiredness and boost energy. The influencer-led campaign ran on Facebook and Instagram in Tamil Nadu and Odisha, using locally relevant digital voices to build awareness and consideration.



Sampling and physiotherapy activity at marathons was complemented by a quick-commerce sampling initiative.

On-ground engagement connected the brand with active-consumer context. Sampling and physiotherapy activities were undertaken at marathons, where hydration and

Women’s Hygiene: Strengthening Presence and Driving Inclusive Growth

Menstrual hygiene continues to be an important public health priority in India, with sanitary napkin penetration remaining below 50% and significantly higher in urban areas than in rural markets (Urban is 1.6 times of Rural). In rural India, many women continue to rely on traditional alternatives such as cloth, driven by factors including limited access, affordability constraints, and gaps in awareness. This highlights a significant opportunity to expand the category and improve access to affordable menstrual hygiene solutions, particularly across underserved markets.

Comfy Sanitary Napkins, AHCL’s flagship brand in the Women’s Hygiene segment, continues to focus on addressing this opportunity by offering affordable, quality menstrual hygiene solutions designed to meet the needs of rural and lower-income urban consumers. The brand’s predominantly rural outlet presence reflects its commitment to expanding access and promoting inclusive menstrual hygiene adoption.

Comfy delivered strong double-digit sales growth of 19% in FY26 over FY25, with the XL variant recording significant growth of 44%, reflecting evolving consumer preferences and increasing adoption of longer-length pads.

The brand also continued to strengthen its consumer franchise, with key brand health indicators—including

recovery needs were naturally relevant. The Company also undertook a large-scale quick-commerce sampling programme through which 3 lakh consumers were reached directly. Education posters explaining the usage occasions of WHO ORS and non-WHO ORS rehydration drinks were distributed with samples.

The combined programme linked reach with understanding and experience. Digital content created relevance; sports environments provided a credible occasion for trial; quick commerce delivered samples directly; and retail education supported subsequent choice. Together, these interventions strengthened the Amrutanjan’s role of having a rehydration portfolio serving distinct needs and occasions.

awareness, consideration, usage and satisfaction of the brand (among users) —showing a consistent upward trajectory over the years. This sustained improvement reflects growing consumer acceptance of Comfy and reinforces the brand’s increasing relevance in supporting better menstrual hygiene practices among women across India.

Period Care Range



Women's Hygiene: Sustained Brand Building and Retail Visibility



Comfy television support was reinforced through hanger packs, standees and other point-of-purchase assets.

Comfy continued to receive sustained television support throughout the year, enabling the brand to maintain strong visibility and reinforce its presence across key markets. The campaign was aired across states. This communication enabled the brand to deepen its presence in established markets while progressively extending consumer confidence to additional growth geographies.

The television campaign was designed to build awareness for the Comfy brand while familiarising consumers with its expanding range of variants. Consistent communication across markets helped reinforce Comfy’s core proposition of providing dependable and accessible menstrual-hygiene solutions while improving recognition of the different products available within the portfolio. The use of television also enabled the brand to reach consumers at scale, strengthen recall and maintain continuity in its communication throughout the year.

Importantly, sustained support for the Comfy brand provided a strong platform for portfolio expansion. As new variants and usage-specific offerings were introduced, the campaign ensured that product-level communication benefited from the familiarity and trust already associated with Comfy. This integrated approach helped create a cohesive portfolio narrative, strengthened consideration across consumer segments and supported Comfy’s continued expansion within the women’s hygiene category.

Retail visibility translated this awareness into a stronger in-store presence. Comfy hanger packs improved product visibility in compact retail environments, while standees, posters and sun boards helped the brand communicate at the point of purchase. Nearly 20,000 outlets across Andhra Pradesh, Telangana and Tamil Nadu were covered through sun boards and A3 posters during this intervention.

The brand also expanded visibility within business-to-business retail chains in Karnataka, Telangana and West Bengal to support volume purchase. Shop boards in Uttar Pradesh and Bihar extended awareness beyond the shelf, while executions in West Bengal demonstrated the role of standees and hanger packs in making variants easier to notice.





Comfy Hanger Packs Visibility



Comfy Standee Visibility (West Bengal)

Women's Hygiene: Education, Trial and Consumer Confidence



School-based sampling was undertaken in Tamil Nadu, Andhra Pradesh, Telangana, Uttar Pradesh and Jharkhand.

For Women's Hygiene, consumer engagement combined product trial with awareness and education. School-based activity was undertaken in Tamil Nadu, Andhra Pradesh, Telangana, Uttar Pradesh and Jharkhand, bringing the brand into settings where information and access can influence long-term category adoption.

Through this school programme activity the objective is to sampling around 2.5 lakh schoolgirls. This education-led approach has a strategic role beyond immediate trial. By providing product exposure in an appropriate setting, the programme reduced hesitation, improve familiarity with the category and build confidence in product use. At the same time, the integration of sampling with media and in-store visibility creates continuity – consumers encounter the brand through communication, experience the product through outreach and recognise it again at retail.

The programme reflects Comfy's broader objective of expanding access to menstrual-hygiene solutions across diverse markets. The emphasis remained on respectful engagement, practical information and availability, supported by a portfolio designed to address varied usage occasions.

ENGAGEMENT ROLE Use education and product trial to build familiarity and confidence, while media and retail execution sustain recognition and access.

Women's Hygiene: New Launch - Innovation for Evolving Usage Occasions
Comfy Slimfit XXL Night Pads

In line with the Company's plan to expand into premium sanitary napkins, Comfy Slimfit XXL Night Pads were launched in FY 2025-26. The launch responded to increasing consumer demand in the fast-growing night-pads segment and extended the Comfy portfolio into a clearly defined usage occasion.

Dedicated in-shop activation supported the introduction, using product-led visibility elements to distinguish the new variant and explain its night-use role. The launch benefited from the wider Comfy television campaign and from the retail infrastructure created through hanger packs, standees, posters and boards.



Comfy Slimfit XXL Night Pads were launched in Q3 FY 2025-26 with dedicated in-shop activation.

Comfy Women's Razors

In Q4 FY 2025-26, AHCL launched a range of Comfy Women's Razors as part of its entry into adjacent personal-care categories. The launch expanded the relevance of the Comfy franchise beyond menstrual hygiene while retaining its focus on women's personal-care needs.



Comfy Women's Razors expanded the franchise into an adjacent personal-care category in Q4 FY 2025-26.

Rural Expansion: Reaching the Last-Mile Retailer



The rural van initiative combined portfolio promotion with distributor and sub-distributor development.

Amrutanjan continued to expand its presence in small towns and villages through dedicated rural van initiatives. The programme had two connected objectives: to widen rural market coverage for the AHCL portfolio and to strengthen the distributor and sub-distributor network required for sustained availability.

The van activity covered Uttar Pradesh, Tamil Nadu, Maharashtra, Gujarat, Madhya Pradesh, Chhattisgarh, Jharkhand, Andhra Pradesh and Telangana. Mobile assets carried portfolio communication into underserved markets, supporting retailer engagement, product awareness and promotion closer to the point of sale.

Approximately 1,000 villages were reached through rural outreach, introducing the product range to previously untapped consumers. These villages were identified for transition into regular coverage areas, linking activation with a longer-term route-to-market objective rather than treating the van programme as a one-time event.

The initiative also supported last-mile visibility by enabling the Company to engage retailers directly, demonstrate the breadth of the portfolio and strengthen local distribution relationships. Pain Management benefited from the rural outreach, with its contribution to AHCL revenues increasing in FY26.

CLOSING PERSPECTIVE TO SUM UP MARKETING ACTIVITIES:

An Integrated System for Sustainable Brand Growth

Across FY 2025-26, Amrutanjan's marketing activities were anchored in a simple principle: each category requires a distinct consumer story, but growth is strongest when communication, trial, retail visibility and availability work together. The year's programme therefore balanced mass reach with category-specific execution.

From awareness to experience

Television and high-impact entertainment properties built broad salience for Head & Body and Comfy. Regional television and digital communication made Relief more contemporary and relevant to everyday congestion occasions. Influencer content placed Electro+ within a daily rehydration context. Across categories, the role of communication remained disciplined: establish the problem, demonstrate the proposition and make the product easier to remember.

From experience to consideration

Sampling at pilgrimage destinations, festivals, workplaces, schools, marathons, high-footfall locations and through quick commerce enabled first-hand product engagement. Education material added context where the category required it, particularly for menstrual hygiene and rehydration. This combination supported informed trial rather than product distribution alone.

From consideration to availability

Shop boards, posters, standees, hanger packs, parasite placements, flanges and counter-top units strengthened visibility close to purchase. Rural vans expanded this principle beyond established retail, supporting distributors, sub-distributors and retailers across the states covered and creating a pathway from activation to regular market coverage.

Innovation within trusted category platforms

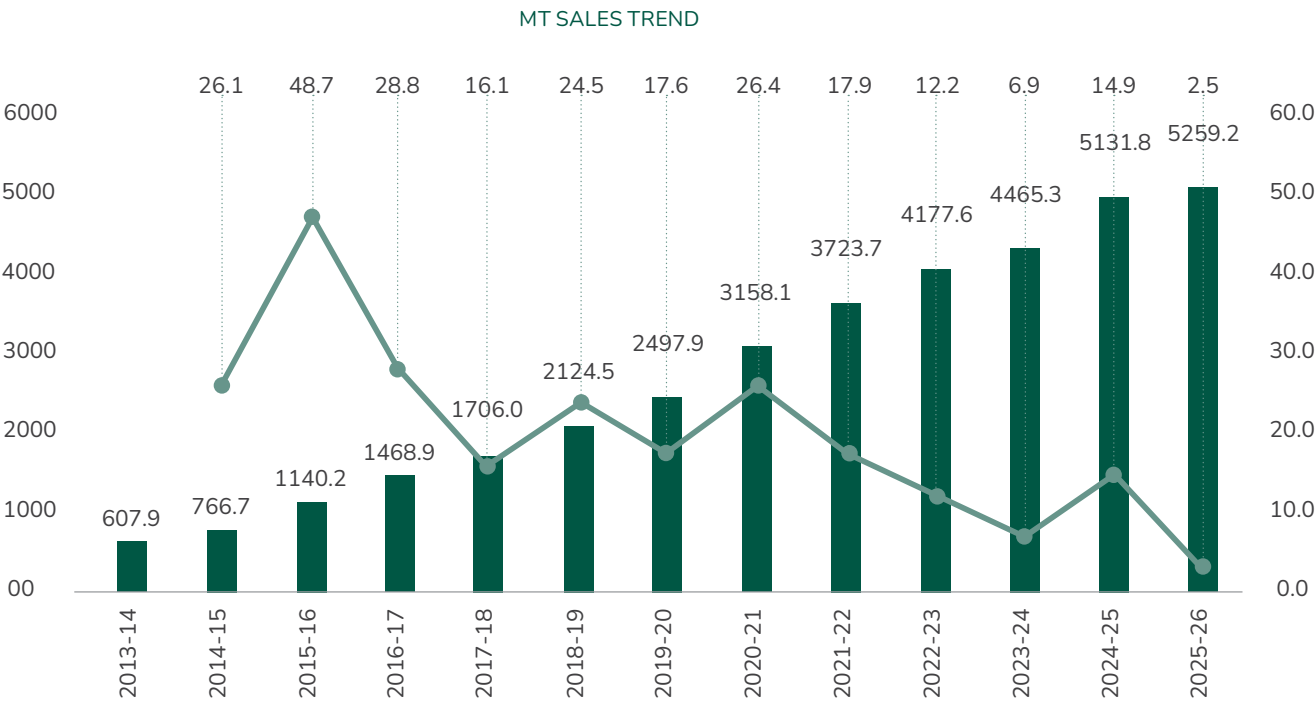
Advanced Ortho Pain Relief Oil, Relief Nasal Spray, Comfy Slimfit XXL Night Pads and Comfy Women's Razors were integrated within the categories whose trust and infrastructure could best support them. By connecting innovation to established category stories, Amrutanjan strengthened portfolio breadth while retaining the familiarity and reliability at the heart of the brand.



Modern Trade (MT)

The Modern Trade (MT) channel continued its growth trend in FY 26, clocking a revenue of 52.59 Crs when compared to ₹51.32 Crs during the previous financial year. Over the last 13 years, the MT channel has expanded over nine-fold, achieving an impressive Compound Annual Growth Rate (CAGR) of 19.7%.

This consistent performance underscores the success of AHCL's strategic initiatives and the increasing consumer demand for its portfolio in the modern retail environment. The Company remains focused on deepening its presence in this high-potential channel by leveraging consumer insights and collaborative retail partnerships.



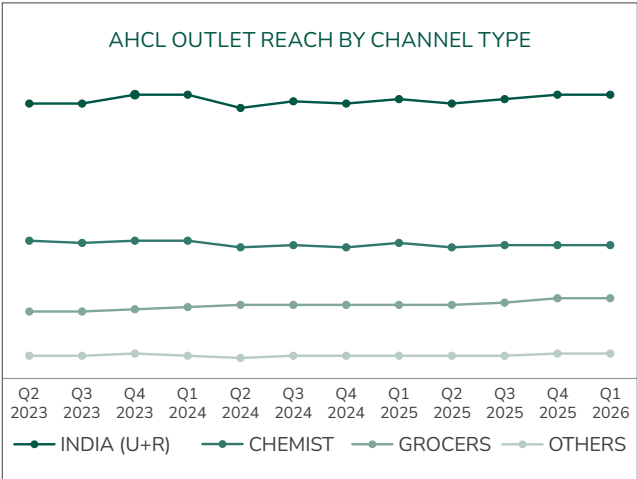
Strengthening Distribution Reach and Market Accessibility

AHCL continued to strengthen its distribution footprint during FY26, expanding the availability of its products to 1.12 million retail outlets across India. This extensive distribution network enables the Company to enhance product accessibility across diverse town classes and markets, supporting its commitment to addressing the evolving healthcare and wellness needs of consumers nationwide.

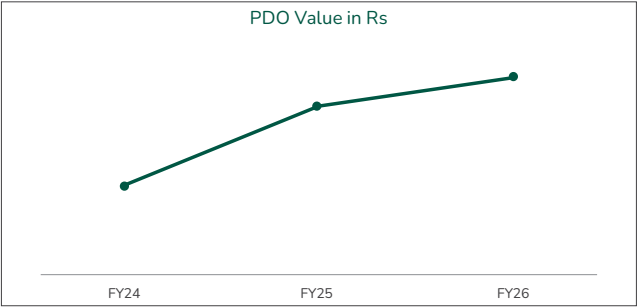
As part of its focused distribution strategy, the Company undertook a time-bound, targeted initiative to expand its presence across chemist outlets, one of its key channels. The initiative resulted in a meaningful increase in chemist outlet coverage, further strengthening AHCL's market reach and improving the availability of its products at key consumer touchpoints.

The company undertook some key initiatives to drive sales and distribution and it has impacted positively on the key lead indicators:

Lead Indicators	Increase in FY 26 over FY 25 (In %)
Sales Infrastructure (Stockist network)	9%
Total Direct Outlets Covered	12%
Effective Outlets Coverage	7%
Productive Calls	6%
Sales Man Productivity	8%
Total Lines Sold	35%



A key measure of brand performance, Per Dealer Offtake (PDO), reflects the sales velocity of products at the retail level. The sustained improvement in PDO over the years demonstrates strong consumer demand, increasing brand preference, and healthy market momentum. This performance underscores the effectiveness of AHCL's sales and distribution initiatives, complemented by focused consumer engagement efforts, and reinforces the strength of the Company's brands and their growing relevance among consumers.



*Source: IQVIA

Digital Acceleration: Expanding Reach Through E-commerce and Quick Commerce

AHCL's continued focus on strengthening its digital presence delivered strong results in FY26, with the Company's products becoming increasingly accessible across leading e-commerce and digital platforms. The Company expanded its presence across platforms including Amazon D2C, City Mall, DMART ECOM, Flipkart, Netmeds, PharmEasy, SastaSundar, Tata 1mg, BigBasket B2C, Blinkit, Flipkart Hyperlocal, Swiggy, and Zepto. As a result, the E-commerce (ECOM) channel recorded revenue of ₹14.12 crore in FY26, registering robust growth of 48.8% over the previous year.

A significant highlight during the year was the rapid expansion of the Quick Commerce (QCOM) channel, reinforcing AHCL's strategy of enhancing consumer convenience and enabling faster access to its products. The Company strengthened its partnerships with leading platforms, including Blinkit, Swiggy Instamart, Zepto, and Flipkart Hyperlocal, enabling consumers to access select products within minutes and supporting the Company's proposition of delivering quick and effective relief.

The QCOM channel emerged as the fastest-growing channel for the Company, recording revenue of ₹7.55 crore in FY26, representing a robust 84.2% growth over the previous year. This strong performance reflects the increasing relevance of convenience-led consumption and the growing adoption of digital-first purchase occasions.

AHCL remains committed to accelerating its digital transformation and strengthening its presence across ECOM and QCOM platforms. Continued investments in these channels will focus on expanding consumer reach, enhancing accessibility and convenience, and creating sustainable growth opportunities for the Company.

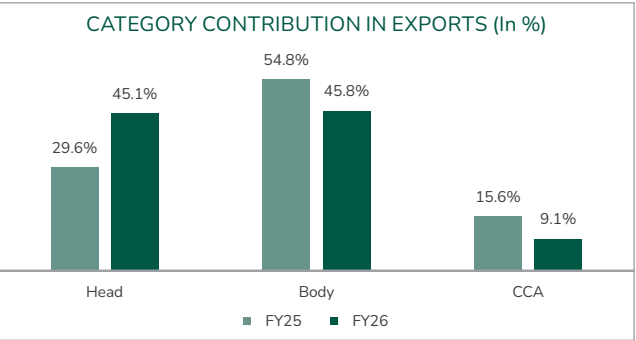
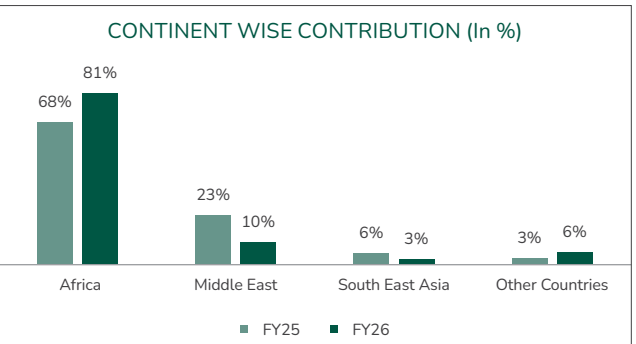
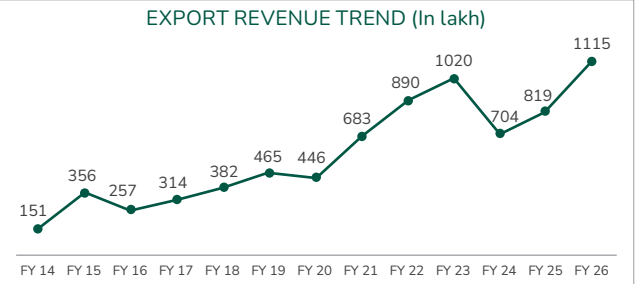
Exports: Expanding Global Presence and Strengthening Export Growth

AHCL's Export business delivered its strongest performance in the last 13 years, recording revenue of ₹11.15 crore in FY26, representing an impressive 36.1% growth over the previous year. The Export business has maintained a strong growth trajectory, registering a CAGR of 18.1% over the past 13 years, reflecting the Company's sustained efforts to build and expand its international presence.

Africa continued to be the largest contributor to export revenue, accounting for 81% of total exports in FY26. While the contribution from the Middle East and Southeast Asia moderated during the year, revenues from other international markets doubled compared with the previous year, indicating encouraging progress in geographical diversification.

From a category perspective, the Head segment regained momentum during FY26, contributing 45% of total export revenue. The Body segment continued to be the leading category, contributing 46% and remaining marginally ahead of the Head segment.

The strong performance of the Export business reflects AHCL's continued focus on expanding its geographical footprint, diversifying its international market presence, and strengthening its category portfolio across global markets. These efforts are expected to support the Company in building a more diversified and sustainable international growth platform.



“Amrutanjan Relief” – USA Market Entry:



As part of our global growth strategy, Amrutanjan Healthcare Limited launched Amrutanjan Relief in the United States through Amazon US in FY 25-26, marking a significant milestone in the Company's international expansion journey.

The launch introduced Amrutanjan's trusted pain relief expertise to the world's largest consumer healthcare market, with a portfolio of topical pain relief products designed to address muscle aches, joint pain and everyday body discomfort. Leveraging over 130 years of heritage, trusted formulations and consumer confidence built over generations, the brand aims to establish a strong presence in the US OTC healthcare category.

The initial launch through Amazon provides a scalable digital-first platform to build brand awareness, generate consumer adoption and gain valuable market insights This initiative reflects Amrutanjan Healthcare's long-term vision of building a global consumer healthcare business while delivering sustainable growth and creating long-term value for its shareholders.

Manufacturing

Amrutanjan Health Care Ltd (AHCL) continues to be a cornerstone of India's Over-the-Counter (OTC) healthcare landscape. Founded in 1893, the Company has evolved from a single-product entity (the iconic yellow pain balm) into a diversified consumer goods player with a significant presence in pain management, congestion relief, beverages, and feminine hygiene. Guided by a century-old commitment to wellness, the Company continues to innovate and grow its presence, both domestically and internationally.

Our OTC manufacturing units are certified to ISO 9001 Quality Management System standards and fully adhere to Good Manufacturing Practices and the regulations outlined in the Drugs and Cosmetics Act. We uphold the highest quality standards during manufacturing to ensure effective, defect-free products. With a capacity of 1,800 MT, we are well-equipped to meet market demand.

To expand our global presence, we have established a new Allopathic division, supported by a cGMP-certified manufacturing facility. This division is dedicated to the production of OTC monograph topical application products intended for export to the US and other regulated markets.

In line with cGMP requirements, qualified and trained personnel have been recruited, and all manufacturing and support processes are carried out exclusively by this trained workforce. The facility has been thoughtfully designed, constructed, and commissioned in full compliance with all applicable cGMP requirements.

In our beverage plant, we produce ready-to-serve fruit juices and fruit juices with electrolytes, following best practices according to the ISO 22000 Food Safety Management System.

Management provides a safe working environment for all employees. We also have a safety committee that conducts regular safety audits to ensure standards are maintained. Employees are motivated to improve operations through training and quality circle meetings for continuous improvement.

Overall, we take pride in advancing our digital transformation efforts, enhancing our online presence and e-commerce capabilities to connect with a younger, tech-savvy consumer base.

AHCL remains committed to high standards of corporate governance, transparency, and ethical conduct. The Company ensures compliance with all regulatory requirements and promotes responsible business practices to create long-term value for stakeholders.

The Company is well-positioned to capitalise on the growing health and wellness market in India and aims to continue delivering value through innovation, strategic growth, and a steadfast dedication to quality.

Segment Wise Freight & Handling

Rs. In lakhs		
Segment	2025-2026	2024-2025
OTC Products		
Net Sales	32,831.73	29,002.99
Freight & Handling Charges	890.27	889.91
	2.71%	3.07%
Women's Hygiene & Personal Care		
Net Sales	13,990.66	12,396.25
Freight & Handling Charges	542.39	641.89
	3.88%	5.18%
Beverages		
Net Sales	3,156.09	3,643.01
Freight & Handling Charges	567.61	566.26
	17.98%	15.54%

Women Hygiene

In Feminine Care, we have commissioned our Greenfield Sanitary Napkin Manufacturing Facility at Seetharampur Village, Shabad Mandal, Rangareddy District, Telangana, approximately 45 km from Hyderabad. The ₹150 crore investment marks a major milestone in the Company's manufacturing journey and strengthens its commitment to delivering high-quality feminine hygiene products under the Comfy brand.

Spread across 10 acres with a 1.40 lakh sq. ft. built-up area, the facility is AHCL's fifth manufacturing plant and has been strategically located to leverage Hyderabad's strong industrial ecosystem, excellent road connectivity, skilled workforce, and efficient access to key markets across India. The project also contributes to the economic development of the surrounding rural communities by creating sustainable employment opportunities.

Designed as a state-of-the-art manufacturing facility, the plant features two fully automated high-speed production lines from Japan, making it one of India's fastest sanitary napkin manufacturing facilities. With a planned annual production capacity of 700 million sanitary napkins, the plant combines advanced automation, precision manufacturing, and robust quality systems to ensure consistent product quality and operational excellence.

The facility is expected to generate 200 direct and 150 indirect employment opportunities, supporting local talent while strengthening the regional manufacturing ecosystem.

Sustainability has been integrated into the plant's design through rainwater harvesting, an on-site Sewage Treatment Plant (STP), waste recycling systems, and energy-efficient LED lighting. The Company also plans to incorporate solar power in the future, reinforcing its long-term commitment to responsible manufacturing.

This investment reflects AHCL's vision of building future-ready manufacturing capabilities, enabling the 'Make in India' initiative. By combining advanced technology, large-scale production capacity, sustainable practices, and local employment generation, the Telangana facility is well-positioned to meet the growing demand for quality feminine hygiene products and strengthen AHCL's leadership in the sector.

Research & Development, Quality, and Safety

Our Research and Development team adheres to a Quality by Design (QbD) approach in the development of new products that are both efficacious and provide significant value to our customers. Our flagship products have



undergone comprehensive clinical studies, which validate their efficacy and safety. Furthermore, we actively explore innovative technologies in the design of our packaging to enhance our competitive advantage. The other initiatives of R&D include

- a. Enhancement of existing products in terms of Quality and Efficacy.
- b. Collaborating with alternate suppliers to mitigate single vendor risk.
- c. New product evaluation through lab tests, pilot trials and consumer evaluation.

Amrutanjan Health Care Limited prioritises quality in all facets of our operations, guided by a steadfast commitment to quality management principles. Our foremost objective is to ensure the well-being of our consumers by adhering to stringent regulatory standards and consistently meeting their expectations for safety, quality, and performance in all our products.

To accomplish this, we have implemented standardised quality management systems at all our operational sites. These systems are designed to eliminate defects and enhance productivity, operating under the Good Manufacturing Practices outlined in the Indian Drugs & Cosmetics Act. Our Quality Management System for the Over-The-Counter (OTC) division and the Food Safety Management System for the Food and Beverage (F&B) division are aligned with ISO standards, further underscoring our dedication to quality and safety.

We are committed to building quality and safety into our products at every stage of production. This includes rigorous inspections of incoming materials, in-process stages, and finished products, as well as ongoing monitoring of our suppliers and raw materials. We also focus on delivering the highest-quality outcomes to ensure consumer satisfaction.

We have established a robust Quality Management System (QMS) that spans the entire spectrum of our operations, encompassing research and development, raw material procurement, manufacturing, packaging, and delivery. This comprehensive approach ensures that quality is ingrained in every aspect of our business.

To demonstrate our unwavering commitment to quality and food safety, our management systems undergo rigorous annual audits by TÜV certification bodies, ensuring ongoing compliance with established standards.

We have recently commissioned a state-of-the-art manufacturing facility for Allopathic products, equipped with advanced manufacturing and testing equipment in compliance with cGMP regulations. Products outlined in the USFDA OTC Monograph guidelines are registered with the USFDA and exported to the USA.

World of Amrutanjan (WOA) Stores

AHCL's World of Amrutanjan Stores are one-of-a-kind experience stores which invite consumers to try, buy and provide feedback on all Amrutanjan products. These concept stores in Delhi, Ahmedabad, and Chennai are supported by modern infrastructure and applications for quick billing and payment transactions using any of the online payment modes of convenience. The WOA Stores are under CCTV surveillance for improved user safety.

Opportunities and Threats

The OTC business segment's pain management sector remains a significant contributor to the overall OTC segment. The majority of the Company's revenue (62%) is derived from the Head and Body categories, reaffirming their role as the primary revenue contributors for the Company's growth in the future.

Threats as foreseen by AHCL for the upcoming year:

- Low penetration of AHCL products in P3 markets and strong competition, challenging the Company's market penetration
- Increase in packaging material costs, impacting the Company's profit margins
- Changes in regulatory compliances, impacting the Company's business plans Growth drivers (opportunities) in the upcoming year:
- Building distinctiveness to existing brands by addressing consumer needs
- Launching new products to cater to the evolving consumer needs across existing and new categories, harnessing 'The Amrutanjan Way'
- Expansion of existing brands to weaker markets
- Distribution: – Continuous improvement by setting specific annual milestones – Scaling-up by setting specific targets during the appointment of distributors, super stockists, and sub Building the D2C channel
- Deploying specific growth plans to drive MT and e-Commerce
- Continuing to invest in brand-building, using mass media, digital channels, sampling, and merchandising

SEGMENT WISE PERFORMANCE

	Rs. In lakhs	
	2025-2026	2024-2025
OTC Products		
Net Sales	32,831.73	29,002.99
Segment Results	8,344.36	6,557.17
Women's Hygiene & Personal Care		
Net Sales	13,990.66	12,396.25
Segment Results	(272.16)	(391.05)
Beverages		
Net Sales	3,156.09	3,643.01
Segment Results	(634.86)	(243.56)
Capital Employed	36,491.80	32,350.29

Risk and Concern

A risk is a potential event or non-event, the occurrence or non-occurrence of which can adversely affect the objectives or strategy of the Company or result in opportunities being missed. Risk is measured in terms of the likelihood of occurrence and potential impact if it materializes. COVID-19 remains a potential risk, with any new variant potentially leading to hospitalizations and lockdowns, causing hardship for the population and disrupting the progress of the economic resurgence. The two greatest risks for the economy at this stage stem from inflationary pressures and supply-side concerns.

The unpredictable fluctuation in key raw material prices, risk of new product launches not panning out, supply chain disruptions, and major changes in government policies and regulations are some of the long-term risks associated with the business. At Amrutanjan, risks are classified under preventive, strategic, and external categories.

Risk Management

Risk management is a structured, consistent, and continuous process across the organization for identifying, assessing, and making decisions on responses to, and reporting on opportunities and threats that may affect the achievement of the Company's objectives. Risk management does not aim to eliminate risks, as that would simultaneously eliminate all chances of rewards or opportunities. Instead, constant efforts are made to analyze their potential impact, assess the changes to the risk environment, and define actions to mitigate any adverse impacts.

Amrutanjan Health Care Limited (AHCL) has implemented a risk management framework that ensures timely identification, analysis, and assessment of risks and potential consequences, formulation of specific mitigation strategies, and their seamless execution. The framework recognizes that risks are highly interconnected and interdependent. This evolved approach views risks within a coordinated and strategic framework, integrated throughout the organization.

The Risk Management Committee, which is chaired by the Chairman & Managing Director and comprises three Non-executive Directors, the CFO, and the COO, monitors organization-wide risk management activities and reports biannually to the Board of Directors.

The follow-up action is reverted on, with a timeline and status.

Statutory compliances are monitored through a fully automated compliance monitoring tool, and a quarterly compliance dashboard is presented to the Board.

The Company has also established an in-house Internal Audit wing, reporting to the Chairman and Managing Director (CMD) for conducting audits, internal checks on processes, and providing suggestions for further improvements in the areas audited. This team coordinates with the Internal Auditors to ensure the successful closure of their audit observations. The Internal Auditors have a free right to access all required information. The Audit Committee functions independently, with complete access to the Internal Auditors and Statutory Auditors.

The Audit Committee continues to monitor the effectiveness of internal control over the use of new technologies that impact the financial controls and reporting the risks.

Internal Control Systems and their Adequacy

The adequacy of the internal control systems and key processes is audited quarterly in selected areas by qualified external auditors and is reported to the Audit Committee.

Discussion on Financial Performance concerning Operational Performance

The Company's financial performance concerning operational performance can be enumerated below:



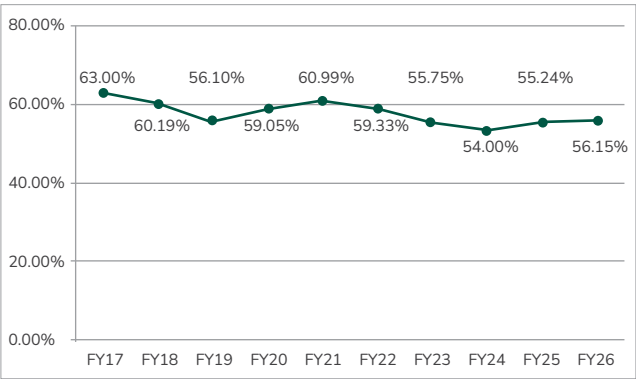
Financial Performance

	Rs in lakhs		
Particulars	FY2026	FY2025	Growth%
Operations			
Net Sales	50,167.77	45,050.54	11.36%
Other operating income	87.50	131.09	
Revenue from Operations	50,255.27	45,181.63	11.23%
Cost of materials consumed	24,436.15	22,320.73	
	48.62%	49.40%	
Employee benefits expenses*	6,501.42	5,910.27	
	12.94%	13.08%	
Advertisement and Selling expenses	6,003.83	5,611.04	
	11.95%	12.42%	
Other expenses**	6,631.08	5,519.53	
	13.19%	12.22%	
Total Expenditures	43,572.48	39,361.57	
Earnings before interest, tax, depreciation and amortisation (EBITDA)	6,682.79	5,820.06	14.82%
EBITDA %	13.30%	12.88%	
Depreciation and Amortisation	631.90	652.61	
Operating Profit	6,050.89	5,167.45	17.10%
Operating Profit %	12.04%	11.44%	
Other Income	1,757.39	1,767.87	
Interest cost	19.50	21.92	
Profit before tax	7,788.78	6,913.40	12.66%
Tax expenses	1,997.00	1,829.93	
Profit After Tax	5,791.78	5,083.47	13.93%

*- Includes Impact on new Labour code reported under exceptional item - INR 125.17 lakhs

** - Includes Lease rent reported under exceptional item - INR 760.50 lakhs

OTC – Gross Margin (%)



Information Technology

Our Go-Digital and Go-Global vision is the central theme for our digital transformation journey and adds value to AHCL customers and stakeholders alike.

SAP Enterprise processes support and control our core functions and all areas critical for our business. General IT control plays a pivotal role in ensuring that the system controls are maintained and followed diligently. During

FY2026, the SAP system processes for Manufacturing, Supply Chain and Logistics, and Financial Accounting were refined and aligned with the business goals.

Our transportation management module underwent improvements for further reduction of freight and transportation charges, and it was deployed across multiple AHCL locations. Many of the manual business processes were replaced with SAP automated controls, and we observed benefits in the overall business operations. Revalidating Segregation of Duties (SOD) ensured relevant user access control and authorisation. Disaster Recovery, Backup & Restoration, and maintaining Audit Trails were some of the priority activities of IT.

Sales Force Automation (SFA) is one of the key foundation pillars, and we are committed to continuously improving the same. We completed the implementation of the SFA for Modern Trade.

We successfully implemented the Distributor Management System (DMS) for more than 387 distributors, significantly enhancing distributor engagement and operational visibility.

In FY2027, we plan to expand the platform to cover 400 distributors, further strengthening our sales and distribution network.

We are in constant vigilance of the internal and external threats and risks to Information systems. We continue to assess AHCL's security posture as information security continues to be our priority. We conducted Vulnerability and Penetration Testing (VAPT) of our environment, network, and applications. Regular security awareness training was conducted to ensure AHCL users are aware of phishing and other social security threats and act appropriately.

With the deployment of various state-of-the-art defensive mechanisms like BitLocker, Endpoint Detection and Response (EDR), the latest firewall, log analysers, and other partner tools, we were successful in minimising our risk exposure.

Information security requires continuous improvement, and we are continuously modernising our systems to ensure we provide a safe and secure environment for our employees and our customers.

Ongoing Initiatives

We have implemented a cloud email solution in AHCL, and several strategic digital transformation initiatives are currently underway. The implementation of SAP Payroll and the Travel & Reimbursement Automation solution is progressing as planned and is expected to be completed during FY2027.

The Company accelerated its digitisation initiatives at the Comfy Plant as part of its strategic vision to enhance operational efficiency, strengthen process governance, and support sustainable business growth. Key initiatives include the implementation of digital solutions across manufacturing, supply chain, quality, finance, and human resources, enabling standardised processes, improved data accuracy, enhanced operational visibility, and faster decision-making. The ongoing adoption of integrated digital platforms and automation is expected to reduce manual interventions, improve productivity, strengthen compliance, and establish a scalable digital foundation to support future business expansion and continuous operational excellence. The Company plans to complete these digitisation initiatives during FY2027.

Human Capital:

At AHCL, our philosophy of 'Building Brand and Building People' continues to guide our people practices and priorities. Over the past year, the Human Resources function has strengthened its focus on driving a high-performance culture by enhancing employee experience, digitising key processes, and aligning talent strategies closely with business objectives.

During the year, we have made significant progress in creating a more agile and responsive HR ecosystem. With a strong emphasis on simplification and speed, several process improvements have been implemented to enable faster decision-making and seamless execution across functions and divisions.

Our commitment to attracting, developing, and retaining high-quality talent remains steadfast. We have further strengthened our talent acquisition strategies to bring in the right capabilities while continuing to invest in building internal talent pipelines. Focused learning and development initiatives, coupled with structured career progression opportunities, have enabled employees to enhance their skills and take on larger responsibilities.

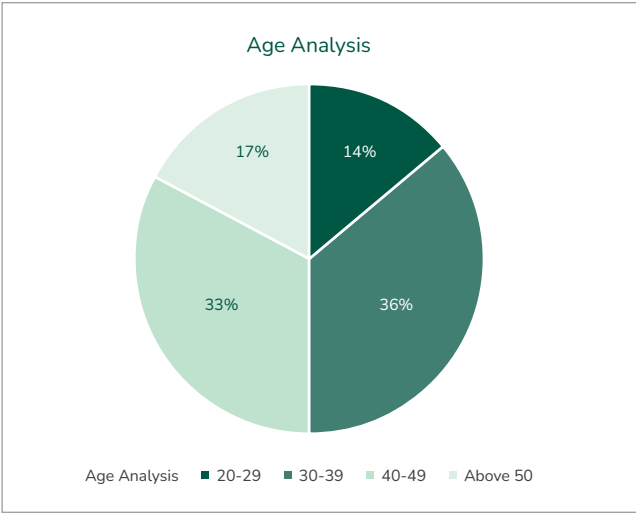
Employee engagement and rewards & recognition have been a key area of focus, with initiatives designed to foster collaboration, inclusion, and a strong sense of belonging. We continue to create platforms for employees to voice their ideas, contribute meaningfully, and align their aspirations with organisational goals.

The Company remains committed to recognising and rewarding performance, ensuring that high performers are provided with differentiated growth opportunities. Our leadership team actively engages with employees to promote a culture of transparency, innovation, and continuous improvement.

As we move forward, our diverse and capable workforce will continue to be the cornerstone of our success. By nurturing talent, strengthening capabilities, and fostering an inclusive and performance-driven environment, we are confident of sustaining our growth momentum and delivering long-term value.

Age Analysis:

The following analysis demonstrates that our Company is dominated by the Age group between 30–39 years constitutes to 36% of the total strength of 661 employees of the company. There are 114 employees who are aged above 50 years and constitute 17% of the total employees.



Performance Management System:

The Company's Performance Management System (PMS) continues to be effectively enabled through our HRMS platform, Darwinbox, further strengthening transparency, consistency, and accessibility across the organisation. Over the past year, continued refinements have been made to enhance user experience and reinforce the credibility of the system among employees.

The PMS framework supports structured goal setting, ongoing performance tracking, and periodic reviews, thereby fostering a culture of accountability and continuous improvement. The system ensures clarity in expectations and provides employees with greater visibility into their performance outcomes.

It also enables the management to objectively identify high performers and employees requiring additional development support, facilitating a differentiated approach towards performance evaluation, rewards, and recognition.

By aligning individual performance with organisational goals, the PMS plays a critical role in driving business outcomes. The Company remains committed to further strengthening the system to ensure it remains robust, fair, and aligned with evolving organisational priorities.

Learning and Development:

The Company continues to follow a structured approach in identifying learning and development needs through performance reviews and ongoing interactions with department and team leaders. This ensures that capability-building initiatives remain aligned with both individual development goals and organisational priorities.

With a diverse workforce, the Company places strong emphasis on reinforcing a common value system and culture. During the year, focused training interventions were organised with internal and external training resources in the field of GMP, Sales capability enhancement and managerial & leadership development. To strengthen good governance, programs were conducted on Codes of Conduct as refresher programs and mandatory awareness sessions on POSH across the organisation. We apply both classroom and digital platforms to impact these training interventions.

A key area of focus continues to be the sales force. During the year, customised learning programs were rolled out across India in collaboration with external experts to strengthen frontline capabilities in product knowledge and advanced selling skills. These programs were designed to enhance selling effectiveness, improve productivity, and refine the working approach of our sales teams.

The Company remains committed to building a continuous learning culture by providing employees with relevant

opportunities to upgrade their skills and competencies, thereby enabling them to contribute more effectively to business growth.

Occupational Health and Safety:

The Company remains committed to maintaining the highest standards of occupational health and safety across all its operations. During the year, all manufacturing plants continued to demonstrate strong safety performance, with zero fatalities reported.

Environment, Health and Safety (EHS) practices are closely monitored by the management team, with a strong focus on prevention, risk mitigation, and continuous improvement. Necessary measures and safeguards are consistently implemented to ensure a safe and healthy working environment for all employees.

The Company continues to reinforce safety awareness through regular monitoring, adherence to established protocols, and a proactive approach towards employee well-being, thereby fostering a culture of safety across the organisation.

Leadership and Succession Planning:

The Company continues to strengthen its leadership pipeline with a clear focus on building a future-ready talent pool that can drive sustained growth and organisational excellence. During the year, efforts were made to further enhance leadership capabilities through a mix of strategic hiring at senior levels and focused development of internal talent, ensuring strong person–organisation fit.

Leadership development remains a key priority, with a range of structured interventions conducted both in-house and in collaboration with reputed external institutions. These programs are designed to enhance strategic thinking, decision-making, and people leadership capabilities across levels.

As part of our succession planning framework, high-potential employees have been systematically identified and are being nurtured through targeted development initiatives. The Company continues to invest in structured leadership and strategic learning programs in association with renowned institutions, aimed at grooming future leaders and ensuring continuity in critical roles.

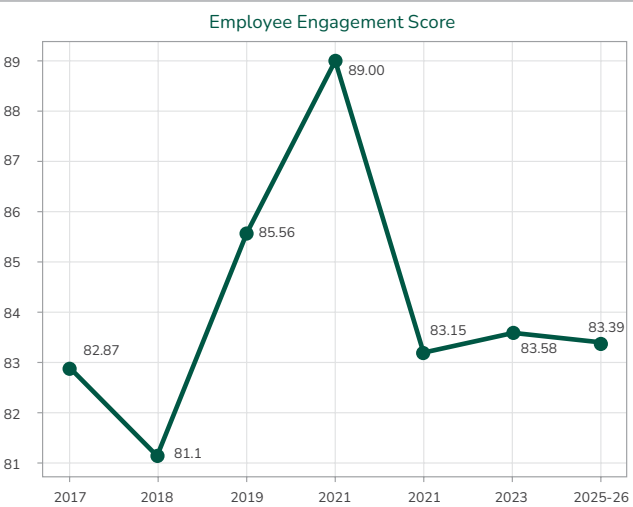
Through these initiatives, we are building a robust leadership bench strength that will support the Company's long-term growth ambitions while fostering a culture of accountability, innovation, and excellence.

Employee Engagement:

The Company focus on employee engagement by fostering a culture of open communication and continuous feedback. During the year, regular Pulse Surveys were conducted, enabling more timely insights into employee sentiment.

These structured feedback mechanisms have helped the Company better understand employee perspectives and identify key areas of improvement. The insights derived have been instrumental in designing targeted interventions to enhance the overall work environment, organisational culture, and internal processes.

The Company remains committed to acting on employee feedback and creating a more inclusive, responsive, and engaging workplace. The Pulse Survey scores over the years reflect the progress made in strengthening employee engagement and are presented graphically below.



We had also organised workplace engagement activities, wellness programs like sessions on mental health and wellbeing, Health Programs for women about balancing work and personal front and annual tours for employees. Automated routine tasks of HR processes to bring more efficiency and speed through our HRMS – Darwinbox. Established regular discussion loops with new employees through ‘Program Konnect’ to share HR services, policies and get feedback while settling down. Periodic “Town hall” meetings with employees across the level contributes more cohesive work culture, transparency, identifying areas of improvements and sharing feedback. Initiated moonlighting evaluations to identify any moonlighting prospects which might affect working conditions.

RELATIONSHIP WITH UNION

The Company believes in placing strong emphasis on maintaining harmonious industrial relations and fostering a collaborative work environment. AHCL enjoys a cordial and constructive relationship with its affiliated union, Amrutanjan Health Care Limited Employees’ Union.

During the year, the management has actively engaged with union representatives on matters relating to employee welfare and industrial relations. A structured approach of open communication and mutual consultation has been followed, ensuring that all relevant issues are discussed transparently and resolved amicably.

The Company remains committed to building trust and strengthening this relationship by proactively involving union representatives in key discussions, thereby minimising potential conflicts and promoting a stable and positive workplace environment.

REWARDS AND RECOGNITION

The Company always pays attention to the Rewards and Recognition framework with a focus on driving performance, motivation, and employee engagement. During the year, incentive programs were further refined to align with evolving business priorities, particularly to motivate the sales force towards achieving their targets and delivering superior results. We had also framed a structured reward and recognition program apart from our incentive program, keeping in view the business priorities of our sales employees’ growth and development.

The performance-linked incentive structure remains a key component of our total rewards philosophy, with a well-balanced design that links payouts to the Company’s performance, departmental outcomes, and individual contributions. This integrated approach ensures that performance is recognised holistically, fostering a strong alignment between employee efforts and organisational success.

In addition, the Company continues to recognise and celebrate long service through structured reward programs, reinforcing employee commitment and encouraging long-term association with the organisation.

Our continued focus is on enabling employees to perform at their best through meaningful recognition, fair reward practices, and ongoing enhancements to our HR interventions. As the organisation evolves, these practices will be further strengthened to support business growth and sustain a high-performance culture.

AHCL remains well-positioned for future growth, supported by progressive human resource strategies that are closely aligned with the Company’s business objectives and evolving workforce needs.

NEW WAGE CODE:

The Company is closely aligned with the evolving regulatory framework under the Code on Wages, 2019, which is part of the Government of India’s labour law reforms aimed at simplifying and standardising wage-related legislation. The Codes seek to bring greater clarity and uniformity in the definition of wages, ensure timely payment, and promote transparency and compliance across organisations.

During the year, the Company undertook a comprehensive review of its compensation structures and payroll practices to assess alignment with the provisions of the Codes and readiness for implementation. Necessary evaluations were carried out to ensure that wage definitions, components of remuneration, and statutory compliance are in line with the prescribed guidelines.

The transition towards the new wage framework is being approached in a structured and compliant manner, with a focus on minimising impact on employees while ensuring adherence to regulatory requirements. The Company continues to monitor developments and implementation timelines notified by the authorities and remains prepared to adopt the changes as and when they come into effect.



Through these efforts, the Company reaffirms its commitment to fair compensation practices, statutory compliance, and transparent governance, while safeguarding employee interests.

MOONLIGHTING EVALUATION:

The Company has initiated a structured approach towards evaluating moonlighting practices to ensure alignment with organisational policies and business interests. These assessments are aimed at proactively identifying any external engagements that may potentially impact employee productivity, performance, or conflict with the Company’s code of conduct.

A balanced and transparent framework is being followed to review such cases, with due consideration to employee responsibilities, confidentiality obligations, and overall organisational impact. The objective is to maintain fairness while safeguarding the Company’s interests.

Details of significant changes in key financial ratios and return on net worth

In compliance with the SEBI (Listing Obligations and Disclosure Requirements) (Amendment) Regulations, 2018, the company is required to provide details of significant changes (change of 25% or more as compared to the immediately previous financial year) in key sector-specific financial ratios.

Given below are the key financial ratios identified by the Company including return on net worth:

Particulars	FY2026	FY2025
Debtors Turnover Ratio	8.63	8.71
Inventory Turnover Ratio	15.56	16.09
Interest Coverage Ratio	NA	NA
Current Ratio*	2.31	3.44
Debt-equity Ratio	NA	NA
Operating Profit Margin (%)	12.04%	11.44%
Net Profit Margin (%)	11.52%	11.25%
Return on Net Worth (%)	15.64%	15.56%

*The variance is primarily on account of incremental payable for the Capex project and Provision created for exceptional items.

Formulas used for the calculation of the ratios:

Ratio	Formula
Debtors’ Turnover Ratio	Revenue from operations/ Average of opening and closing trade receivables
Inventory Turnover Ratio	Revenue from operations/ Average of opening and closing inventory
Current Ratio	Current assets / Current liabilities
Operating Profit Margin (%)	Earnings before interest and tax/ Revenue from operations
Net Profit Margin (%)	Profit after tax / Revenue from operations
Return on Net Worth (%)	Profit after tax / Equity

Outlook

The Indian FMCG industry is poised for steady growth in FY2027, supported by a resilient domestic economy, improving rural consumption, and a gradual recovery in discretionary spending. While inflationary pressures in key commodity categories have moderated, stable pricing and continued demand for essentials are expected to sustain momentum. Rural markets, which have consistently outpaced urban growth in recent quarters, are likely to remain the primary growth driver, aided by higher agricultural output, government-led rural development programs, and improving income levels.

Urban markets are projected to witness moderate but steady expansion, with premiumisation, health & wellness trends, and digital commerce adoption shaping consumption patterns. E-commerce and quick commerce channels are expected to deliver high growth, enhancing product accessibility and convenience for consumers. Traditional trade will continue to dominate the distribution landscape, while modern trade formats will strengthen their contribution in urban centres.

Category growth will be supported by innovations in smaller, affordable packs to drive penetration. The integration of digital marketing, data-led consumer insights, and localised product strategies will be key enablers for sustaining growth.

To summarise, the following will be the growth enablers to drive growth:

- Rural penetration
- Product affordability
- Format innovation
- Omni-channel engagement

Cautionary Statement

Statements in this Management Discussion and Analysis describing the Company’s objectives, projections, estimates, and expectations may be ‘forward-looking’ within the ambit of applicable laws and regulations. Actual results, performance, and achievements might differ substantially or materially from those expressed or implied. The Company’s performance could also be affected due to the failure of the monsoon, which in turn may increase the input costs, major political and economic changes in India, and changes in applicable laws.

For and on behalf of the Board

S. Sambhu Prasad

Place: Chennai

Chairman and Managing Director

Date: August 11, 2026



ANNEXURE C

REPORT ON CORPORATE GOVERNANCE

The Report for the financial year ended March 31, 2026, on compliance by the Company with the Corporate Governance provisions as prescribed under the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ('SEBI LODR') as amended from time to time is given below:

I. OUR PHILOSOPHY ON CODE OF GOVERNANCE

Amrutanjan is committed itself to honesty and accountability. The commitment is reflected in all business activities of the Company besides reflecting in its relations with the customers, suppliers, investors, Government, etc. The Directors and the Senior Management Personnel are expected to conduct themselves in line with the standards observed in the Company's Code of Conduct in both letter and spirit. The Company recognizes that all the decisions and actions will be taken in accordance with the code of conduct and to enhance long-term shareholder value. Considerable emphasis is placed on accountability in decision making and ethics in implementing them.

Amrutanjan strives hard to achieve establishment of high standard of internal controls and risk management, safety, health and environment management, accounting fidelity, product and service quality.

Amrutanjan believes in implementing corporate governance practices in letter and in spirit and has adopted practices mandated by the Companies Act, 2013 ('the Act') and Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 and has established procedures and systems to remain compliant with it.

II. BOARD OF DIRECTORS

a. Changes during the Year under review

During the year, the following changes had taken place:

Mr. G Raghavan retired as Non-executive Non-Independent Director of the Company with effect from September 23, 2025.

b. (i) Composition, Category, Size of the Board

The Board provides strategic guidance and supervision, overseeing the management performance and governance of the Company on behalf of the shareholders and other

stakeholders. The Board exercises independent judgement and plays a vital role in the oversight of the Company's affairs.

The Board of Directors of the Company is adequately balanced and comprises of an Executive Director, Non-Executive Directors, and Independent Directors all of whom are professionals with considerable expertise and experience in their respective area of specialization. As on March 31, 2026, there were six (6) Directors on the Board, out of which four (4) were Independent Directors (constituting more than 50% of the Board's strength) including a Women Independent Director. Two Directors belong to Promoter Category, one being a Non-Executive Director and the other is the Executive Director designated as 'Chairman & Managing Director'.

The directorships held by the Directors are within the limits prescribed under Section 165 of the Companies Act, 2013, ('Act'). In compliance with Regulation 17A of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ('SEBI LODR'), none of the Directors of the Company serve as an Independent Director in more than seven (7) listed entities or three (3) listed entities as the case may be; None of the Directors of the Board is a member of more than ten (10) Committees or a Chairman of more than five (5) Committees across all Companies in which he/she is a Director as per Regulation 26 of SEBI LODR. All Directors have made necessary disclosures as on March 31, 2026, regarding their Directorship and Committee positions occupied by them in other Companies.

As required under Regulation 16(1)(b)(viii) of the SEBI LODR, it was also ensured that Independent Directors do not hold Non-Independent directorship position in another company, where any Non-Independent Director of the Company is an independent director.

Based on the declarations received from the Independent Directors, the Board of Directors have confirmed that they meet the criteria of independence as mentioned under Section 149

of the Companies Act, 2013 and Regulation 16(1)(b) and Regulation 25 of the SEBI LODR and that they are independent of the management and also they have confirmed that they are not aware of any circumstance or situation which exists or may be reasonably anticipated that could impair or impact their ability to discharge their duties as Independent Directors. Further, the Independent Directors have also submitted their declaration in compliance with the provision of Section 150 of the Companies Act, 2013 read with provision of Rule 6(3) of Companies (Appointment and Qualification of Directors) Rules, 2014, which mandated the inclusion of an Independent Director's name in the data bank of the Indian Institute of Corporate Affairs ('IICA') for a period of one year or five years or life time till they continue to hold the office of an Independent Director and have passed the proficiency test, if applicable to them.

The details of number of directorships, Committee membership, and attendance of each Director at the Board Meetings and the last Annual General Meeting of the Company are as follows:

Name of the Director & DIN	Category / Designation	No. of Meetings of the Board Held & Attended		No. of Directorship held in other Public Companies [#]		No. of Committee Membership held in other Companies [@]		Whether attended Last AGM (September 23, 2025)
		Held	Attended	Chair Person	Member	Chair Person	Member	
S Sambhu Prasad (DIN: 00015729)	Executive Director Chairman & Managing Director and Promoter	4	4	-	-	-	-	Yes
Ramaa Prabhakar Arikirevula (DIN 09465903)	Non-Executive & Non Independent Director and Promoter	4	4	-	-	-	-	Yes
G Raghavan* (DIN :00820000)	Non-Executive &Non Independent Director	2	2	-	-	-	-	Yes
Raja Venkataraman (DIN: 000669376)**	Non-Executive & Independent Director	4	4		5	4	2	Yes
Muralidharan Swayambunathan (DIN: 09198315)	Non-Executive & Independent Director	4	4	-	-	-	-	Yes
Meenalochani Raghunathan (DIN: 07145001)	Non-Executive & Independent Director	4	4	-	-	-	-	Yes
V Nagaraj (DIN: 00190903)	Non-Executive & Independent Director	4	4	-	1	-	-	Yes
Ramaswami Krishnan*** (DIN : 08562199)	Non-Executive & Independent Director	NA	NA	NA	NA	NA	NA	NA

*Mr G Raghavan has retired from the Board on September 23, 2025.

** Mr Raja Venkataraman has retired from the Board on May 26, 2026.

***Dr. Ramaswami Krishnan was appointed as an Independent Director on the Board w.e.f May 8, 2026.

[#]excludes directorships held on the boards of Private Companies, Foreign Companies and Section 8 Companies.

[@]Companies, Membership in Audit Committee and Stakeholders' Relationship Committee of other public companies are considered as per Regulation 26 of the SEBI (LODR) Regulations.

None of the Directors on Board are related to each other as per the provision of Section 2(77) of the Companies Act 2013.

ii) Business focus areas and Board competencies:

The Board has identified certain skills/ expertise/ competencies fundamental for the effective functioning of the Company which are taken into consideration by the Nomination and Remuneration Committee while recommending appointment of any candidate to the Board of the Company. The list of such Competencies and the skills which are currently available with the Board have been listed below:

	S. Sambhu Prasad	G Raghavan*	Raja Venkataraman**	Muralidharan Swayambunathan	Meenalochani Raghunathan	Ramaa Prabhakar Arikirevula	V. Nagaraj	Ramaswami Krishnan***
Entrepreneurial spirit Entrepreneurial spirit is what drives business to stand out and excel. This is a trait we consistently seek in our Board and senior leadership team. This cannot be quantified by academic qualifications alone.	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Sales and Marketing As a consumer goods(fast moving) healthcare company, experience in developing strategies to grow sales and market share, build brand awareness and over all equity is preferred.	Yes	Yes	Yes	No	No	No	Yes	Yes
Manufacturing and operations management We are a manufacturing company. Experience in large scale manufacturing across Product lines and operations management will add value.	Yes	Yes	Yes	No	No	No	Yes	Yes

	S. Sambhu Prasad	G Raghavan*	Raja Venkataraman**	Muralidharan Swayambunathan	Meenalochani Raghunathan	Ramaa Prabhakar Arikirevula	V. Nagaraj	Ramaswami Krishnan***
Finance and Risk Management Management of the finance function of an enterprise, and required know how in capital allocation, financial control simple mentation, reporting of financial statements and related information, ability to advise the Board on risk management.	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Research and Development Relevant experience in research and development of raw materials, formulations and finished products in the natural space.	No	No	No	No	No	No	No	No
Leadership and organisational development As a business where growth is driven by people, organisational development with a focus on human factors is a must.	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Corporate Governance and Compliances Knowledge and experience to guide the management in framing and implementing good governance practices and compliance management systems.	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

*Mr G Raghavan has retired from the Board on September 23, 2025.
**Mr Raja Venkataraman has retired from the Board on May 26, 2026.
***Dr. Ramaswami Krishnan was appointed as an Independent Director on the Board w.e.f May 8, 2026.

c. **Number and dates on which the Board meetings were held**

During the Financial year 2025-26, the Board met four (4) times. The maximum time gap between any two board meetings was not more than 120 days. The Board Meetings were held on the following dates:

May 15, 2025	August 12, 2025	November 10, 2025	February 3, 2026
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The Board meets at least once in a quarter to review and approve the quarterly financial results/ statements and other agenda items. The Committees of the Board usually meet prior to Board Meeting on the same day of the Board meeting. The recommendations of the Committees are placed before the Board for necessary approval/noting. During the year, all recommendations made by the Committees were approved by the Board.

All Board and Committee meetings were held through video conferencing (VC) or other audio visual means (OAVM).

As per the Companies (Meetings of Board and its Powers) (Amendment) Rules, 2021 dated June 15, 2021, the Rule 4 which deals with matters that are not to be dealt with in a meeting held through video conferencing (VC) or other audio visual means (OAVM) as per Companies (Meetings of Board and its Powers) Rules, 2014 has been omitted. Therefore items of business including financial statements is approved by the Board in its meeting held through VC/ OAVM. However, in case of urgent matters, subject to regulatory conditions, the Board’s approval is taken by passing resolutions by circulation.

d. **Information supplied to the Board**

The information as prescribed under Part A of Schedule II pursuant to Regulation 17(7) of SEBI LODR such as annual operating plans and capital budgets, quarterly results for the Company, minutes of meetings of Audit Committee and other Committees of the Board etc. have been placed before the Board for discussions and approval. The date of the Board Meeting(s) is informed to all Directors well in advance and detailed agenda notes are sent to each Director at least seven (7) days before the Board Meeting. All information & agenda notes are shared with the Board Members through digital mode. The agenda items

inter-alia includes Secretarial & Legal Compliance matters and financial reporting. Prior approval of the Board is obtained for circulating the agenda items with shorter notice for matters that form part of the Board and Committee agenda and are Unpublished Price Sensitive Information (UPSI). A business review presentation is made at each Board Meeting to appraise the Directors on the performance of the Company. The Board provides strategic direction in improving the performance of the Company. Quarterly results, minutes of sub-committees, general notices of interest received from Directors, annual budgets, legal compliance report, dividend proposals, authorizations for various business purposes are also placed and reviewed by the Board along with the senior management team of the Company.

Draft Minutes are circulated to Board /Committee Members within 15 (fifteen) days from the meeting for their comments. Directors communicate their comments (if any) in writing on the draft minutes within 7 (seven) days from the date of circulation. The Minutes are entered in the Minutes Books within 30 (thirty) days from the conclusion of the Meeting and signed by the Chairperson.

e. **Code of Conduct**

The Board of Directors of the Company has laid down Code of Conduct for the Directors of the Company. The Code is available on the website of the Company at the given link <https://www.amrutanjan.com/pdf/CODE-OF-CONDUCT-OF-AHCL1.pdf>. All the Directors have affirmed compliance with the Code of Conduct as on March 31, 2026. All the Members of the Board and Senior Management Personnel have confirmed compliance with the Code for the year ended March 31, 2026. The Annual Report contains a declaration to this effect signed by the Chairman & Managing Director.

f. **Compliance Structure**

The outsourced Compliance software helps to manage and comply with regulatory provisions. The portal is updated on changes in all applicable laws and provides system-driven alerts, addresses all compliance needs with automated tools, virtually audits the entire compliances through a unified dashboard, identifies and mitigates non-compliance risks through automated controls and reduces the time spent on audits and compliance management.



The Board also reviews status of compliance of various laws applicable to the Company on quarterly basis and the initiatives taken to improve the standards of compliance.

g. **Familiarization Programme**

The Company has a system in place pursuant to Regulation 25(7) of SEBI LODR to familiarize its Independent Directors about the operations and functions of the Company, its performance, the industry and business model of the Company, major macro-economic factors affecting the business, regulatory scenario, etc. The senior management team gives a brief presentation on these areas during the Board Meetings. The details of the system are available in the Company’s web link <https://www.amrutanjan.com/pdf/FR.pdf>

h. **Meeting of Independent Directors**

The Independent Directors of the Company meet without the presence of the Chairman & Managing Director / Chief Executive Officer, other Non-Independent Director, Chief Financial Officer, Company Secretary, and any other Management Personnel. This meeting is conducted to enable the Independent Directors to, inter-alia, discuss matters pertaining to review of performance of Non-Independent Directors and the Board as a whole, review the performance of the Chairman and Managing Director of the Company (taking into account the views of the Executive and Non- Executive Directors), assess the quality, quantity and timeliness of flow of information between the Company Management and the Board which is necessary for the Board to effectively and reasonably perform its duties.

One meeting of all independent directors was held during the year on May 15, 2025, through VC to inter-alia discuss the following:

- i. Performance of Non-Independent Directors and the Board as a whole.
- ii. Performance of the Chairman and Managing Director of the Company, considering the views of the other Directors.
- iii. Quality, Quantity, and timelines of flow of information between the Company and the Board.

The evaluation was done on parameters such as attendance, level of engagement and contribution, independence of judgment, safeguarding the

interest of the Company and its stakeholders, etc. The Independent Directors have expressed their satisfaction on the performance and effectiveness of the Board.

i. **Prohibition of Insider Trading**

Pursuant to the SEBI (Prohibition of Insider Trading) Regulations, 2015, as amended from time to time, to preserve the confidentiality and to prevent misuse of Unpublished Price Sensitive Information (UPSI), the Company has adopted a revised Code for Prohibition of Insider Trading which is applicable to the Designated Persons of the Company effective from April 1, 2019. The Code also provides for disclosures from the designated persons as required under the Regulations.

j. **Performance Evaluation Criteria**

In terms of the requirement under the Companies Act, 2013 and the Listing Regulations, the Board carried out evaluation of its own performance, the Directors individually and evaluation of working of the Committees of the Board during the financial year 2025-26. The structured evaluation process comprises of various aspects relating to the functioning of the Board and its Committees, number of Committees and their roles, frequency of meetings, level of participation, performance of duties and obligations and implementation of good corporate governance practices. The questionnaire of evaluation is a key part of the process of reviewing the functioning and effectiveness of each Board member.

The key roles expected to be performed by the Independent Directors relate to governance, control, and guidance. The performance indicators of the Independent Directors include contribution to improve corporate governance practices, active participation in Board /Committee meetings and commitment to long-term strategic planning.

The evaluation report was also discussed at the meeting of the Board of Directors and Nomination and Remuneration Committee. The Board has expressed satisfaction over the performance of all the Directors, its own and its Committees which reflected the overall engagement of the Directors, the Board, and its Committees with the Company. In order to further uphold the effectiveness of the Board’s governance, an overview of the suggestions was deliberated and recommended for implementation in due course of time, by the Board.

k. Shareholding of Non-Executive Directors

S. No.	Name of the Non-executive Director	Category	No of shares held as on March 31, 2026
1.	Ramaa Prabhakar Arikirevula	Promoter	8,72,535
2.	Raja Venkataraman**	Independent Director	-
3.	Muralidharan Swayambunathan	Independent Director	-
4.	Meenalochani Raghunathan	Independent Director	-
5.	V Nagaraj	Independent Director	-
6.	G Raghavan*	Non-Executive Director	NA

*Mr G Raghavan has retired from the Board on September 23, 2025.
**Mr Raja Venkataraman has retired from the Board on May 26, 2026.

III. Committees of the Board

The Board has constituted various Committees to focus on specific areas and to make informed decisions within their authority. Each Committee is directed by its charter which outlines their scope, roles, responsibilities, and powers. All the decisions and recommendations of the Committees are placed before the Board for its approval. The Company’s guidelines relating to Board Meetings are also applicable to Committee meetings as far as is practicable. Each Committee has the authority to engage outside experts, advisors, and counsels to the extent it considers appropriate to assist in its functions. Senior officers/ function heads are invited to present various details called for by the committee at its meeting. The details of the Committees of the Board are as below:

AUDIT COMMITTEE

Composition

The Audit Committee considers the matters which are specifically referred to it by the Board of Directors besides considering the mandatory requirements of the Regulation 18 read with Part C of Schedule II of SEBI LODR and provisions of Section 177 of the Act. The Company has a qualified and independent Audit Committee consisting of three (3) Directors. All the members of the Audit Committee are financially literate and have good knowledge of finance and business management. The Committee was chaired by Mr. Raja Venkataraman for all the meetings that were held during the year. The Chairman of the Audit Committee was also present at the previous Annual General Meeting to answer the shareholder queries as mandated under Regulation 18 of the SEBI (LODR) Regulations, 2015.

The meetings of the Audit Committee are attended by the Chief Financial Officer, Statutory Auditors, Internal Auditors, and the Cost Auditor whenever required, in the capacity of Invitees. The draft minutes of each Audit Committee meeting are placed in the meeting of

the Board held subsequently. The Company Secretary is the Secretary to the Committee.

The brief description of the terms of reference of the Committee is given below:

Terms of Reference

The terms of reference for the Audit Committee basically flows from and covers all the areas as stipulated under Section 177 of the Companies Act, 2013 read with Companies (Meeting of Board and its Powers) Rules, 2014 and Regulation 18 of SEBI (LODR) Regulations, 2015.

PART C OF SCHEDULE II OF SEBI (LODR) REGULATIONS, 2015

- A. The role of the Audit Committee shall include the following:
- oversight of the listed entity’s financial reporting process and the disclosure of its financial information to ensure that the financial statement is correct, sufficient and credible;
 - recommendation for appointment, remuneration and terms of appointment of auditors of the listed entity;
 - approval of payment to statutory auditors for any other services rendered by the statutory auditors;
 - reviewing, with the management, the annual financial statements and auditor’s report thereon before submission to the board for approval, with particular reference to:
 - matters required to be included in the director’s responsibility statement to be included in the board’s report in terms of clause (c) of sub-section (3) of Section 134 of the Companies Act, 2013;

- changes, if any, in accounting policies and practices and reasons for the same;
 - major accounting entries involving estimates based on the exercise of judgment by management;
 - significant adjustments made in the financial statements arising out of audit findings;
 - compliance with listing and other legal requirements relating to financial statements;
 - disclosure of any related party transactions;
 - modified opinion(s) in the draft audit report;
- reviewing, with the management, the quarterly financial statements before submission to the board for approval;
 - reviewing, with the management, the statement of uses / application of funds raised through an issue (public issue, rights issue, preferential issue, etc.), the statement of funds utilized for purposes other than those stated in the offer document / prospectus / notice and the report submitted by the monitoring agency monitoring the utilisation of proceeds of a public or rights issue, and making appropriate recommendations to the board to take up steps in this matter;
 - reviewing and monitoring the auditor’s independence and performance, and effectiveness of audit process;
 - approval or any subsequent modification of transactions of the listed entity with related parties;
 - scrutiny of inter-corporate loans and investments;
 - valuation of undertakings or assets of the listed entity, wherever it is necessary;
 - evaluation of internal financial controls and risk management systems;
 - reviewing, with the management, performance of statutory and internal auditors, adequacy of the internal control systems;

- reviewing the adequacy of internal audit function, if any, including the structure of the internal audit department, staffing and seniority of the official heading the department, reporting structure coverage and frequency of internal audit;
- discussion with internal auditors on any significant findings and follow up there on;
- reviewing the findings of any internal investigations by the internal auditors into matters where there is suspected fraud or irregularity or a failure of internal control systems of a material nature and reporting the matter to the board;
- discussion with statutory auditors before the audit commences, about the nature and scope of audit as well as post-audit discussion to ascertain any area of concern;
- to look into the reasons for substantial defaults in the payment to the depositors, debenture holders, shareholders (in case of non-payment of declared dividends) and creditors;
- to review the functioning of the whistle blower mechanism;
- approval of appointment of chief financial officer after assessing the qualifications, experience and background, etc. of the candidate;
- Carrying out any other function as is mentioned in the terms of reference of the audit committee.
- reviewing the utilization of loans and/ or advances from/investment by the holding company in the subsidiary exceeding rupees 100 crore or 10% of the asset size of the subsidiary, whichever is lower including existing loans / advances / investments existing as on the date of coming into force of this provision.
- consider and comment on rationale, cost-benefits and impact of schemes involving merger, demerger, amalgamation etc., on the listed entity and its shareholders.

- B. The audit committee shall mandatorily review the following information:
- management discussion and analysis of financial condition and results of operations;





- 2. statement of significant related party transactions (as defined by the audit committee), submitted by management;
- 3. management letters / letters of internal control weaknesses issued by the statutory auditors;
- 4. internal audit reports relating to internal control weaknesses; and
- 5. the appointment, removal and terms of remuneration of the chief internal auditor shall be subject to review by the audit committee.
- 6. statement of deviations:
 - (a) quarterly statement of deviation(s) including report of monitoring agency, if applicable, submitted to stock exchange(s) in terms of Regulation 32(1).
 - (b) annual statement of funds utilized for purposes other than those stated in the offer document/prospectus/notice in terms of Regulation 32(7).

SECTION 177 OF THE COMPANIES ACT, 2013

The terms of reference of Audit Committee shall, inter alia, include,—

- (i) the recommendation for appointment, remuneration and terms of appointment of auditors of the Company;
- (ii) review and monitor the auditor’s independence and performance, and effectiveness of audit process;
- (iii) examination of the financial statement and the auditors’ report thereon;
- (iv) approval or any subsequent modification of transactions of the company with related parties;

Provided that the Audit Committee may make omnibus approval for related party transactions proposed to be entered into by the company subject to such conditions as may be prescribed;

Provided further that in case of transaction, other than transactions referred to in section 188, and where Audit Committee does not approve the transaction, it shall make its recommendations to the Board:

Provided also that in case any transaction involving any amount not exceeding one crore rupees is entered into by a director or officer of the company without obtaining the approval of the Audit Committee

and it is not ratified by the Audit Committee within three months from the date of the transaction, such transaction shall be voidable at the option of the Audit Committee and if the transaction is with the related party to any director or is authorised by any other director, the director concerned shall indemnify the company against any loss incurred by it:

- (v) scrutiny of inter-corporate loans and investments;
- (vi) valuation of undertakings or assets of the company, wherever it is necessary;
- (vii) evaluation of internal financial controls and risk management systems;
- (viii) monitoring the end use of funds raised through public offers and related matters.

The Audit Committee may call for the comments of the auditors about internal control systems, the scope of audit, including the observations of the auditors and review of financial statement before their submission to the Board and may also discuss any related issues with the internal and statutory auditors and the management of the company.

The Audit Committee shall review and monitor the adequacy and effectiveness of internal control systems to ensure compliance under SEBI (PIT) Regulations, 2015 as well as Company’s Code of Conduct/Policies framed under these Regulations;

The Audit Committee shall order for an enquiry in the event of leak or suspected leak of Unpublished Price Sensitive Information (UPSI) and recommend suitable disciplinary action as may be required.

Meetings and Attendance

During the year under review, the Audit Committee met four (4) times on May 15, 2025, August 12, 2025, November 10, 2025 and February 3, 2026 and the attendance of the members are as below:

S. No.	Name of the Member	Category	No of Meetings Attended
1.	Raja Venkataraman*	Chairman, Non-Executive & Independent Director	4
2.	Muralidharan Swayambunathan	Member, Non-Executive & Independent Director	4
3.	S. Sambhu Prasad	Member, Executive Director and Promoter	4

*Mr. Raja Venkataraman has retired from the Board w.e.f May 26, 2026 and subsequently Dr. Ramaswami Krishnan took over the Chairmanship of the Committee.
Dr. Ramaswami Krishnan was appointed as an Independent Director on the Board w.e.f May 8, 2026.

IV. NOMINATION AND REMUNERATION COMMITTEE

(a) Composition & Attendance

Nomination and Remuneration Committee/ Compensation Committee (NRC) has been constituted by the Board as per the requirements of Section 178(1) of the Companies Act, 2013 and Regulation 19 of SEBI (LODR) Regulations, 2015. During the year under review, the Committee met two (2) times on May 15, 2025 and August 12, 2025. The Company Secretary is the Secretary to the Committee.

The attendance details of the members are as follows:

S. No.	Name of the Member	Category	No of Meetings Attended
1.	Muralidharan Swayambunathan	Chairman, Non-Executive & Independent Director	2
2.	Ramaa P Arikirevula	Member, Non-Executive Director and Promoter	2
3.	Meenalochani Raghunathan	Member, Non-Executive & Independent Director	2
4.	V Nagaraj	Member, Non-Executive & Independent Director	2

(b) Terms of Reference

PART D OF SCHEDULE II OF SEBI (LODR) REGULATIONS, 2015

Role of Committee shall, inter-alia, include the following:

- 1. formulation of the criteria for determining qualifications, positive attributes and independence of a director and recommend to the Board of Directors a policy relating to, the remuneration of the directors, key managerial personnel and other employees;
- 2. formulation of criteria for evaluation of performance of independent directors and the board of directors;
- 3. devising a policy on diversity of Board of Directors;
- 4. identifying persons who are qualified to become directors and who may be appointed in senior management in accordance with the criteria laid down, and recommend to the Board of Directors their appointment and removal.

- 5. whether to extend or continue the term of appointment of the independent director, on the basis of the report of performance evaluation of independent directors.
- 6. recommend to the Board, all remuneration, in whatever form, payable to senior management.

SECTION 178 OF THE COMPANIES ACT, 2013

The Nomination and Remuneration Committee shall identify persons who are qualified to become Directors and who may be appointed in senior management in accordance with the criteria laid down, recommend to the Board their appointment and removal and shall specify the manner for effective evaluation of performance of Board, its committees and individual directors to be carried out either by the Board, by the Nomination and Remuneration Committee or by an independent external agency and review its implementation and compliance.

The Nomination and Remuneration Committee shall formulate the criteria for determining qualifications, positive attributes and independence of a director and recommend to the Board a policy, relating to the remuneration for the directors, key managerial personnel and other employees.

The Nomination and Remuneration Committee shall, while formulating the policy shall ensure that

- (a) the level and composition of remuneration is reasonable and sufficient to attract, retain and motivate directors of the quality required to run the company successfully;
- (b) relationship of remuneration to performance is clear and meets appropriate performance benchmarks; and
- (c) remuneration to directors, key managerial personnel and senior management involves a balance between fixed and incentive pay reflecting short and long-term performance objectives appropriate to the working of the company and its goals.

V) REMUNERATION TO DIRECTORS

Based on the recommendation of Nomination and Remuneration Committee and the Board of Directors, Shareholders at the 88th Annual General Meeting held on September 23, 2025 approved a sum not exceeding 1% per annum of the net profits of the Company calculated in accordance with the provisions of Section 198 of the Companies Act, 2013 to be paid and distributed among some or all of the directors



of the Company (other than the Executive Directors) in a manner decided by the Nomination and Remuneration Committee and this payment will be made with respect to the profits of the Company for each year.

The Commission for Non-Executive Directors is determined based on the performance evaluation and recommendation of the Remuneration Committee and finally approved by the Board. The criteria, inter-alia, includes attendance in Board & Committee meetings, participation as Chairman or Member in the Committees, contribution in corporate planning, etc. The commission & sitting fees paid for the year ended March 31, 2026, to the Non-Executive Directors are as follows.

S. No.	Name of the Director	Commission (₹In lakhs)	Sitting Fees (₹ In lakhs)	Total Amount (₹In lakhs)
1	G Raghavan*	5.58	1.25	6.83
2	Raja Venkataraman**	14.86	4.00	18.86
3	Muralidharan Swayambunathan	14.86	5.00	19.86
4	Meenalochani Raghunathan	11.15	3.50	14.65
5	Ramaa Prabhakar	11.15	3.50	14.65
6	V Nagaraj	11.15	3.00	14.15
	TOTAL	68.75	20.25	89.00

*Mr G Raghavan has retired from the Board on September 23, 2025.

**Mr. Raja Venkataraman has retired from the Board on May 26, 2026.

No other remuneration was paid to Non-Executive Directors other than the above. There was no pecuniary relationship or transactions between the Non-Executive Directors and the Company, which has potential conflict with the interest of the organisation at large.

REMUNERATION TO CHAIRMAN AND MANAGING DIRECTOR

		(₹ In lakh)
S. No.	Particulars of Remuneration	Chairman and Managing Director
1	Gross salary	
	(a) Salary as per provisions contained in section 17(1) of the Income-tax Act, 1961	142.34
	(b) Value of perquisites u/s 17(2) Income-tax Act, 1961	3.76
	(c) Profits in lieu of salary under section 17(3) Income-tax Act, 1961	-
2	Stock Option	-
3	Sweat Equity	-
4	Commission - as % of profit, others, specify...	-
5	Others - Variable pay	54.17
	Total	200.27
	Eligible as per Act	402.61

VI. STAKEHOLDERS' RELATIONSHIP COMMITTEE

a) Composition & Attendance

The Stakeholders Relationship Committee (SRC) has been constituted by the Board as per the requirements of Section 178(5) of the Companies Act, 2013 and Regulation 20 of SEBI (LODR) Regulation, 2015. The Committee comprises of three (3) Directors. During the year, the Committee met twice (2) on May 15, 2025 and on December 23, 2025, which was chaired by Mr. Muralidharan Swayambunathan. The attendance details of the members are as follows:

S. No	Name of the Member	Category	No of Meeting Attended
1.	Muralidharan Swayambunathan	Chairman, Non-Executive & Independent Director	2
2.	Meenalochani Raghunathan	Member, Non-Executive & Independent Director	2
3.	Ramaa P Arikirevula	Member, Non-Executive Director & Promoter	2

b) Terms of Reference

PART D OF SCHEDULE II OF SEBI (LODR) REGULATIONS, 2015

The role of the Committee shall inter-alia include the following:

- (1) Resolving the grievances of the security holders of the listed entity including complaints related to transfer/transmission of shares, non-receipt of annual report, non- receipt of declared dividends, issue of new/duplicate certificates, general meetings etc.
- (2) Review of measures taken for effective exercise of voting rights by shareholders.
- (3) Review of adherence to the service standards adopted by the listed entity in respect of various services being rendered by the Registrar & Share Transfer Agent.
- (4) Review of the various measures and initiatives taken by the listed entity for reducing the quantum of unclaimed dividends and ensuring timely receipt of dividend warrants/annual reports/statutory notices by the shareholders of the company.

There were three (3) complaints received under SCORES platform which were resolved to the satisfaction of the shareholders. As on March 31, 2026, no investor grievance has remained unattended/ pending for more than thirty days.

SECTION 178 OF COMPANIES ACT 2013

The Stakeholders Relationship Committee shall consider and resolve the grievances of security holders of the company.

The Complaints received and redressed during the year 2025-26

Nature of complaints	No. of complaints received	No. of complaints redressed
Non- Receipt of Dividends	Nil	Nil
Transfer of shares	1	1
Non-Receipt of share certificate	Nil	Nil
Non-Receipt of LOF under Buy-Back	Nil	Nil
Non-receipt of Consideration amount under Buy-back	Nil	Nil
Miscellaneous	3	3
Total	4	4

All the queries and complaints received during the financial year ended March 31, 2026, were duly redressed and no queries were pending at the year end. All requests for dematerialization of shares were carried out within the stipulated time period and no request for dematerializing the share certificates was pending.

Further, with regards to the unpaid or unclaimed dividend, the company has sent out reminders to the shareholders to claim their unpaid or unclaimed dividends before the dividend amounts are transferred to Investor Education and Protection Fund ('IEPF')

Additionally, as mandated by SEBI, the members of the Board reviewed and took note of the Internal Annual Audit Report and observations along with action taken in this regard for the FY 2025-26 as submitted by the Cameo Corporate Services Limited, Registrar and Share Transfer Agent ('RTA') of the Company.

VII. CORPORATE SOCIAL RESPONSIBILITY (CSR) COMMITTEE

The CSR Committee has been constituted in accordance with the provisions of Section 135 of the Companies Act, 2013. The Committee comprises of five (5) Directors. During the year, the committee met two (2) times on June 6, 2025 and on November 10, 2025. The Company Secretary acts as the Secretary to the Committee.

The attendance details of the members are as follows

S. No.	Name of the Member	Category	No. of Meetings Attended
1.	Meenalochani Raghunathan	Chairperson, Non-Executive & Independent Director	2
2.	Raja Venkataraman*	Member, Non-Executive & Independent Director	2
3.	S Sambhu Prasad	Member, Executive Director & Promoter	2
4.	Muralidharan Swayambunathan	Member, Non-Executive & Independent Director	2
5.	Ramaa P Arikirevula	Member, Non-Executive - Non Independent Director	2

*Mr. Raja Venkataraman has retired from the Board w.e.f May 26, 2026 and subsequently Dr. Ramaswami Krishnan was appointed as a Member. Dr. Ramaswami Krishnan was appointed as an Independent Director on the Board w.e.f May 8, 2026.

b) Terms of Reference

SECTION 135 OF THE COMPANIES ACT, 2013

The role of the Committee shall inter-alia include the following:

- To formulate and recommend to the Board, a CSR Policy which shall indicate the activities to be undertaken by the Company as specified in Schedule VII of the Companies Act.
- To recommend to the Board the amount of expenditure to be incurred on CSR activities and Annual Action plan for the financial year.
- To institute a transparent monitoring mechanism for implementation of CSR projects or activities.
- To monitor the CSR activities being undertaken by the Company.

VIII RISK MANAGEMENT COMMITTEE

The Company has constituted a Risk Management Committee ('RMC') which assist the Board of Directors in timely identification, assessment and mitigation of risks (i.e. financial operational, strategic, regulatory, statutory, reputational, political, catastrophic and others) faced by the Company. The Committee has overall responsibility for monitoring and approving the enterprise risk management framework and is capable of effectively addressing and monitoring these risks. The Committee also approves and oversees a Company-wide risk management framework, capable of effectively addressing these risks.

The Risk Management Committee has been constituted in accordance with the provisions of Regulation 21 of SEBI LODR. During the year, the Committee met two (2) times on June 16, 2025 and December 23, 2025 which was chaired by Mr. Sambhu Prasad Sivalenka, Executive Director and Promoter. The Company Secretary acts as the Secretary to the Committee. The attendance details of the members of the Committee are given below:

S. No.	Name of the Director	Category	No of Meetings
1	Sambhu Prasad Sivalenka	Chairman, Executive Director & Promoter	2
2	Raja Venkataraman**	Member, Non-Executive & Independent Director	2
3	G. Raghavan*	Member, Non-Executive & Non Independent Director	1

S. No.	Name of the Director	Category	No of Meetings
4	S. Muralidharan	Member, Non-Executive & Independent Director	2
5	N. Swaminathan	Chief Financial Officer	2
6	S. Jeyakanth	Chief Operating Officer (Supply Chain & Product Delivery)	2
7	V Nagaraj	Member, Non-Executive & Independent Director	2

*Mr G Raghavan has retired from the Board on September 23,2025.

**Mr. Raja Venkataraman has retired from the Board w.e.f May 26, 2026 and subsequently Dr. Ramaswami Krishnan was appointed as a Member of the Committee.

Terms of Reference

The terms of reference of the RMC are in line with the provisions of the Act and Regulation 21 of the SEBI LODR.

To formulate a detailed risk management policy which shall include:

- A framework for identification of internal and external risks specifically faced by the listed entity, in particular including financial, operational, sectoral, sustainability (particularly, ESG related risks), information, cyber security risks or any other risk as may be determined by the Committee.
- Measures for risk mitigation including systems and processes for internal control of identified risks.
- Business continuity plan.
- To ensure that appropriate methodology, processes and systems are in place to monitor and evaluate risks associated with the business of the Company.
- To monitor and oversee implementation of the risk management policy, including evaluating the adequacy of risk management systems.
- To periodically review the risk management policy, at least once in two years, including by considering the changing industry dynamics and evolving complexity.
- To keep the board of directors informed about the nature and content of its discussions, recommendations and actions to be taken.
- To review appointment, removal and terms of remuneration of the Chief Risk Officer (if any).

SENIOR MANAGEMENT TEAM

S. No	Name	Designation
1	Mr. N Swaminathan	Chief Financial Officer
2	Mr. M Srinivasan	Company Secretary & Compliance Officer (retired w.e.f May 31, 2025)
3	Mr. S Jeyakanth	Chief Operating Officer (Supply Chain & Product Delivery)
4	Mr. Mani Bhagavatheeswaran	Chief Marketing Officer
5	Mr. R Narayanan	Chief Sales Officer (retired w.e.f July 17, 2025)
6	Dr. J Ravichandran	Associate Vice President - QC/ QA/ R&D
7	Mr. Soumomoy Pal	Associate Vice President – Information Technology(Resigned w.e.f February 27, 2026)
8.	Mr. Gagan Preet Singh	General Manager – Legal, Company Secretary & Compliance Officer (w.e.f June 1, 2025)
9.	Mr. Mathew Gunaseelan	Chief Human Resource Officer
10.	Mr. Jebasingh	General Manager - Information Technology (w.e.f June 24, 2026)

IX. GENERAL BODY MEETINGS

Year	Day/Date	Venue	Time	Special Resolutions Passed
2022-23	September 21, 2023 (Eighty Sixth AGM)	Through Video Conferencing/Other Audio Visual Means Deemed Venue - Amrutanjan Health Care Limited 103 (Old No.42-45), Luz Church Road, Mylapore, Chennai-600004	10.30 A.M	—
2023-24	September 23, 2024 (Eighty Seventh AGM)	Through Video Conferencing/Other Audio Visual Means Deemed Venue - Amrutanjan Health Care Limited 103 (Old No.42-45), Luz Church Road, Mylapore, Chennai-600004	10.30 A.M	Appointment of One Independent Director as per Regulation 25(2A) of SEBI (LODR) Regulations 2015.
2024-25	September 23, 2025 (Eighty Eighth AGM)	Through Video Conferencing/Other Audio Visual Means Deemed Venue - Amrutanjan Health Care Limited 103 (Old No.42-45), Luz Church Road, Mylapore, Chennai-600004	10.30 A.M	—

b) Special Resolutions passed through Postal Ballot during the year 2025-26:

The Company has not passed any Special Resolution through Postal Ballot during the financial year 2025-2026.

c) Passing of Special Resolutions through Postal Ballot during the year 2026-27:

The Company has passed following Special Resolutions through Postal Ballot during the financial year 2026-27.

1. Appointment of Dr. R Krishnan as Non-Executive Independent Director for a period of five years with effect from May 8, 2026 up to May 7, 2031, which was subsequently approved by the shareholders through Postal Ballot on 18 June 2026.
2. Re-appointment of Mr. S Muralidharan as Non-Executive Independent Director for a second term of five consecutive years commencing from June 29, 2026 up to June 28, 2031 which was subsequently approved by the shareholders through Postal Ballot on 18 June 2026.

In case of any requirement, the Company shall comply with the provisions of Companies Act, 2013 and the rules made thereunder.

X. MEANS OF COMMUNICATION

Your Company recognizes the importance of two-way communication with shareholders and of giving a balanced report of results and progress and responds to questions and issues raised in a timely and consistent manner. Shareholders seeking information may contact the Company directly throughout the year. They also have an opportunity to ask questions at the Annual General Meeting.

A. Quarterly Results

The approved financial results are forthwith sent to the Stock Exchanges where the shares of the Company are listed/traded and are also displayed on the Company's web link - <https://www.amrutanjan.com/financials.html>. Generally the results are published in Financial Express (English) and Tamil Murasu (Tamil) newspapers within forty eight hours of approval thereof.

B. News Releases, Presentations, etc.

Official news releases and presentations made to media, institutional investors, analysts, etc. are

displayed on the Company's website www.amrutanjan.com and are disclosed to both the Stock Exchanges i.e. NSE and BSE.

C. Website

The Company's website www.amrutanjan.com contains a separate dedicated section 'Investors' where shareholders information is available. Quarterly Results, Annual Reports, Code of Conduct and Ethics, Presentation to Investors and Shareholding Pattern are also available on the website in a user friendly and downloadable form.

D. Annual Report

The Annual Report containing inter-alia the Chairman & Managing Director's Letter, Audited Annual Accounts, Board's Report, Auditors' Report, Corporate Governance Report, and other important information is circulated to members and others entitled thereto. The Management Discussion and Analysis Report forms part of the Annual Report.

E. Designated Exclusive Email ID:

The Company has designated the E-mail ID viz.: shares@amrutanjan.com exclusively for investor servicing. This E-mail ID has been displayed on the Company's website www.amrutanjan.com.

XI. GENERAL SHAREHOLDER INFORMATION

Particulars	Description
AGM date, time and venue	Wednesday, 23 September 2026 at 10.30 AM
Financial Year	2025-26
Financial Calendar	Quarter 1 1 st April to 30 th June
	Quarter 2 1 st July to 30 th September
	Quarter 3 1 st October to 31 st December
	Quarter 4 1 st January to 31 st March
Date of Book Closure	12 September 2026 to 23 September 2026 (both days inclusive)
Registered Office	No.103, (Old No.42-45) Luz Church Road, Mylapore, Chennai - 600004
Website	www.amrutanjan.com

In terms of the MCA Circular No. 14/2020 dated April 8, 2020, Circular No.17/2020 dated April 13, 2020, and Circular No. 20/2020 dated May 05, 2020 and recent applicable circulars, the 89th AGM of the Company shall be held through Video Conferencing (VC) or Other Audio-Visual Means (OAVM). Hence, Members can attend and participate in the AGM through VC/OAVM only. The detailed procedure for participating in the meeting through VC/OAVM is annexed to the AGM notice and available at the website of the Company at www.amrutanjan.com.



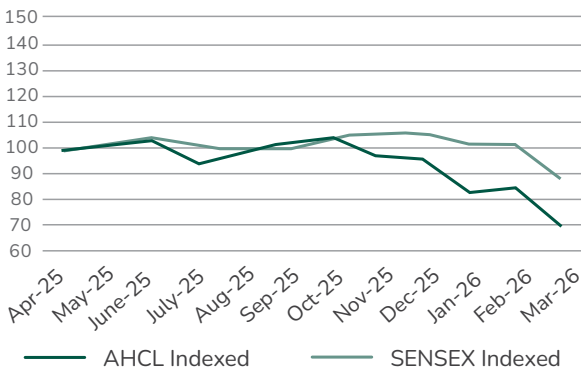
Listing on Stock Exchanges

The Company's shares are listed on the National Stock Exchange of India Limited (NSE), Exchange Plaza, 5th Floor, Plot No. C/1, G Block, Bandra- Kurla Complex, Bandra (E), Mumbai 400 051. The shares of the Company are also permitted to be traded under the permitted securities category on the BSE Limited (BSE). The Company has paid the Listing Fee to the National Stock Exchange and there are no dues pending.

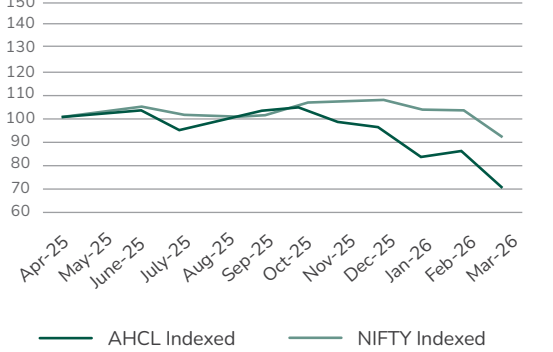
Stock code/Scrip code & ISIN No:

S. No	Name of the Exchange	Scrip code
1.	National Stock Exchange of India Limited	AMRUTANJAN
2.	BSE Limited	590006
3.	ISIN for Dematerialized Equity shares (NSDL and CDSL)	INE098F01031

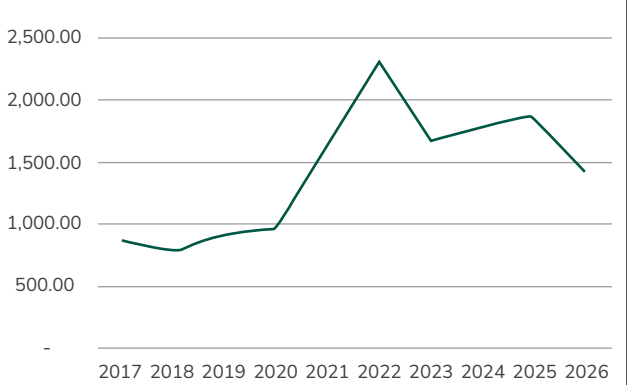
BSE SENSEX VS AHCL SHARE PRICE (INDEXED)



NSE NIFTY VS AHCL SHARE PRICE (INDEXED)



Market Capitalization for 10 Years (Rs. in Crores)



Registrar and Share Transfer Agents

Cameo Corporate Services Limited,
'Subramaniam Building', No.1, Club House Road,
Chennai - 600 002,
Telephone No.: (044) 28460390,
Email: investor@cameoindia.com
Share Transfer system

SEBI vide Press Release No. 12/2019 dated March 27, 2019, effective from April 1, 2019, has discontinued transfer of shares in physical mode and hence, the Company is not required to process any transfer request on or after April 1, 2019. The Company holds Stakeholders' Relationship Committee Meetings as and when required and reviews request for duplicate shares and transmission of shares if any, received from shareholders or legal heirs respectively. In terms of Regulation 40(1) of SEBI Listing Regulations, as amended from time to time, transfer, transmission and transposition of securities shall be effected only in dematerialized form.

In accordance with the SEBI Circular No. SEBI/HO/MIRSD/MIRSD_RTAMB/P/CIR/2022/8 dated January 25, 2022 (subsumed as part of the SEBI Master Circular No. SEBI/HO/MIRSD/POD-1/P/CIR/2024/37 dated May 7, 2024 & SEBI/HO/MIRSD/MIRSD-PoD/P/CIR/2025/91 dated June 23, 2025), the Company had opened a Suspense Escrow Demat Account with the DP for transfer of shares lying unclaimed for more than 120 days from the date of issue of Letter of Confirmation to the shareholders in lieu of physical share certificates to enable them to make a request to DP for dematerialising their shares.



Distribution of Shareholding as on March 31, 2026

Range of Shareholding	Shareholders		Shareholdings	
	Numbers	% to total	In Rs.	% to total
1-100	39465	83.4144	8,48,988	2.9366
101-500	5322	11.2487	12,53,965	4.3374
501-1000	1084	2.2912	8,53,339	2.9516
1001-2000	692	1.4626	10,38,985	3.5938
2001-3000	252	0.5326	6,37,375	2.2046
3001-4000	120	0.2536	4,32,230	1.4951
4001-5000	70	0.148	3,17,286	1.0975
5001-10000	135	0.2853	9,81,046	3.3934
10001-and above	172	0.3635	2,25,47,416	77.9901
Total	47312	100	2,89,10,630	100

Distribution of shares by category as on March 31, 2026

Category	No. of shares held	Percentage (%)
Promoters	13448190	46.52
Resident	9580951	33.14
Body corporate	613983	2.12
NRIs	501367	1.73

Category	No. of shares held	Percentage (%)
Banks	25460	0.09
FPI	628598	2.17
Trusts	6170	0.02
Clearing Member	185	0.00
Mutual Funds	2029448	7.02
Alternative Investment Fund	1605743	5.55
Employee Trust- Non Public	10549	0.04
IEPF	437980	1.51
Key Managerial Personnel	3246	0.01
Others	18760	0.06
Total	2,89,10,630	100

Dematerialization of shares and liquidity

The shares of the Company are in compulsory demat mode and are available for trading in the depository systems of both National Securities Depository Limited (NSDL) & Central Depository Services (India) Limited (CDSL). As on March 31, 2026, equity shares representing 98.64% of the total number of shares are in dematerialized form.

Particulars	As on March 31, 2026		As on March 31, 2025	
	No. of Shares	% to Total Capital	No. of Shares	% to Total Capital
Physical	3,94,480	1.36	4,69,254	1.62
Demat	2,85,16,150	98.64	2,84,41,376	98.38
Total	2,89,10,630	100	2,89,10,630	100

Outstanding GDRs/ADRs/Warrants or any convertible instruments conversion date and likely impact on equity: No GDRs/ADRs/Warrants or any convertible instruments have been issued by the Company and hence there would not be any impact on the equity.

Dividend

The Board at its meeting(s) held on November 10, 2025, and February 3, 2026, had approved interim dividend of an aggregate of ₹2/- per equity share (₹1/- each per equity share of ₹1/- in each meeting respectively) on the equity shares of the Company which was paid on November 27, 2025 and February 18, 2026 respectively.

Further, Board, in its meeting held on May 8, 2026, has recommended a final dividend of ₹2.90/- per equity share of face value of ₹1/- each for the financial year 2025-26 for the approval of the shareholders in the upcoming Eighty Ninth (89th) Annual General Meeting.

Unclaimed Shares

Pursuant to the provisions of Section 124(6) and 125 of the Companies Act, 2013 read with Investor Education and Authority (Accounting, Audit, Transfer and Refund) Rules, 2016, as amended from time to time, the Company is required to transfer shares in respect of which dividend has not been paid or claimed for seven (7) consecutive years or more. During the year, the Company has transferred shares to IEPF Authority as detailed under:

Years from which dividend has remained unclaimed/ unpaid for seven consecutive years	No of shares
2017-18 (2 nd interim)	990
2017-18 (final)	51434
2018-19 (1 st Interim)	100

The shareholders, however, may claim the said shares along with corporate actions accrued by following the procedure prescribed by the IEPF authority.

Intimation regarding the shares relating to unclaimed dividend of upcoming years which are liable to transfer

S. No	Particulars	No of Shareholders	No of Shares
1	Aggregate number of shareholders and the outstanding shares lying in the Unclaimed Suspense Account at the beginning of the year (at 31/03/2025)	50	64330
2	Number of shareholders who approached the issuer for transfer of shares from the Unclaimed Suspense Account during the year	2	820
3	Number of shareholders to whom shares were transferred from the Unclaimed Suspense Account during the year	1	320
4	Shares transferred to IEPF during the year	31	45250
5	Aggregate number of shareholders and the outstanding shares lying in the Unclaimed Suspense Account at the end of the year (31/03/2026)	18	18760

Plant Location

OTC Division	Beverage Division	Greenfield Sanitary Napkin Manufacturing Plant*
Plot No.37, 38 & 39, SIDCO Pharmaceutical Complex, Alathur Village, Thiruporur Taluk, Kancheepuram District -603 110, Tamil Nadu	Plot No:14, Industrial Development Area, Uppal, Hyderabad- 500 039, Telengana.	160/1-A, Aranvoyal Village, Tiruvallur Taluk & District - 602 025 Tamil Nadu.

*Note: Commissioned during the month of August 2026.

Address for correspondence:

For transfer/dematerialization of shares, payment of dividend and other queries relating to the shares may be addressed to:

For shares held in Physical form	For shares in Dematerialized mode
Cameo Corporate Services Limited, 'Subramaniam Building', No.1, Club House Road, Chennai - 600 002 Tele No:(044)28460390, Fax No.044-28460129 Email:investor@cameoindia.com	To the respective Depository Participant of the Beneficial Owners

to IEPF Authority would be sent to all shareholders, at their latest known addresses. In accordance with the said rules, the requisite details would be made available on the web-link <https://www.amrutanjan.com/si.html>. The concerned shareholders are requested to claim their dividend before the due date of transfer of shares to IEPF.

Financial year	Nature	Due date of transfer to IEPF
2018-2019	Final Dividend	01-12-2026
2019-2020	1 st Interim Dividend	13-01-2027
2019-2020	2 nd Interim Dividend	20-04-2027

Unclaimed Shares Suspense Account:

The Company has completed the process of transferring unclaimed shares certificates after the share split done in 2018 as per procedure laid down in Regulation 39(4) read with Schedule VI of SEBI (LODR) Regulations, 2015. Shareholders can claim their share certificates after following the procedure prescribed in these Regulations. Relevant disclosure under Part F of Schedule V to SEBI LODR are as under

XI. OTHER DISCLOSURES

- a. Details of transactions of material nature with any of the related parties as specified in IND AS 24 - Related Party Disclosures have been reported in the notes on accounts.

b. The Company has complied with all the requirements of regulatory authorities and no penalties / strictures were imposed on the Company by the Stock Exchanges or SEBI, or any Statutory Authority on any matter related to capital markets, during the last three years. Further, the securities of the Company were not suspended from trading at any time during the year.

c. The Company has adopted a Whistle Blower policy and has not denied access to any personnel to approach the Management or the Audit Committee on any issue.

d. The Company has complied with Clause 2(I) of Para C of Schedule V of SEBI LODR and confirm that Independent Directors fulfill the conditions specified in these regulations and are independent of the Management.

e. Pursuant to Regulation 34 and Schedule V of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 the total amount paid to Statutory Auditors of the Company for the FY ended March 31, 2026 is ₹65 lakhs.

f. Details of Compliance with mandatory and discretionary requirements

I. The CEO / CFO Certification of the Financial Statements and the Cash Flow Statement for the year under review forms part of the Annual Report.

II. A Certificate from Practicing Company Secretary confirming compliance with the conditions of Corporate Governance as stipulated in 34(3) read with Schedule V of SEBI (LODR) Regulations, 2015 forms part of this Report.

III. A Certificate from Practicing Company Secretary confirming the eligibility of the Directors forms part of this Report.

g. The web link where policy on dealing with related party transactions is available at <https://www.amrutanjan.com/policy.html>

h. The Internal Auditors of the Company directly submit their report to the Audit Committee every quarter.

i. The Company has duly complied with the requirements of Regulations 17 to 27 and Clauses (b) to (i) of sub-regulation (2) of Regulation 46 of SEBI (LODR) Regulations, 2015.

j. The details of the complaints received/resolved or pending during the year 2025-26 related to sexual harassment are as under:

No. of complaints received during the financial year: NIL

No. of complaints disposed off during the financial year: NIL

No. of complaints pending as on end of the financial year: NIL

k. 'Loans and advances in the nature of loans to firms/companies in which directors are interested by name and amount': NIL

Disclosure of agreements as defined under clause 5A of PART A of PART of Schedule III

No such transactions.



COMPLIANCE CERTIFICATE UNDER REGULATION 17(8) OF SEBI (LODR) REGULATIONS, 2015

- To

The Board of Directors

Amrutanjan Health Care Limited
- We, S. Sambhu Prasad, Chairman and Managing Director and N. Swaminathan, Chief Financial Officer of the Company, do hereby confirm and certify that:

A. We have reviewed financial statement and the cash flow statement of Amrutanjan Health Care Limited for the year ended March 31, 2026 and to the best of our knowledge and belief;

1) These statements do not contain any materially untrue statement or omit any material fact or contain statements that might be misleading;

2) These statements together present a true and fair view of the Company's affairs and are in compliance with existing accounting standards, applicable laws and regulations.

B. There are, to the best of our knowledge and belief, no transaction entered into by the Company, during the year ended March 31, 2026 which are fraudulent, illegal or violative of the Company's code of conduct.

C. We accept responsibility for establishing and maintaining internal controls for financial reporting and we have evaluated the effectiveness of Company's internal control system pertaining to financial reporting and we have disclosed to the auditors and the audit committee, deficiencies in the design or operation of such internal controls, if any, of which we are aware and the steps we have taken or propose to take to rectify these deficiencies.

D. We have indicated to the Auditors and the Audit Committee

i) Significant changes, if any, in internal control over financial reporting during the year;

ii) Significant changes, if any, in accounting policies during the year; and that the same have been disclosed in the notes to the financial results; and

iii) That no instances of significant fraud of which we have become aware and the involvement therein, if any, of the management or an employee having a significant role in the Company's internal control system over financial reporting.

For Amrutanjan Health Care Limited

Date : May 8, 2026
Place: Chennai

N Swaminathan

S. Sambhu Prasad

Chief Financial Officer

Chairman cum Managing Director

CERTIFICATE ON COMPLIANCE WITH THE CONDITIONS OF CORPORATE GOVERNANCE UNDER REGULATION 34(3) OF SEBI (LISTING OBLIGATION & DISCLOSURE REQUIREMENTS) REGULATIONS, 2015

To
The members of
AMRUTANJAN HEALTH CARE LIMITED
CIN: L24231TN1936PLC000017

We, M/s. JAIHARI KARTHIK & ASSOCIATES, Company Secretaries, have examined the compliance of conditions of Corporate Governance by AMRUTANJAN HEALTH CARE LIMITED, for the year ended on March 31, 2026 as stipulated in Regulations 17 to 27 and clauses (b) to (i) of regulation 46 (2) and paragraphs C, D and E of Schedule V of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ('Listing Regulations').

The compliance of conditions of Corporate Governance is the responsibility of the Management. This responsibility includes the design, implementation and maintenance of internal control and procedures to ensure the compliance with the conditions of the Corporate Governance stipulated in Listing Regulations.

Our responsibility is limited to examining the procedures and implementation thereof, adopted by the Company for ensuring compliance with the conditions of the Corporate Governance.

We have examined the relevant records and documents maintained by the Company for the purposes of providing reasonable assurance on the compliance with Corporate Governance requirements by the Company.

OPINION:

In our opinion and to the best of our information and according to the explanations given to us and the representation made by the Directors and the Management, we certify that the Company has complied with the conditions of Corporate Governance as stipulated in regulations 17 to 27 and clauses (b) to (i) of regulation 46 (2) and Paragraphs C, D and E of Schedule V of the Listing Regulations during the year ended March 31, 2026.

We further state that such compliance is neither an assurance as to the future viability of the Company nor the efficiency or effectiveness with which the management has conducted the affairs of the Company.

For JAIHARI KARTHIK & ASSOCIATES
Company Secretaries
Firm Registration Number: P2023TN284600
Peer Review No: 6615/2025

JAI HARI S
Partner
Membership Number: F11704
Certificate of Practice: 17861
UDIN: F011704H001070443

Date: 11/08/2026
Place: Chennai



DECLARATION ON CODE OF CONDUCT

As provided under SEBI (LODR) Regulations, 2015, I hereby declare that the Board Members and Senior Management have affirmed compliance with the Code of Conduct of Board of Directors and the Senior Management for the year ended March 31, 2026.

Place: Chennai
Date: May 8, 2026

S. SAMBHU PRASAD
Chairman & Managing Director

CERTIFICATE OF NON-DISQUALIFICATION OF DIRECTORS

(Pursuant to Regulation 34(3) and Schedule V Para C clause (10) (i) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015)

To,
The Members of
M/s. Amrutanjan Health Care Limited,
No.103, (Old No.42-45) Luz Church Road,
Mylapore Chennai, TN- 600004.

We have examined the relevant registers, records, forms, returns and disclosures received from the Directors of M/s. **AMRUTANJAN HEALTH CARE LIMITED** having CIN: L24231TN1936PLC000017 and having registered office at No.103, (Old No.42-45) Luz Church Road, Mylapore, Chennai, Tamil Nadu- 600004 (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 Directors on the Board of the Company as stated below for the Financial Year ending on March 31, 2026 have been debarred or disqualified from being appointed or continuing as Directors of Companies by the Securities and Exchange Board of India, Ministry of Corporate Affairs, or any such other Statutory Authority.

S. No.	Name of Director	DIN	Designation	Original Date of appointment in the company	Date of appointment at current Designation
1	Mr. Sambhuprasad Sivalenka	00015729	Chairman and Managing Director	22-01-1999	01-04-2024
2	Ms. Ramaa Prabhakar Arikirevula	09465903	Non-executive and Non-Independent Director	30-06-2023	23-09-2024
3	Ms. Meenalochani Raghunathan	07145001	Non-Executive - Independent Director	12-08-2022	22-09-2022
4	Mr. Swayambunathan Muralidharan	09198315	Non-Executive - Independent Director	29-06-2021	23-09-2021
5	Mr. Raja Venkataraman	00669376	Non-Executive - Independent Director	27-05-2021	23-09-2021
6	Mr. Nagaraj Viswanathan	00190903	Non-Executive - Independent Director	13-08-2024	23-09-2024

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 only to express an opinion on these based on our verification.

Date: 09-April-2026
Place: Chennai

For M/s. Jaihari Karthik & Associates
Company Secretaries
Firm Number: P2023TN284600
Peer Review Number: 6615/2025

CS Jaihari S

Partner

M No. F11704 | CP No. 17861
UDIN: F011704H000048345



ANNEXURE - D

BUSINESS RESPONSIBILITY AND SUSTAINABILITY REPORT

Section A: GENERAL DISCLOSURES

I. Details of the listed entity

1	Corporate Identity Number (CIN) of the Listed Entity	L24231TN1936PLC000017
2	Name of the Listed Entity	AMRUTANJAN HEALTH CARE LIMITED
3	Year of incorporation	1936
4	Registered office address	No.103, (Old No.42-45) LUZ CHURCH ROAD, MYLAPORE CHENNAI TN 600004
5	Corporate address	No.103, (Old No.42-45) LUZ CHURCH ROAD, MYLAPORE CHENNAI TN 600004
6	E-mail	shares@amrutanjan.com
7	Telephone	044-24994465
8	Website	www.amrutanjan.com
9	Financial year for which reporting is being done	2025-26
10	Name of the Stock Exchange(s) where shares are listed	1. National Stock Exchange of India Limited (NSE) 2. BSE Limited
11	Paid-up Capital	2,89,10,630
12	Name and contact details (telephone, email address) of the person who may be contacted in case of any queries on the BRSR report	S. Jeyakanth Chief Operating Officer (Supply Chain & Product Delivery) 044-24994465 Jeyakanths@amrutanjan.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).	Standalone Basis
14	Name of assure provider	NA
15	Type of assurance obtained	NA

II. Products/ Services

16. Details of business activities (accounting for 90% of the turnover):

Sr. No.	Description of Main Activity	Description of Business Activity	% of the Turnover of the entity
1	Manufacturing	Ayurvedic pharmaceutical preparations and fruit based beverages	65%
2	Sales, Distribution and Marketing	Ayurvedic pharmaceutical preparations, fruit based beverages and Women Hygiene Products	35%

17. Products/Services sold by the entity (accounting for 90% of the entity's Turnover):

Sr. No.	Product/Service	NIC Code	% of the total Turnover contributed
1	Ayurvedic Pain Balm and Women Hygiene products	21003	93%

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	3	6	9
International	0	1	1

**19. Markets served by the entity:****a). Number of Locations**

Locations	Number
National (Number of States)	28
International (Number of Countries)	19

b). What is the contribution of exports as a percentage of the total turnover of the entity?

2.22%

c). A brief on types of customers

Consumers as end-customer through Retail/Stockist/Distributors and through modern trade channel.

IV. Employees**20. Details as at the end of Financial year:****a). Employees and workers (including differently abled):**

Particulars	Total (A)	Male		Female	
		No. (B)	% (B/A)	No. (C)	% (C/A)
Employees					
Permanent	557	525	94.25	32	5.75
Other than Permanent	319	262	82.13	57	17.87
Total Employees	876	787	89.84	89	10.16
Workers					
Permanent	104	96	92.31	8	7.69
Other than Permanent	280	233	83.21	47	16.79
Total Workers	384	329	85.68	55	14.32

b). Differently abled Employees and Workers:

Particulars	Total (A)	Male		Female	
		No. (B)	% (B/A)	No. (C)	% (C/A)
Differently abled Employees					
Permanent	2	2	100	0	0
Other than Permanent	0	0	0	0	0
Total differently abled employees	2	2	100	0	0
Differently abled Workers					
Permanent	0	0	0	0	0
Other than Permanent	0	0	0	0	0
Total differently abled workers	0	0	0	0	0

21. Participation/Inclusion/Representation of women

Particulars	Total (A)	Number & % of Females	
		No. (B)	% (B/A)
Board of Directors	6	2	33.33%
Key Management Personnel	2	0	0%

22. Turnover rate for permanent employees and workers

	FY 2025-26			FY 2024-25			FY 2023-24		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Permanent Employees	31.85	21.29	31.55	32.59	22.58	32.00	31.1	0	31.1
Permanent Workers	1.74	0	1.49	2.04	0	1.0889	1.08	0	1.08

V. Holding, Subsidiary and Associate Companies (including joint ventures)**23. (a) Names of holding / subsidiary / associate companies / joint ventures**

S No	Name of the holding / subsidiary / associate companies / joint ventures	Indicate whether holding/ Associate/ Joint Venture	Subsidiary/ % of shares held by listed entity
			NIL

Does the entities indicated in the above table participate in the Business Responsibility initiatives of the listed entity? (Yes/No)

Not Applicable

VI. CSR Details**24. a). Whether CSR is applicable as per section 135 of Companies Act, 2013: (Yes/No): Yes**

b). Turnover (in Rs/INR): ₹50,255.27 (lakhs)

c). Net worth (in Rs/INR): ₹37,023.26 (lakhs)

VII. Transparency and Disclosures Compliances**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			FY 2024 – 25		
		Number of complaints filed during the year	Number of complaints pending resolution at close of the year	Remarks	Number of complaints filed during the year	Number of complaints pending resolution at close of the year	Remarks
Communities	Yes. https://www.amrutanjan.com/contact.html	0	0		0	0	
Investors (Other than shareholders)	Yes. https://www.amrutanjan.com/contact.html	0	0		0	0	
Shareholders	Yes. https://www.amrutanjan.com/contact.html	3	0		3	0	
Employees & Workers	whistleblower@amrutanjan.com	0	0		0	0	
Customers	Yes. https://www.amrutanjan.com/contact.html	37	0		21	0	
Value chain partners	Yes. https://www.amrutanjan.com/contact.html	0	0		0	0	
Others	Yes. https://www.amrutanjan.com/contact.html	0	0		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.

Sr No. identified	Material issue	Indicate whether risk or opportunity	Rationale for identifying the risk / opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
1	Employee Health and Safety	Risk	Non Adoption of adequate safety practices and procedures leading to accidents and injuries	Site based Safety Committee and Risk Management Mechanism are in place. Safety Trainings, Permit to Work, Incident Reporting and Investigation, Work Place Inspection	Negative
		Opportunity	Adoption of good safety system and practices leading to high employee morale and motivation		Positive
2	Customer Welfare	Risk	1. Product Liability: Compromised customer welfare will lead to lawsuits and product recalls resulting in reputation damage 2. Adhering to high quality ingredients and manufacturing standards leads to market Competition and Cost Pressures	Stakeholder Engagement and Collaborations	Negative
		Opportunity	1. Brand Loyalty and Customer Retention 2. Expanding Market Reach		Positive
3	Improving social capital value & Environmental impact	Opportunity	1. Enhancing community health care 2. Improving education in rural villages 3. Improving health & safety of employees 4. Skill development for social capital 5. CSR projects based on shared values and need assessments 6. Promote diversity, equality and inclusion within the organization 7. Talent management and employee retention 8. Net Zero Commitment 9. Solar power installations 10.Reduction of plastic in products 11.Water usage reduction in Plants 12.Animal welfare projects through CSR		Positive
4	Information Security/Cyber Security	Risk	1. Non-availablility of service or failure of multiple systems leading to disruptions in business operations due to lack of adequate process 2. Cyber Security 3. Disaster Recovery Systems	Information systems, back up and disaster recovery policies are in place and are periodically reviewed. Promoting user awareness on cyber security/risk through periodic training and information exchange	Negative



Sr No. identified	Material issue	Indicate whether risk or opportunity	Rationale for identifying the risk / opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
5	Increased ESG awareness among stakeholders	Opportunity	1. Inclusion of sustainability, circularity and other ESG aspects in our operations through governance & policies 2. Mandatory & voluntary ESG disclosures to improve ESG rating 3. Effective resource management through monitoring of ESG targets resulting in better economic performance 4. Embedding ESG practices in value chain	ESG targets for reduction of environmental footprint and GHG emissions, adding value to social aspects and improving governance Collaboration with value chain partners Sustainable sourcing	Negative
6	Business Ethics	Risk	1. Ethical lapses can lead to violations of industry regulations and laws, resulting in severe penalties, fines, and potential product recalls 2. Engaging in unethical practices such as unfair negotiations, bribery, or exploitation of suppliers can strain supplier and stakeholder relationships	1. Frequent training programmes on business ethics 2. Creation of committee for stakeholder engagement and improve redressal mechanism	Negative

Section B: MANAGEMENT AND PROCESS DISCLOSURES

The National Guidelines for Responsible Business Conduct (NGRBC) as prescribed by the Ministry of Corporate Affairs advocates nine principles referred as P1-P9 as given below:

P1	Businesses should conduct and govern themselves with integrity, and in a manner that is Ethical, Transparent and Accountable.
P2	Businesses should provide goods and services in a manner that is sustainable and safe.
P3	Businesses should respect and promote the well-being of all employees, including those in their value chains.
P4	Businesses should respect the interests of and be responsive to all its stakeholders.
P5	Businesses should respect and promote human rights.
P6	Businesses should respect and make efforts to protect and restore the environment.
P7	Businesses, when engaging in influencing public and regulatory policy, should do so in a manner that is responsible and transparent.
P8	Businesses should promote inclusive growth and equitable development.
P9	Businesses should engage with and provide value to their consumers in a responsible manner.

	P1	P2	P3	P4	P5	P6	P7	P8	P9
Policy and management processes									
1. a. Whether your entity’s policy/policies cover each principle and its core elements of the NGRBCs. (Yes/No)	Y	Y	Y	Y	Y	Y	Y	Y	Y
b. Has the policy been approved by the Board? (Yes/No)	Y	N	N	Y	Y	Y	N	Y	N
c. Web Link of the Policies, if available	https://www.amrutanjan.com/policy.html								
2. Whether the entity has translated the policy into procedures. (Yes / No)	Yes. Amrutanjan has SOPs for most of the key processes to support implementation of the Policies.								

	P1	P2	P3	P4	P5	P6	P7	P8	P9
3. Do the enlisted policies extend to your value chain partners? (Yes/No)	N	N	N	N	N	N	N	N	N
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.	ISO 9001, ISO 22000, NABH Accreditation								
5. Specific commitments, goals and targets set by the entity with defined timelines, if any.	NIL								
6. Performance of the entity against the specific commitments, goals and targets along-with reasons in case the same are not met.	Not Applicable								

Governance, leadership and oversight

7. **Statement by director responsible for the business responsibility report, highlighting ESG related challenges, targets and achievements**

Amrutanjan is fully committed to the continuing improvements of our ESG initiatives. We reaffirm our unshakeable commitment to numerous critical areas, such as climate preservation, responsible resource management, promoting equal opportunities, establishing trusts, prioritizing the needs of all generations and actively interacting with and supporting our local communities.
8. **Details of the highest authority responsible for implementation and oversight of the Business Responsibility policy (ies).**

S. Sambhu Prasad, Chairman & Managing Director.
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.**

Yes

Chairman & Managing Director of the company is made responsible for decision making on sustainability related issues.

10. Details of Review of NGRBCs by the Company:

Subject for review	Indicates whether review was undertaken by Director/ Committee of the board/ Any other committee								
	P1	P2	P3	P4	P5	P6	P7	P8	P9
Performance against above policies and follow up action	Y	Y	Y	Y	Y	Y	Y	Y	Y
Compliance with statutory requirements of relevance to the principles, and, rectification of any non-compliances	Y	Y	Y	Y	Y	Y	Y	Y	Y

Subject for review	Frequency (Annually/ Half yearly/ Quarterly/ Any other)								
	P1	P2	P3	P4	P5	P6	P7	P8	P9
Performance against above policies and follow up action	YLY	YLY	YLY	YLY	YLY	YLY	YLY	YLY	YLY
Compliance with statutory requirements of relevance to the principles, and, rectification of any non-compliances	YLY	YLY	YLY	YLY	YLY	YLY	YLY	YLY	YLY

11. Details of Review of NGRBCs by the Company:

	P1	P2	P3	P4	P5	P6	P7	P8	P9
Has the entity carried out independent assessment/ evaluation of the working of its policies by an external agency? (Yes/No) If Yes, provide the name of the agency.	N	N	N	N	N	N	N	N	N



12. If answer to question (1) above is “No” i.e. not all Principles are covered by a policy, reasons to be stated:

Questions	P 1	P 2	P 3	P 4	P 5	P 6	P 7	P 8	P 9
The entity does not consider the Principles material to its business (Yes/No)	NA	NA	NA	NA	NA	NA	NA	NA	NA
The entity is not at a stage where it is in a position to formulate and implement the policies on specified principles (Yes/No)	NA	NA	NA	NA	NA	NA	NA	NA	NA
The entity does not have the financial or/human and technical resources available for the task (Yes/No)	NA	NA	NA	NA	NA	NA	NA	NA	NA
It is planned to be done in the next financial year (Yes/No)	NA	NA	NA	NA	NA	NA	NA	NA	NA
Any other reason									

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.

Essential Indicator

1. Percentage coverage by training and awareness programmes on any of the Principles during the financial year:

Segment	Total number of training and awareness programmes held	Topics/ Principles covered under the training and its impact	% of persons in respective category covered by the awareness programmes
Board of Directors	During the year, the Board was updated with various updates pertaining to business, regulatory, safety, ESG matters, etc. These topics provided insights on the said principles.		
Key Management Personnel	2	Code of conduct, POSH	100%
Employees other than BoD and KMPs	23	Code of conduct, POSH, 100% Communication training, IT Awareness, Product knowledge Training, GMP Training, Brand architecture & Building brand equity, Microsoft Excel training, Data Analysis, Phishing training, Zoho Training, Fire safety training, Personal hygiene training, NPS Awareness session , Enhancing sales force performance, Labour code training, Autonomous maintenance, Value stream mapping, Keny PVoC & compliance, Effort free preparation of Export documents, Breast health & self-examination, Mental health awareness, Production process flow training	100%
Workers	4	POSH, Fire safety training, Personal hygiene training	100%

2. Details of fines / penalties /punishment/ award/ compounding fees/ settlement amount paid in proceedings with regulators/ law enforcement agencies/ judicial institutions in FY26

	Monetary				
	NGRBC Principle	Name of the regulatory/ enforcement agencies/ judicial institutions	Amount (in ₹)	Brief of the case	Has an appeal been preferred ? (Yes/ No)
Penalty/ Fine	NIL	NA	NA	NA	NA
Settlement	NIL	NA	NA	NA	NA
Compounding fee	NIL	NA	NA	NA	NA



Non-Monetary				
	NGRBC Principle	Name of the regulatory/ enforcement agencies/ judicial institutions	Brief of the case	Has an appeal been preferred ? (Yes/ No)
Imprisonment	NIL	NA	NA	NA
Punishment	NIL	NA	NA	NA

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.

Case Details	Name of the regulatory/ enforcement agencies/ judicial institutions
NA	NA

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.

The company does not have a separate anti-corruption or anti-bribery policy. However, the Code of Conduct for employees and the Procurement Policy contain adequate provisions that deal with anti-corruption and anti-bribery.

5. Number of Directors/KMPs/employees/workers against whom disciplinary action was taken by any law enforcement agency for the charges of bribery/ corruption:

	FY 2025 - 26	FY 2024 - 25
Board of Directors	NIL	NIL
Key Management Personnel	NIL	NIL
Employees other than BoD and KMPs	NIL	NIL
Workers	NIL	NIL

6. Details of complaints with regard to conflict of interest.

	FY 2025 - 26		FY 2024 - 25	
	Number	Remarks	Number	Remarks
Number of complaints received in relation to issues of Conflict of Interest of the Directors	NIL		NIL	
Number of complaints received in relation to issues of Conflict of Interest of the KMPs	NIL		NIL	

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
NIL

8. Number of days of accounts payables ((Accounts payable *365)/ Cost of goods/ services procured) in the following format:

	FY 2025 - 26 (Current Financial Year)	FY 2024 - 25 (Previous Financial Year)
Number of days of accounts payables	42 days	44 days

9. Openness of Business

Provide details of concentration of purchases and sales with trading houses, dealers, and related parties along-with loans and advances & investments, with related parties, in the following format:

Parameter	Metrics	FY 2025 - 26	FY 2024 - 25
Concentration of Purchases	a. Purchases from trading houses as % of total purchases	NIL	NIL
	b. Number of trading houses where purchases are made from	NIL	NIL
	c. Purchases from top 10 trading houses as % of total purchases from trading houses	NIL	NIL

Parameter	Metrics	FY 2025 - 26	FY 2024 - 25
Concentration of Sales	a. Sales to dealers / distributors/ superstockist as % of total sales	87%	62%
	b. Number of dealers / distributors / superstockist to whom sales are made	1,681	1,671
	c. Sales to top 10 dealers / distributors as % of total sales to dealers / distributors	7.6%	7%
Share of RPTs in	a. Purchases (Purchases with related parties / Total Purchases)	NIL	NIL
	b. Sales (Sales to related parties / Total Sales)	NIL	NIL
	c. Loans & advances (Loans & advances given to related parties / Total loans & advances)	NIL	NIL
	d. Investments (Investments in related parties / Total Investments made)	NIL	NIL

Leadership Indicator

1. Awareness programmes conducted for value chain partners on any of the Principles during the financial year:

Total number of training and awareness programmes held	Topics/ Principles covered under the training and its impact	% of the value chain partners covered under the awareness programmes
NIL		

2. Does the entity have processes in place to avoid/ manage conflict of interests involving Members of the Board? No, If Yes, provide details of the same.)

Yes. The company has laid down a Code of Conduct for all Board Members and Senior Management of the Company. The Code of Conduct has necessary provisions to avoid/manage conflict of interest.

Further, the Directors and Senior Management are required to disclose to the Board, on an annual basis, that they have not entered into any financial/commercial transactions with the Company where they may be deemed to have personal interest that may have a potential conflict with the interest of the Company at large.

PRINCIPLE 2 Businesses should provide goods and services in a manner that is sustainable and safe.

Essential Indicator

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	NIL	NIL	NA
Capex	NIL	NIL	NA

2. a. Does the entity have procedures in place for sustainable sourcing? (Yes/No) - No
b. If yes, what percentage of inputs were sourced sustainably?

3. Describe the processes in place to safely reclaim your products for reusing, recycling and disposing at the end of life, for (a) Plastics (including packaging) (b) E-waste (c) Hazardous waste and (d) other waste.

The expired stocks lying with the Depots/Distributors are taken back and disposed off safely through the authorised agency.

4. Whether Extended Producer Responsibility (EPR) is applicable to the entity's activities (Yes/ No). 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

Yes

Leadership Indicator

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?

NIC Code	Name of the Product/ Service	% of the total turnover contributed	Boundary for which the Life Cycle Perspective/ Assessment was conducted	Whether conducted by independent external agency (Yes/ No)	Result communicated in public domain (Yes/ No)
NA					

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.

Name of the Product/ Service	Description of the risk/ concern	Action taken
NA		

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).

Recycled or Re-used input material to total material		
	FY 2025 - 26	FY 2024 - 25
NA		

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:

	FY 2025 - 26			FY 2024 - 25		
	Re-Used	Recycled	Safely Disposed	Re-Used	Recycled	Safely Disposed
Plastics (Including packaging)	NA					
E-waste						
Hazardous waste						
Other waste						

5. Reclaimed products and their packaging materials (as percentage of products sold) for each product category.

Indicate product category	Reclaimed products and their packaging materials as % of total products sold in respective category
NA	

PRINCIPLE 3 Businesses should respect and promote the well-being of all employees, including those in their value chains.

Essential Indicator

1. a. Details of measures for the well-being of employees:

Category	% of employees covered by										
	Health Insurance		Accident Insurance		Maternity Benefits		Paternity Benefits		Day Care Facilities		
	Total (A)	No. (B)	% (B/A)	No. (C)	% (C/A)	No. (D)	% (D/A)	No. (E)	% (E/A)	No. (F)	% (F/A)
Permanent Employees											
Male	525	525	100%	525	100%	NA	NA	0	0	0	0
Female	32	32	100%	32	100%	32	100%	0	0	0	0
Total	557	557	100%	557	100%	32	100%	0	0	0	0



Category	% of employees covered by										
	Health Insurance			Accident Insurance		Maternity Benefits		Paternity Benefits		Day Care Facilities	
	Total (A)	No. (B)	% (B/A)	No. (C)	% (C/A)	No. (D)	% (D/A)	No. (E)	% (E/A)	No. (F)	% (F/A)
Other than Permanent Employees											
Male	NIL	NIL	NIL	NIL	NIL	NIL	NIL	NIL	NIL	NIL	NIL
Female	NIL	NIL	NIL	NIL	NIL	NIL	NIL	NIL	NIL	NIL	NIL
Total	NIL	NIL	NIL	NIL	NIL	NIL	NIL	NIL	NIL	NIL	NIL

b. Details of measures for the well-being of workers:

Category	% of workers covered by										
	Total (A)	Health Insurance		Accident Insurance		Maternity Benefits		Paternity Benefits		Day Care Facilities	
		No. (B)	% (B/A)	No. (C)	% (C/A)	No. (D)	% (D/A)	No. (E)	% (E/A)	No. (F)	% (F/A)
Permanent Workers											
Male	96	96	100	96	100	NA	NA	0	0%	0	0
Female	8	8	100	8	100	8	100	NA	NA	0	0
Total	104	104	100	104	100	8	100	0	0%	0	0
Other than Permanent Workers											
Male	NIL	NIL	NIL	NIL	NIL	NIL	NIL	NIL	NIL	NIL	NIL
Female	NIL	NIL	NIL	NIL	NIL	NIL	NIL	NIL	NIL	NIL	NIL
Total	0	0	0	0	0	0	0	0	0	0	0

c. Spending on measures towards well-being of employees and workers (including permanent other than permanent) in the following format:

	FY 2025 - 26 (Current Financial Year)	FY 2024 - 25 (Previous Financial Year)
Cost incurred on well- being measures as a % of total revenue of the Company	0.63	0.65

2. Details of retirement benefits for current and previous financial year.

Benefits	FY 2025 - 26			FY 2024 - 25		
	No. of employees covered as a % of total employees	No. of workers covered as a % of total workers	Deducted and deposited with the authority (Yes/ No/ N.A.)	No. of employees covered as a % of total employees	No. of workers covered as a % of total workers	Deducted and deposited with the authority (Yes/ No/ N.A.)
PF	100	100	YES	100	100	Yes
Gratuity	100	100	YES	100	100	Yes
ESI	2.85	0	YES	5.73	13.98	Yes
Other	NA	NA	NA	NA	NA	NA

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.

All facilities have ground and first floors with accessibility through staircase. Differently abled employees and workers have no issues in accessing their workstation. The Company is in the process of installing an elevator at the Corporate Office.



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.

Yes <https://www.amrutanjan.com/pdf/Equal%20Opportunity%20Policy.pdf>

5. Return to work and Retention rates of permanent employees and workers that took parental leave.

Permanent Employees			Permanent Workers	
Gender	Return to work rate	Retention rate	Return to work rate	Retention rate
Male	NA	NA	NA	NA
Female	No employee took parental leave in 2025-26	NA	NA	NA
Total	NA	NA	NA	NA

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 Employees	Yes. HR executives visit the workplaces and the factories periodically and on need basis to review and redress of the employees/workers through one-on-one discussions. Suggestion boxes are also kept at all locations to enable sharing of grievances and suggestions for improving the work environment and processes.
Other than Permanent Employees	Same as above
Permanent Workers	Same as above
Other than Permanent Workers	Same as above

7. Membership of employees and worker in association(s) or Unions recognised by the listed entity:

Category	FY 2025 - 26			FY 2024 - 25		
	Total employees/workers in respective category (A)	No. of employees/workers in respective category, who are part of association(s) or union (B)	% (B/A)	Total employees/workers in respective category (A)	No. of employees/workers in respective category, who are part of association(s) or union (B)	% (B/A)
Total Permanent Employees	557	0	0	525	0	0
- Male	525	0	0	494	0	0
- Female	32	0	0	31	0	0
Total Permanent Workers	104	0	0	106	106	100
- Male	96	0	0	98	98	100
- Female	8	0	0	8	8	100

8. Details of training given to employees and workers:

	FY 2025 - 26					FY 2024 - 25				
	Total (A)	On Health and Safety measures		On Skill Upgradation		Total (D)	On Health and Safety measures		On Skill Upgradation	
		No. (B)	% (B/A)	No. (C)	% (C/A)		No. (E)	% (E/D)	No. (F)	% (F/D)
Employees										
Male	554	554	100%	535	96.57	494	67	13.56	480	97.16
Female	29	29	100%	18	62.07	31	29	93.54	40	77.50
Total	583	583	100%	553	94.85	525	96	18.28	520	99.04
Workers										
Male	96	96	100%	50	52.1	98	31	31.60	31	31.60

	FY 2025 - 26					FY 2024 - 25				
	Total (A)	On Health and Safety measures		On Skill Upgradation		Total (D)	On Health and Safety measures		On Skill Upgradation	
		No. (B)	% (B/A)	No. (C)	% (C/A)		No. (E)	% (E/D)	No. (F)	% (F/D)
Female	8	8	100%	1	12.5	8	2	25.00	2	25.00
Total	104	104	100%	51	49%	106	33	31.13	33	31.13

9. Details of performance and career development reviews of employees and worker:

Category	FY 2025 - 26			FY 2024 - 25		
	Total (A)	No. (B)	% (B/A)	Total (C)	No. (D)	% (D/C)
Employees						
Male	525	361	68.76	494	0	NIL
Female	32	28	87.50	31	0	NIL
Total	557	389	69.84	525	0	
Workers						
Male	NIL	NIL	NIL	NIL	NIL	NIL
Female	NIL	NIL	NIL	NIL	NIL	NIL
Total	NIL	NIL	NIL	NIL	NIL	NIL

10. Health and safety management system:

- a) **Whether an occupational health and safety management system has been implemented by the entity? (Yes/ No). If yes, the coverage such system?**

Yes.

All our Plants have Safety Committees consisting of Executives and Workers. The Committee does periodical review of safety measures and recommend improvement as may be required.

- b) **What are the processes used to identify work-related hazards and assess risks on a routine and non-routine basis by the entity?**

Safety Committee meets atleast once in a quarter and on need basis to identify and assess work-related hazards and provide suggestions to management for addressing the safety issues.

- c) **Whether you have processes for workers to report the work related hazards and to remove themselves from such risks. (Y/N).**

Safety Committee reviews the suggestions or complaints of the workers with regard to work related hazards and take appropriate action.

- d) **Do the employees/ worker of the entity have access to non-occupational medical and health care services? (Yes/ No).**

Yes. Company owned Ambulance/Vehicles are available at the Plants for transferring the workers to nearby medical centres.

11. Details of safety related incidents.

Safety incident/ Number	Category	FY 2025 - 26	FY 2024 - 25
Lost Time Injury Frequency Rate (LTIFR) (per one million-person hours worked)	Employees	NIL	NIL
	Workers	NIL	NIL
Total recordable work-related injuries	Employees	NIL	NIL
	Workers	NIL	NIL
Number of fatalities	Employees	NIL	NIL
	Workers	NIL	NIL
High consequence work-related injury or ill-health (excluding fatalities)	Employees	NIL	NIL
	Workers	NIL	NIL

12. Describe the measures taken by the entity to ensure a safe and healthy workplace.

We recognize that the safety and good health of our employees, workers, visitors, contract workers are of paramount importance for our business. We ensure that manufacturing and allied process and activities are regularly assessed for risk that can be mitigated to prevent injuries and occupational hazards. As a condition of employment, all employees are required to comply with all safety and environmental rules and regulations. Each employee do understands that they are individually responsible for their own safety and the safety of those around them and thus act accordingly. Through safe work behaviour of all employees, visitors, and contractors, we aim towards zero incidences and accidents. Awareness of a safer workplace is created and employee participation is encouraged to our safety goals and targets.

Safety trainings were provided to all workers and employees. We have conducted Safety Day in our plants as part of creating awareness on safety procedures. Our workers were encouraged to report to the respective Plant HRs of any unsafe practices. We have also organized general check up for workers in the Plants during the year.

13. Number of Complaints on the following made by employees and workers:

	FY 2025 - 26			FY 2024 - 25		
	Filed during the year	Pending resolution at the end of year	Remarks	Filed during the year	Pending resolution at the end of year	Remarks
Working Conditions	NIL	NIL		NIL	NIL	
Health & Safety	NIL	NIL		NIL	NIL	

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%. By the Inspector of Factories	
Working conditions	100%. By the Inspector of Factories	

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.

1. The Company has installed Smoke detectors, Fire extinguishers, Fire hydrant and Fire Extinguisher System at various plants.
2. Fencing around the old heritage building at the Head Office.

Leadership Indicator

1. Does the entity extend any life insurance or any compensatory package in the event of death of (A) Employees (Y/N) (B) Workers (Y/N).

(a)	Employees	Yes
(b)	Workers	Yes

2. Provide the measures undertaken by the entity to ensure that statutory dues have been deducted and deposited by the value chain partners.

We obtain proof of payment of statutory dues paid by the value chain partners in respect of services provided to the Company.

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 number of affected employees/ workers		No. of employees/workers that are rehabilitated and placed in suitable employment or whose family members have been placed in suitable employment	
	FY 2025 - 26	FY 2024 - 25	FY 2025 - 26	FY 2024 - 25
Employees	NIL	NIL	NIL	NIL
Workers	NIL	NIL	NIL	NIL



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? (Yes/ No)

No

5. Details on assessment of value chain partners:

	% of value chain partners that were assessed (by value of business done with such partners)
Health and safety practices	NIL
Working conditions	NIL

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.

NA

PRINCIPLE 4 Businesses should respect the interests of and be responsive to all its stakeholders.

Essential Indicator

1. Describe the processes for identifying key stakeholder groups of the entity.

At Amrutanjan, a stakeholder is any person, organisation, community, or institution that either impact its operations/ brand perception or getting impacted by its business. To understand stakeholders' needs and expectations and establish sustainable short, medium, and/or long-term strategies, Amrutanjan collaborates with a wide range of stakeholders. Amrutanjan believes that business risks and opportunities can be managed only through continuous involvement with all its stakeholders. The company's management, business, and functional heads identify the key stakeholders with respect to their level and area of operations, which include investors, shareholders, customers, business partners (including suppliers, service providers, and distributors), employees and workers, regulatory bodies, trade bodies, and other organisations, as well as the local community.

2. List stakeholder groups identified as key for your entity and the frequency of engagement with each stakeholder group.

Stakeholder Group	Whether identified as Vulnerable & Marginalized Group (Yes/ No)	Channels of communication (Email, SMS, Newspaper, Pamphlets, Advertisement, Community Meetings, Notice Board, Website, Other)	Frequency of engagement (Annually/ Half-yearly/ Quarterly/ Other)	Purpose and scope of engagement including key topics and concern raised during such engagement
Investor	No	Newspapers/ Email/ Advertisement / Website	Quarterly, Half yearly and Annually	To explain business highlights & performance
Shareholders	No	Newspapers/ Email/ Advertisement / Website	Quarterly, Half yearly and Annually	To explain business highlights & performance
Customers	No	Newspaper, Advertisement, Website, Pamphlets	Throughout the year	To create customer awareness of brand and product ranges
Business partners (including suppliers, service providers, and distributors)	No	Email, SMS, Pamphlet	Throughout the year	To address their concerns, grievances and to get feedback
Employees and workers	No	Email, Meetings, Notice Board	Throughout the year	To achieve employee engagement, train and motivate to attain organisational goals
Regulatory bodies	No	Email, Disclosures through Filings, Returns	As required from time to time	To provide information & disclosures as required under the Regulations and to respond to their queries
Trade bodies and other organisation	No	Email, Notice Board, Meetings	As required from time to time	To maintain cordial relationships and to discuss on labour welfare
Local community	No	Community Meetings, Notice Board	As required from time to time	To engage them in our operations or support them on their basic needs



Leadership Indicator

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.

The management has formed a core group of top executives of the Company (ESG Committee) which meets as frequently as necessary to discuss the environment, health and safety matters impacting our business operations and provide recommendations to the management. Basis the recommendations, the management takes decisions to make investment or improvement in the process which would support maintaining the environmental and safety standards within the organisation.

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.

Based on the recommendations of Internal ESG Committee, more processes have been automated that has resulted in less paper work. Planning for installation of solar panels at the Plants.

3. Provide details of instances of engagement with, and actions taken to, address the concerns of vulnerable/ marginalized stakeholder groups.

No major concerns have been received during the year.

PRINCIPLE 5 Businesses should respect and promote human rights.

Essential Indicator

1. Employees and workers who have been provided training on human rights issues and policy(ies) of the entity, in the following format

Category	FY 2025 - 26			FY 2024 - 25		
	Total (A)	No. of employees / workers (B)	% (B/A)	Total (C)	No. of employees / workers (D)	% (D/C)
Employees						
Permanent	583	150	25.7%	525	0	0
Other than Permanent	NA	NA	NA	NA	NA	NA
Total Employees	583	150	25.7%	525	0	0
Workers						
Permanent	104	50	48%	106	0	0
Other than Permanent	353	200	56.6%	228	0	0
Total Workers	457	250	54.7%	334	0	0

2. Details of minimum wages paid to the employees and workers

	FY 2025 - 26					FY 2024 - 25				
	Total (A)	Equal to minimum wage		More than minimum wage		Total (D)	Equal to minimum wage		More than minimum wage	
		No. (B)	% (B/A)	No. (C)	% (C/A)		No. (E)	% (E/D)	No. (F)	% (F/D)
Employees										
Male	525	0	0%	525	100%	494	0	0%	494	100%
Female	32	0	0%	32	100%	31	0	0%	31	100%
Total	557	0	0%	557	100%	525	0	0%	525	100%
Workers										
Male	96	0	0%	96	100%	98	0	0%	98	100%
Female	8	0	0%	8	100%	8	0	0%	8	100%
Total	104	0	0%	104	100%	106	0	0%	106	100%

3. Details of remuneration/salary/wages, in the following format:

a. Median Remuneration/Wages

	2025-2026				2024-2025			
	Male		Female		Male		Female	
	Number	Median remuneration / salary / wages of respective category	Number	Median remuneration / salary / wages of respective category	Number	Median remuneration / salary / wages of respective category	Number	Median remuneration / salary / wages of respective category
Board of Directors	3	1,886,000	2	1,465,000	4	1,738,176	2	1,564,865.00
Key Management Personnel	2	12,954,189	0	-	3	5,250,160	0	-
Employees other than BoD and KMP's	374	500,618	30	551,704	364	473,453	35	525,608.00
Workers	95	1,098,499	9	649,236	86	1,086,527	5	459,547.00

b. Gross wages paid to females as % of total wages paid by the entity, in the following format:

	FY 2025 - 26	FY 2024 - 25
Gross wages paid to females as % of wages	4.65%	5.04%

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. Chief Human Resource officer is a focal point for all human rights related issues.

5. Describe the internal mechanisms in place to redress grievances related to human rights issues.

In case of any human rights violation, the affected employee or any associated individual can file a complaint with the Company and the necessary disciplinary action shall be initiated.

If there is a grievance, the same can be reported to the Line Managers or the local unit incharge or the HR as per contact details provided.

6. Number of complaints on the following made by employees and workers.

	FY 2025 - 26			FY 2024 - 25		
	Filed during the year	Pending resolution at the end of year	Remarks	Filed during the year	Pending resolution at the end of year	Remarks
Sexual Harassment	0	0	No complaints	0	0	No complaints
Discrimination at workplace	0	0	No complaints	0	0	No complaints
Child Labour	0	0	No complaints	0	0	No complaints
Forced Labour/ Involuntary Labour	0	0	No complaints	0	0	No complaints
Wages	0	0	No complaints	0	0	No complaints
Other human rights related issues	0	0	No complaints	0	0	No complaints

7. Complaints filed under the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013, in the following format:

Category	FY 2025 - 26	FY 2024 - 25
Total Complaints reported under Sexual Harassment on Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 (POSH)	NIL	NIL
Complaints on POSH as a % of female employees/workers	NIL	NIL
Complaints on POSH upheld	NIL	NIL

8. Mechanisms to prevent adverse consequences to the complainant in discrimination and harassment cases.

The Company is committed to workplace free of harassment, including sexual harassment at the workplace, and has zero tolerance for such unacceptable conduct. The Company encourages reporting of any harassment concerns and is responsive to complaints about harassment or other unwelcome or offensive conduct. The Company has in place a Policy on Prevention of Sexual Harassment in line with the requirements of the Sexual Harassment of Women at the Place (Prevention, Prohibition and Redressal) Act, 2013 (POSH Policy). An Internal Complaint Committee is in place to redress and the complaints received regarding sexual harassment. All employees are covered under this Policy. Necessary disclosures in relation to the sexual harassment complaints received and redressal thereof are provided in Board's Report 2026. The Company has also a Whistle Blower Policy to report genuine concerns and grievances.

9. Do human rights requirements form part of your business agreements and contracts?)

Yes, human rights requirements form part all business contracts and agreements.

10. Assessment of the year.

	% of your plant and offices that were assessed (by entity or statutory authorities or third parties)
Sexual Harassment	0
Discrimination at workplace	0
Child Labour	100
Forced Labour/ Involuntary Labour	100
Wages	100
Other human rights related issues	0

11. Provide details of any corrective actions taken or underway to address significant risks / concerns arising from the assessments at Question 9 above.

NA

Leadership Indicator

1. Details of a business process being modified / introduced as a result of addressing human rights grievances/ complaints.

Not applicable. No such situation had arisen during the year.

2. Details of the scope and coverage of any Human Rights Due diligence conducted.

No human rights due diligence was required to be conducted.

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?

Currently we have staircase for accessibility for 1+1 floors. The Company is in the process of installing an elevator at the Corporate Office.

4. Details on assessment of value chain partners:

	% of value chain partners that were assessed (by value of business done with such partners)
Sexual Harassment	0
Discrimination at workplace	0
Child Labour	0



	% of value chain partners that were assessed (by value of business done with such partners)
Forced Labour/ Involuntary Labour	0
Wages	0
Other human rights related issues	0

5. Provide details of any corrective actions taken or underway to address significant risks/ concerns arising from the assessment of Question 4 above.

For prevention of sexual harassment, we have an internal committee and we have been giving the mandatory trainings related to POSH to create awareness among all employees. We have our Code of Conduct which gives insights on discrimination at workplace. We do not engage any employee/trainees who are less than 18 years.

PRINCIPLE 6 Businesses should respect and make effort to protect and restore the environment.

Essential Indicator

1. Details of total energy consumption (in Joules or multiples) and energy intensity, in the following format:

Parameter	Current Financial Year 2025 - 26	Previous Financial Year 2024 - 25
Renewable sources		
Total electricity consumption (A) (in MJ)	439449	16,59,489
Total fuel consumption (B) (in MJ)	0	0
Energy consumption through other sources (C) in (MJ)	0	0
Total energy consumed from renewable sources (A+B+C) (in MJ)	439449	16,59,489
Non-renewable sources		
Total electricity consumption (D) (in MJ)	5401375	54,90,846
Total fuel consumption (E) (in MJ)	3131749	47,23,423
Energy consumption through other sources (F) in (MJ)	0	0
Total energy consumed from non-renewable sources (D+E+F) in (MJ)	8533124	1,02,14,269
Total energy consumed (A+B+C +D+E+F) (in MJ)	8972573	1,18,73,758
Energy intensity per rupee of turnover (Total energy consumed / Revenue from operations)	0.0025	0.0025
Energy intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total energy consumed / Revenue from operations adjusted for PPP)	Not Applicable as all operations are based in India	Not Applicable as all operations are based in India
Energy intensity in terms of physical output Energy intensity (optional) – the relevant metric may be selected by the entity	1691.01	1,449.47

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N)
If yes, name of the external agency. No

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. No

3. Provide details of the following disclosures related to water in the following format:

Parameter	Current Financial Year 2025 - 26	Previous Financial Year 2024 - 25
Water withdrawal by source (in kilolitres)		
(i) Surface water	0	0
(ii) Groundwater	27936	29,891
(iii) Third party water	12238	21,744
(iv) Seawater / desalinated water	0	0

Parameter	Current Financial Year 2025 - 26	Previous Financial Year 2024 – 25
(v) Others	0	779
Total volume of water withdrawal (in kilolitres) (i + ii + iii + iv + v)	40174	52,414
Total volume of water consumption (in Kilolitres)	40174	52,414
Water intensity per rupee of turnover (Total water consumption / Revenue from operations)	0.000011	0.000011
Water intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total water consumption / Revenue from operations adjusted for PPP)	Not Applicable as all operations are based in India	Not Applicable as all operations are based in India
Water intensity in terms of physical output Water intensity (optional) – the relevant metric may be selected by the entity	7.57	7.44

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N)
If yes, name of the external agency. No

4. Provide the following details related to water discharged:

Parameter	Current Financial Year 2025 - 26	Previous Financial Year 2024 – 25
Water discharge by destination and level of treatment (in kilolitres)		
(i) To Surface water	-	-
- No treatment	-	-
- With treatment – please specify level of treatment	-	-
(ii) To Groundwater	-	-
- No treatment	-	-
- With treatment – please specify level of treatment	-	-
(iii) To Seawater	-	-
- No treatment	-	-
- With treatment – please specify level of treatment	-	-
(iv) Sent to Third-parties	-	-
- No treatment	-	-
- With treatment – please specify level of treatment	-	-
(v) Others	-	779
- No treatment	-	-
- With treatment – please specify level of treatment	-	-
Total volume of water withdrawal (in kilolitres) (i + ii + iii + iv + v)	-	779
Total water discharged (in Kilolitres)	-	779

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N)
If yes, name of the external agency. No

5. Has the entity implemented a mechanism for Zero Liquid Discharge? If yes, provide details of its coverage and implementation.

No

6. Please provide details of air emissions (other than GHG emissions) by the entity, in the following format:

Parameter	Please specify unit	Current Financial Year 2025 - 26	Previous Financial Year 2024 – 25
NOx	µg/m ³	22	16
SOx	µg/m ³	13	8
Particulate matter (PM)	µg/m ³	18	24
Persistent organic pollutants (POP)	µg/m ³	-	-
Volatile organic compounds (VOC)	µg/m ³	-	-
Hazardous air pollutants (HAP)	-	-	-
Others – please specify	-	-	-

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N)
If yes, name of the external agency. No

7. Provide details of greenhouse gas emissions (Scope 1 and Scope 2 emissions) & its intensity, in the following format:

Parameter	Unit	Current Financial Year 2025 - 26	Previous Financial Year 2024 – 25
Total Scope 1 emissions (Break-up of the GHG into CO ₂ , CH ₄ , N ₂ O, HFCs, PFCs, SF ₆ , NF ₃ , if available)	Metric tonnes of Co2 equivalent	16312.559	383.496
Total Scope 2 emissions (Break-up of the GHG into CO ₂ , CH ₄ , N ₂ O, HFCs, PFCs, SF ₆ , NF ₃ , if available)	Metric tonnes of Co2 equivalent	1065.271	1108.846
Total Scope 1 and Scope 2 emission intensity per rupee of turnover (Total Scope 1 and Scope 2 GHG emissions in kg CO ₂ e / Revenue from operations)		0.0000049	0.00000032
Total Scope 1 and Scope 2 emission intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total Scope 1 and Scope 2 GHG emissions / Revenue from operations adjusted for PPP)		Not Applicable	Not Applicable
Total Scope 1 and Scope 2 emission intensity in terms of physical output		3.275	0.21177
Total Scope 1 and Scope 2 emission intensity (optional) – the relevant metric may be selected by the entity		-	0.21177

*LPG & mobile combustion sources included this year.

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N)
If yes, name of the external agency. No

8. Does the entity have any project related to reducing Green House Gas emission? If Yes, then provide details.
Yes, Solar Power Panel installed at HO. Planned to be installed at Plants in a phased manner.

9. Provide details related to waste management by the entity, in the following format:

Parameter	Current Financial Year 2025 - 26	Previous Financial Year 2024 - 25
Total Waste generated (in metric tonnes)		
Plastic waste (A)	64.13	49.48
E-waste (B)	1.40	0
Bio-medical waste (C)	0	0
Construction and demolition waste (D)	0	0
Battery waste (E)	0	0
Radioactive waste (F)	0	0
Other Hazardous waste. Please specify, if any. (G)	0	0
Other Non-hazardous waste generated (H). Please specify, if any. (Break-up by composition i.e. by materials relevant to the sector)	0	0
Total (A+B + C + D + E + F + G + H)	65.54	49.48
Waste intensity per rupee of turnover (Total waste generated / Revenue from operations)	1.858	1.053
Waste intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total waste generated / Revenue from operations adjusted for PPP)	Not Applicable	Not Applicable
Waste intensity in terms of physical output	0.012	0.0070
Waste intensity (optional) – the relevant metric may be selected by the entity	0.015	-

Parameter	Current Financial Year 2025 - 26	Previous Financial Year 2024 - 25
For each category of waste generated, total waste recovered through recycling, re-using or other recovery operations (in metric tonnes). *last year report had a type error.		
Category of waste		
(i) Recycled	65.54	49.48
(ii) Re-used	-	-
(iii) Other recovery operations	-	-
Total	65.54	49.48
For each category of waste generated, total waste disposed by nature of disposal method (in metric tonnes)		
Category of waste	-	-
(i) Incineration	-	-
(ii) Landfilling	-	-
(iii) Other disposal operations	-	-
Total	-	-

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N)
If yes, name of the external agency. No

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.

No hazardous and toxic chemicals used in our processes. Plastic wastes are given to authorized pollution control board authorized vendor for recycling. EPR registration has been done.

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:

Sl. No.	Location of operations/ Offices	Type of Operations	Whether the conditions of environmental approval / clearance are being complied with? (Y/N) If no, the reasons thereof and corrective action taken, if any.
			NA

12. Details of environmental impact assessments of projects undertaken by the entity based on applicable laws, in the current financial year:

Name and brief details of project	EIA Notification No.	Date	Whether conducted by independent external agency (Yes / No)	Results communicated in public domain (Yes / No)	Relevant Web link
					NA

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

The Company is compliant with all the applicable environmental law/regulations/guidelines in India.

Sl. No.	Specify the law / regulation / guidelines which was not complied with	Provide details of the non- compliance	Any fines / penalties / action taken by regulatory agencies such as pollution control boards or by courts	Corrective action taken, if any
		No fines or penalties for non-compliance.		



Leadership Indicator

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
- (ii) Nature of operations
- (iii) Water withdrawal, consumption and discharge in the following format:

Parameter	Current Financial Year 2025 - 26	Previous Financial Year 2024 - 25
Water withdrawal by source (in kilolitres)		
(i) Surface water	-	-
(ii) Groundwater	-	-
(iii) Third party water	-	-
(iv) Seawater / desalinated water	-	-
(v) Others	-	-
Total volume of water withdrawal (in kilolitres)	-	-
Total volume of water consumption (in kilolitres)	-	-
Water intensity per rupee of turnover (Water consumed / turnover)	-	-
Water intensity (optional) – the relevant metric may be selected by the entity	-	-
Water discharge by destination and level of treatment (in kilolitres)		
(i) Into Surface water	-	-
- No treatment	-	-
- With treatment – please specify level of treatment	-	-
(ii) Into Groundwater	-	-
- No treatment	-	-
- With treatment – please specify level of treatment	-	-
(iii) Into Seawater	-	-
- No treatment	-	-
- With treatment – please specify level of treatment	-	-
(iv) Sent to third parties	-	-
- No treatment	-	-
- With treatment – please specify level of treatment	-	-
(v) Others	-	-
- No treatment	-	-
- With treatment – please specify level of treatment	-	-
Total water discharged (in kilolitres)	-	-

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.: No

2. Please provide details of total Scope 3 emissions & its intensity, in the following format:

Parameter	Unit	Current Financial Year 2025 - 26	Previous Financial Year 2024 - 25
Total Scope 3 emissions (Break-up of the GHG into CO ₂ , CH ₄ , N ₂ O, HFCs, PFCs, SF ₆ , NF ₃ , if available)	Metric tonnes of CO ₂ equivalent	-	-
Total Scope 3 emissions per rupee of turnover		-	-
Total Scope 3 emission intensity (optional) – the relevant metric may be selected by the entity		-	-

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.: No

3. With respect to the ecologically sensitive areas reported at Question 11 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. -

NA

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

Sr. No.	Initiative undertaken	Details of the initiative (Web-link, if any, may be provided along-with summary)	Outcome of the initiative
		NA	

5. Does the entity have a business continuity and disaster management plan? Give details in 100 words/ web link. We are in the process of rolling out Business Continuity and Disaster Management Plan for the entity as a whole. However, Disaster Management Plan for data security and protection is already in place.

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 impact identified.

7. Percentage of value chain partners (by value of business done with such partners) that were assessed for environmental impacts.

NIL

PRINCIPLE 7 Businesses, when engaging in influencing public and regulatory policy, should do so in a manner that is responsible and transparent.

Essential Indicator

1. (a) Number of affiliations with trade & industry chambers/ associations.

Amrutanjan has affiliations with 6 trade & industry chambers/ associations. They are :

- (a) Association of Manufacturers of Ayurvedic Medicines (AMAM)
- (b) Madras Chamber of Commerce & Industry
- (c) All India Manufacturers' Organisation (AIMO)
- (d) Employers' Federation Of South India
- (e) Madras Management Association
- (f) Confederation of Indian Industry (CII)

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:

Sr. No.	Name of the trade and industry chambers/ associations	Reach of trade and industry chambers/ associations (State/ National)
1	Association of Manufacturers of Ayurvedic Medicines (AMAM)	National
2	Madras Chamber of Commerce & Industry	State
3	All India Manufacturer's Organisation (AIMO)	National
4	Employers' Federation Of South India	National
5	Madras Management Association	State
6	Confederation of Indian Industry (CII)	National

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.

NA



Leadership Indicator

1. Details of public policy positions advocated by the entity:

Name and brief details of project	SIA notification number	Date of notification	Whether conducted by independent external agency (Yes/ No)	Results communi cated in public domain (Yes/ No)	Relevant Web link
					Not applicable

PRINCIPLE 8 Businesses should promote inclusive growth and equitable development.

Essential Indicator

1. Details of Social Impact Assessments (SIA) of projects undertaken by the entity based on applicable laws, in the current financial year.

Name and brief details of project	SIA notification number	Date of notification	Whether conducted by independe nt external agency (Yes/ No)	Results communi cated in public domain (Yes/ No)	Relevant Web link
					Not applicable

2. Provide information on project(s) for which ongoing Rehabilitation and Resettlement (R&R) is being undertaken by your entity.

S No	Name of project for which R&R is ongoing	State	District	No. of project affected families (PAFs)	% of PAFs covered by R&R	Amounts paid to PAFs in the FY (in INR)
						Not applicable

3. Describe the mechanisms to receive and redress grievances of the community.

Amrutanjan encourages local communities to come forward and report grievances associated with our operations. In the absence of the factory manager, members of the local community can file complaints with the factory administrator. Following the company's policies and legal requirements, grievances are addressed according to the nature of the incident. If grievances cannot be resolved or addressed at the factory level, they are escalated to the Head Office, where the Chief Human Resource Officer handles the situation.

4. Percentage of input material (inputs to total inputs by value) sourced from suppliers

	FY 2024 - 25	FY 2024 - 25
Directly sourced from MSMEs/ Small producers	35.54	45.84
Sourced directly from within the district and neighbouring districts	22.70	25.07

5. Job creation in smaller towns – Disclose wages paid to persons employed (including employees or workers employed on a permanent or non-permanent / on contract basis) in the following locations, as % of total wage cost

Location	FY 2025-2026	FY 2024-2025
Rural	-	-
Semi-urban	-	-
Urban	100	100
Metropolitan	-	-

Leadership Indicator

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
	NA

2. Provide the following information on CSR projects undertaken by your entity in designated aspirational districts as identified by government bodies:

Sr. No.	State	Aspirational Districts	Amount Spent (in ₹)
1	Tamil Nadu	Nil	81,81,131
2	Uttar Pradesh	Nil	17,05,380
3	Telangana	Nil	25,82,709
4	Andhra Pradesh	Nil	12,45,000

3. (a) 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?
NA

(c) What percentage of total procurement (by value) does it constitute?
NA

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:

Sr. No.	Intellectual property based on traditional knowledge	Owned/ Acquired (Yes/ No)	Benefits shared (Yes/ No)	Basis of calculating benefits share
	NA	NA	NA	NA

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.

Name of authority	Brief of the case	Corrective action taken
NA	NA	NA

6. Details of Beneficiaris of CSR Projects

S. No	CSR Projects	Number of persons benefited from CSR Projects	% of beneficiaries from vulnerable and marginalized groups
1.	Chengalpattu District Police	NA	NA
2.	IIMPACT	30 girls per centre total 150 girls	100%
3.	WildlifeSOS	2 Elephants	100%
4.	Sneha Sandya Foundation	NA	NA
5.	SOS Children Village	327	100%
6.	Madras Christian College	44 students	100%
7.	Sevalaya Trust	1200 young girls	Mixed Population
8.	Aishwarya Trust	6 under privileged children	100%
9.	Mandal Parishad School, Bharath Nagar	259 students, 7 teaching staffs	100%



S. No	CSR Projects	Number of persons benefited from CSR Projects	% of beneficiaries from vulnerable and marginalized groups
10.	Single Teacher Schools, a Unit of Swami Vivekananda Rural Development Society	10 rural families 6725 villagers	100%
11.	Children Garden School, Chennai	50 children	Mixed Population
12.	AIM for Seva	38 students	100%
13.	Devnar Foundation for the Blind	400 visually challenged children	100%
14.	India Vision Institute	specs for 3586 Govt and Govt Aided School	Mixed Population
15.	Nishul School	NA	100%
16.	ZPH School	131 girls	Mixed Population
17.	Hand in Hand	576 children	100%
18.	One All Trust	24 people	100%
19.	Empower Tamizhagam	NA	Mixed Population

PRINCIPLE 9 Businesses should engage with and provide value to their consumers in a responsible manner.
Essential Indicator

1. Describe the mechanisms in place to receive and respond to consumer complaints and feedback.

Customer complaints are received through Toll-free telephone, Customer care mail ID and through sales force. All product labels are printed with the above customer contact information. The complaints will be registered by marketing department and sent to QA for investigation. After investigation, the root cause will be identified and appropriate CAPA will be taken and communicated to the complainant for the genuine complaints with replacement of product. (SOP : QA/SOP/016)

2. Turnover of products and/ services as a percentage of turnover from all products/service that carry information about:

As a percentage to total turnover	
Environmental and social parameters relevant to the product.	-
Safe and responsible usage	-
Recycling and/or safe disposal	-

3. Number of consumer complaints in respect of the following:

	FY 2025 - 26			FY 2024 - 25		
	Filed during the year	Pending resolution at the end of year	Remarks	Filed during the year	Pending resolution at the end of year	Remarks
Data Privacy	NIL	NIL		NIL	NIL	
Advertising	NIL	NIL		NIL	NIL	
Cyber- security	NIL	NIL		NIL	NIL	
Delivery of essential services	NIL	NIL		NIL	NIL	
Restrictive trade practices	NIL	NIL		NIL	NIL	
Unfair trade practices	NIL	NIL		NIL	NIL	
Other	37	0		28	0	

4. Details of instances of product recalls on account of safety issues:

	Number	Reasons for recall
--	--------	--------------------

Voluntary recalls	NIL	NA
Forced recalls	NIL	NA

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.

Yes. Web-link: https://www.worldofamrutanjan.com/privacy_policy

Information & Cyber Security Standard Operating Procedures(SOPs) are already available in the company's website.

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 Indicator

1. Channels / platforms where information on products and services of the entity can be accessed (provide web link, if available).

Web-link: <https://www.amrutanjan.com>

Amrutanjan website covers all our products & its uses and the services which we provide.

2. Steps taken to inform and educate consumers about safe and responsible usage of products and/or services.

All our products primary packing (labels) and secondary packing (unit carton) have the usage and safety informations namely: Directions (for use), Indication, Caution and Storage.

3. Mechanisms in place to inform consumers of any risk of disruption/discontinuation of essential services.

We will inform all the stakeholders through proper medium / channel, if any disruption / discontinuation of services.

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.

Yes.

Licence No. 368 as per Certificate of Licence to Manufacture for Sale of Ayurvedic Drugs (Form 25D)

5. 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.

Through external service providing agencies annual survey on customer satisfaction of our products has been conducted.

6. 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

No breaches were reported in 2025-26.



Annexure E

Form No. MR-3
SECRETARIAL AUDIT REPORT

FINANCIAL YEAR ENDED 31ST MARCH, 2026

[Pursuant to section 204(1) of the Companies Act, 2013 and Rule No.9 of the Companies (Appointment and Remuneration Personnel) Rules, 2014]

To,
THE MEMBERS,
AMRUTANJAN HEALTH CARE LIMITED,
103, Old No. 42-45, Luz Church Road, Mylapore
Chennai – 600 004.

We have conducted the secretarial audit of the compliance of applicable statutory provisions and the adherence to good corporate practices by Amrutanjan Health Care Limited (hereinafter called the 'Company/AHCL'). 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 our verification of 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 March 31, 2026 complied with the statutory provisions listed here under 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 March 31, 2026 according to the provisions of:

1. The Companies Act, 2013 (the Act) and the rules made there under;
2. The Securities Contracts (Regulation) Act, 1956 ('SCRA') and the rules made thereunder;
3. The Depositories Act, 1996 and the Regulations and Bye-laws framed thereunder;

4. Foreign Exchange Management Act, 1999 and the rules and regulations made thereunder to the extent of Foreign Direct Investment;

5. 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- Not Applicable
- b) The Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015 and any amended from time to time;
- c) The Securities and Exchange Board of India (Registrars to an Issue and Share Transfer Agents) Regulations, 1993 in relation to Companies Act and dealing with client;
- d) The Securities and Exchange Board of India (Listing Obligation and Disclosure Requirements) Regulation, 2015;
- (e) The Securities and Exchange Board of India (Buy back of Securities) Regulations, 2018; Not Applicable
- (f) The Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021;
- (g) The Securities and Exchange Board of India (Depositories and Participant) Regulations, 2018;

We have also examined compliance with the applicable clauses of the following:

- (i) Secretarial Standards issued by The Institute of Company Secretaries of India.
- (ii) The Equity Listing Agreements entered into by the Company with Both Bombay Stock Exchange and National Stock Exchange of India Limited;

During the period under review the Company has complied with the provisions of the Act, Rules, Regulations, Guidelines, Standards, etc. mentioned above except the following:

- 1. As per Regulation 2(n) read with Regulation 3(5) of the SEBI (Prohibition of Insider Trading) Regulations, 2015, the Company is required to maintain a Structured Digital Database (SDD) capturing details of all Unpublished Price Sensitive Information (UPSI) and persons with whom such information is shared.

In this regard, it was observed that certain UPSI events were not contemporaneously recorded in the SDD; however, the same were subsequently updated as on the date of this Report. The instances include:

- A. Appointment of Company Secretary.
- B. Declarations of interim dividends dated November 10, 2025 and February 3, 2026.

We further report that

The Board of Directors of the Company is duly constituted with proper balance of Executive Directors, Non-Executive Directors and Independent Directors.

Adequate notice is given to all directors to schedule the Board Meetings. Agenda and detailed notes on agenda were sent in advance and a system exists for seeking

and obtaining further information and clarifications on the agenda items before the meeting and for meaningful participation at the meeting.

All decisions were carried out with unanimous approval of the Board and there was no instance of dissent voting by any member during the period under review.

We have examined the systems and processes of the Company in place to ensure the compliance with general laws like Labour Laws, Employees Provident Funds Act, Employees State Insurance Act, considering and relying upon representations made by the Company and its Officers for systems and mechanisms formed by the Company for compliance under these laws and other applicable sector specific Acts, Laws, Rules and Regulations applicable to the Company and its observance by them.

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 other applicable laws on the operation of the Company and the rules made thereunder.

We further report that during the audit period, there were no specific events / actions having major bearing on the Company's affairs in pursuance of the above referred laws, rules, regulations, guidelines etc.,

FOR SPNP & ASSOCIATES

P. SRIRAM

FCS No. 4862/C P No: 3310
PEER REVIEW NO: 1913/2022
UDIN: F004862H000314701

Date: 08/05/2026
Place: Chennai



Annexure A

To
THE MEMBERS,
AMRUTANJAN HEALTH CARE LIMITED
103, Old No. 42-45, Luz Church Road,
Mylapore, Chennai – 600 004

Our report of even date is to be read along with this supplementary testimony.

- 1. Maintenance of secretarial record is the responsibility of the management of the company. Our responsibility is to express an opinion on these secretarial records based on our audit.
- 2. We have followed the audit practices and processes as were appropriate to obtain reasonable assurance about the correctness of the contents of the Secretarial records. The verification was done on test basis to ensure that correct facts are reflected in secretarial records. We believe that the processes and practices, the company had followed provide a reasonable basis for our opinion.
- 3. We have not verified the correctness and appropriateness of financial records and Books of Accounts of the company.
- 4. Wherever required, we have obtained the Management representation about the compliance of laws, rules and regulations and happening of events etc.,
- 5. The compliance of the provisions of Corporate and other applicable laws, rules, regulations, standards are the responsibility of management. Our examination was limited to the verification of procedures on test basis.
- 6. The Secretarial Audit report is neither an assurance as to the future viability of the company nor of the efficacy or effectiveness with which the management has conducted the affairs of the company.

FOR SPNP & ASSOCIATES

P. SRIRAM

FCS No. 4862/C P No: 3310
PEER REVIEW NO: 1913/2022
UDIN: F004862H000314701

Date: 08/05/2026
Place: Chennai

ANNEXURE-F

ANNUAL REPORT ON CSR ACTIVITIES FOR THE FINANCIAL YEAR 2025-26

[Pursuant to Section 135 of the Companies Act, 2013 and Rule 8 of the Companies (Corporate Social Responsibility Policy) Rules, 2014]

1. Brief outline on CSR Policy of the Company

The Company’s CSR Policy is aimed to enhance the living standards of the society through education, women empowerment, preventive health, social economic development, and environmental sustainability. As AHCL’s Mission is to enhance the living standards of the customers, its CSR activities will strive to align with the mission with extended coverage to the entire humanity and will be in accordance with the provisions of Section 135 of the Companies Act, 2013 and the related Rules in force. The Objectives of the CSR Policy are:

- i.

To help build socio economic development of the nation through different projects and need-based initiatives in the best interest of the downtrodden and deprived sections of the society to enable them to become self-reliant and build a better future for themselves.
- ii.

To create educated, healthy and culturally vibrant communities and to seek participation in ways that touch people’s lives in these communities.
- iii.

To ensure environmental sustainability through ecological conservation and regeneration, protection and re-growth of endangered plant species, welfare of animals and promoting biodiversity.

2. Composition of CSR Committee

S. No.	Name of the Director	Designation	Number of meetings of CSR Committee held during the year	Number of meetings of CSR Committee attended during the year
1	Meenalochani Raghunathan	Chairperson, Non-Executive & Independent Director	2	2
2	S Sambhu Prasad	Member, Executive & Promoter Director	2	2
3	Raja Venkataraman	Member, Non-Executive & Independent Director	2	2
4	S Muralidharan	Member, Non-Executive & Independent Director	2	2
5	Ramaa Prabhakar	Member, Non-Executive & Non Independent Director	2	2

Note:

*Mr. Raja Venkataraman has retired from the Board w.e.f 26th May 2026 subsequently Dr. Ramaswami Krishnan was appointed as member of the Committee.

*Dr. Ramaswami Krishnan was appointed as Independent Director on the Board w.e.f 8th May 2026.

3. Provide the web-link where Composition of CSR committee, CSR Policy and CSR projects approved by the board are disclosed on the website of the company:

The web- links:

For the CSR Committee is <https://www.amrutanjan.com/Boardofdirectors.html>

For the CSR policy is <https://www.amrutanjan.com/pdf/ahcl-csr-policy.pdf>

For the projects and programs undertaken during the year is <https://www.amrutanjan.com/csrprojects.html>



4. Provide the 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

Sl. No.	Financial Year	Amount available for set-off from preceding financial years (₹in lakh)	Amount required to be set-off for the financial year, if any (₹in lakh)
1	2022-23	0.49	-
2	2023-24	0.78	-
3	2024-25	0.97	-

6. Average net profit of the company as per section 135(5).

₹61,57,52,040.00 /-

7. (a) Two percent of average net profit of the company as per section 135(5)- ₹1,23,15,040.80/-

(b) Surplus arising out of the CSR projects or programmes or activities of the previous financial years-₹97,106/-

(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). ₹1,29,18,087.08/-

8. (a) CSR amount spent or unspent for the financial year:

Total Amount Spent for the Financial Year (in ₹)	Amount Unspent (in ₹)				
	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	Amount	Date of transfer
₹1,29,18,087.08	NA	NA	NA	NA	NA

(b) Details of CSR amount spent against ongoing projects for the financial year: NIL

(c) Details of CSR amount spent against other than ongoing projects for the financial year

1	2	3	4	5	6	7	8		
Sl 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 lakhs)	Mode of implementation Direct (Yes/No)	Mode of implementation – Through implementing agency	
				State	District			Name	CSR registration number
1	Chengalpattu District Police	Infrastructure	Yes	Tamilnadu	Chengalpattu	1.25	Yes	Chengalpattu District Police	-
2	Sponsored 5 learning centres under 'Girl Child Program'	(ii) Education	No	Uttar Pradesh	Kanpur Nagar, Uttar Pradesh	6.85	No	IIMPACT	CSR00002935
3	Elephants Dietary and Medical Needs - Adoption of Laxmi & Rajesh Elephants	(iv) Animal Welfare	No	Uttar Pradesh	Mathura	10.20	No	Wildlife SOS	CSR00000656
4	Purchase of Van			Visakhapatnam		8.00	No	Sneha Sandya Foundation	
5	To support Children Health Education	(ii) Education		New Delhi	New Delhi	4.48	No	SOS Children Village	
6	Scholarship for deserving economically poor students	(ii) Education	Yes	Tamil Nadu	Chennai	10.00	No	Madras Christian College	CSR00024041



1	2	3	4	5		6	7	8	
Sl 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 lakhs)	Mode of implementation Direct (Yes/No)	Mode of implementation – Through implementing agency	
				State	District			Name	CSR registration number
7	Conducting Awareness Programme on Menstrual Hygiene Management among girls in Ottapidaram, Tuticorin, Tamil Nadu	(i) Health & Sanitation	Yes	Tamil Nadu	Tenkasi	6.03	No	Sevalaya	CSR00000863
8	Funding the corrective surgeries/ intervention of 6 underprivileged children suffering from congenital heart defects (CHD) at an average cost of Rupees 1,75,000 per surgery.	(i) Health	Yes	Tamil Nadu	Chennai	10.00	No	Aishwarya Trust	CSR00001299
9	Distribution of 895 Note Books to Students	(ii) Education	No	Hyderabad	Uppal	0.35	No	Mandal Parishad School	-
10	Construction of 10 toilet-cum-bathrooms in rural areas	(i) Sanitation	Yes	Tamil Nadu	Mettuthangal and Nerinjanthangal Villages, Ranipet District	5.30	No	Single Teacher Schools, a Unit of Swami Vivekananda Rural Development Society	CSR00001905
11	Sponsoring 10 STS centres	(iv) Environment	Yes	Tamil Nadu	Pallipet, Thiruvallur	5.00	No	Single Teacher Schools, a Unit of Swami Vivekananda Rural Development Society	CSR00001905
12	White wash, Paint wash	(ii)Education	Yes	Tamil Nadu	Mylapore, Chennai	5.60	No	Children Garden School, Chennai	CSR00004719
13	Educational Expenses for 38 students @ ₹15,000 per student at GVKC Aim for Seva Chatralayam for Boys	(ii) Education	No	Andhra Pradesh	Vetapalem Village, Prakasham	5.70	No	Aim for SEVA	CSR00003273
14	Installation of 15kv solar energy generating system	(ii) Education			Begumpet, Hyderabad	6.75	No	Devnar Foundation for the Blind	CSR00003539
15	Sponsor Comprehensive Vision Screening and provision of specs for 3586 Govt and Govt Aided School	Health	No		Tamil Nadu & Andhra Pradesh	5.20	No	Indian Vision Institute	CSR00002148
16	Distribution of 1600 Note Books to Students	(ii) Education	No		Uppal, Hyderabad	0.70		Nishul School	
17	Construction of Shed	(ii) Education	No		Telangana	5.14	No	Zilla Parishad High School, Uppal	-
18	Enhance the eudcation quality, digital literacy, menstural hygiene for 576 school children	(ii) Education	Yes		Kanchipuram	10.70	No	Hand in Hand	CSR00001853
19	Community Tournaments	Sports	No		Nilgris	3.70	No	One All Trust	CSR00047745
20	Help deprived sections of the society to become self reliant	Welfare	Yes		Chennai and Cuddalore	5.00	No	Empower Tamizhagam	CSR00009415
21	Taking care of animals	(iv) Animal Welfare	Yes	Tamil Nadu	Chennai	13.20	No	People For Animals	CSR00008333
Total						129.18			

- (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) – ₹1,29,18,087.08/-
- (g) Excess amount for set off, if any -

Sl No.	Particulars	Amount (in Rs.)
1	Two percent of average net profit of the company as per Section 135(5)	1,23,15,040.80/-
2	Total amount spent for the Financial Year	1,29,18,087.08/-
3	Excess amount spent for the financial year (2-1)	6,03,046.28
4	Surplus arising out of the CSR projects or programmes or activities of the previous financial years, if any	97,106/-
5	Amount available for set off in succeeding financial years (3+4)	7,00,152.28/-

9. (a) Details of Unspent CSR amount for the preceding three financial years: Nil
- (b) Details of CSR amount spent in the financial year for ongoing projects of the preceding financial year(s): Nil
10. In case of creation or acquisition of capital asset, furnish the details relating to the asset so created or acquired through CSR spent in the financial year (asset-wise details):
- Nil
11. Specify the reason(s), if the company has failed to spend two per cent of the average net profit as per section 135(5):
- Not Applicable

S Sambhu Prasad
Chairman & Managing Director

Meenaloachani Raghunathan
Chairman of CSR Committee

ANNEXURE G

Particulars of Directors, Key Managerial Personnel and Employees for the year 2025-26

A) Disclosure as per Section197(12) of the Companies Act, 2013 read with Rule 5(1) of the Companies (Appointment and Qualification Rules), 2014

Sl. No.	Particulars	Details	Ratio
1.	The ratio of the remuneration of each director to the median remuneration of the employees of the Company for the financial year	Mr. S Sambhu Prasad Chairman and Managing Director	35.19:1
		Mr. G Raghavan* Non-Executive Non-Independent	1.20:1
		Mr. Raja Venkataraman Non-Executive Independent Director	3.31:1
		Mr. Muralidharan Swayambunathan Non-Executive Independent Director	3.49:1
		Ms. Meenalochani Raghunathan Non-Executive Independent Director	2.57:1
		Ms. Ramaa P Arikirevula Non-Executive Non-Independent	2.57:1
		Mr.Nagaraj Vishwanathan Non-Executive Independent Director	2.49:1
2.	The percentage increase in remuneration of each Director, Chief Financial Officer, Chief Executive Officer, Company Secretary or Manager, if any, in the financial year	Name	Designation
		%Increase/ (Decrease) in CTC	
		S Sambhu Prasad	Chairman and Managing Director
		Mr. G Raghavan*	Non Executive Non Independent Director
		Mr. Raja Venkataraman	Non Executive Independent Director
		Mr. Muralidharan Swayambunathan	Non Executive Independent Director
		Ms. Meenalochani Raghunathan	Non Executive Independent Director
		Ms. Ramaa P Arikirevula	Non Executive Non Independent Director
		Mr.Nagaraj Vishwanathan	Non-Executive Independent Director
		N Swaminathan	Chief Financial Officer
		M.Srinivasan**	Company Secretary and ComplianceOfficer
		Gagan Preet Singh***	General Manager -Legal, Company Secretary and Compliance Officer



Sl. No.	Particulars	Details	Ratio
3.	The percentage increase in the median remuneration of employees in the financial year:	4.58%	
4.	The number of permanent employees on the rolls of the Company	661	
5.	Average percentile increase already made in the salaries of employees other than the managerial personnel in the last financial year and its comparison with the percentile increase in the managerial remuneration and justification thereof and point out if there are exceptional circumstances for increase in the managerial remuneration:	Managerial Personnel: 8.60% Employees other than Managerial Personnel: 6.69%	
6.	Affirmation that the remuneration is as per the remuneration policy of the Company	Yes	

* Mr. G. Raghavan retired w.e.f. September 23, 2025

** Mr. M. Srinivasan retired w.e.f. May 31, 2025

***Mr. Gagan Preet Singh redesignated as General Manager-Legal, Company Secretary and Compliance Officer w.e.f. June 1, 2025

B) Statement showing details of Employees of the Company as per Section 197(12) read with Rule 5(2) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules,2014:

The statement containing particulars of employees as required under Section 197(12)of the Act read with Rule 5(2) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, is provided in a separate exhibit forming part of this report and is available on the website of the Company at www.amrutanjan.com.Having regard to the provisions of Section 136 (1) read with its relevant proviso of the Companies Act, 2013 the Annual Report excluding the aforesaid information is being sent to the members of the Company. The said information is available for inspection at the Registered Office of the Company during working hours and any member interested in obtaining such information may write to the Company Secretary and the same will be furnished without any fee.

For and on behalf of the Board

S Sambhu Prasad
Chairman and Managing Director

Place : Chennai
Date : 11/08/2026

ANNEXURE H

CONSERVATION OF ENERGY, TECHNOLOGY ABSORPTION,
FOREIGN EXCHANGE INFLOW AND OUTGO, ETC.

Information as per Section 134(3)(m) of the Companies Act, 2013 read with Rule 8(3) of the Companies (Accounts) Rules, 2014 for the Financial year ended March 31, 2026

(A) CONSERVATION OF ENERGY			
(i) The steps taken or impact on conservation of energy	The manufacturing process adopted by the company is not power intensive. We have taken initiatives to increase the throughput –through automation and increased batch size and filling capabilities in the product manufacturing.		
(ii) The steps taken by the Company for utilising alternate sources of energy			
(iii) The capital investment on energy conservation equipment			
(B) TECHNOLOGY ABSORPTION			
(i) The efforts made towards technology absorption	A new product Amrutanjan Advanced Ortho pain Relief + Oil is developed and launched with a blend of classical Ayurvedic ingredients (Maha Narayana Tailam) and other topical analgesics. Developed our own design sanitary napkins to be manufactured in our own plant to be commissioned in 2026-27		
(ii) the benefits derived like products improvement, cost reduction, product development or import substitution;	Nil		
(iii) In case of imported technology (imported during the last three years reckoned from the beginning of the financial year)	Nil		
(a) The details of technology imported;			
(b) The year of import:			
(c) Whether the technology been fully absorbed;			
(iv) The expenditure incurred on Research and Development	(₹in lakhs)		
	Expenditure	2025-26	2024-25
	Capital	1.14	-
	Recurring	134.28	136.23
	Total	134.28	136.23
	% of R& D expense to Net Sales	0.27	0.30
(C) FOREIGN EXCHANGE EARNINGS AND OUTGO			
The Foreign Exchange earned in terms of actual inflows during the year and the Foreign Exchange outgo during the year in terms of actual outflows	(₹in lakhs)		
	Foreign Exchange	2025-26	2024-25
	Earnings	1,116.22	819.23
	Outgo	1,945.22	1,891.81



ANNEXURE I

Form No. AOC 2

(Pursuant of clause (h) of sub-section (3) of Section 134 of the Act and Rule 8(2) of the Companies (Accounts) Rules, 2014)

Form for disclosures of particulars of contracts/ arrangements entered into by Company with related parties referred to sub-section (1) Section 188 of the Companies Act, 2013 including arm’s length transactions under third proviso thereto

1. DETAILS OF CONTRACTS OR ARRANGEMENT OR TRANSACTIONS NOT AT ARM’S LENGTH BASIS
- There were no contracts or arrangements or transactions entered into during the year ended March 31, 2026 which were not at arm’s length basis.
2. DETAILS OF MATERIAL CONTRACTS OR ARRANGEMENTS OR TRANSACTIONS AT ARM’S LENGTH BASIS
- There were no material contracts or arrangements or transactions entered into during the year ended March 31, 2026.
- The details were explained in the Notes to Financial Statements which form part of this report. The Audit Committee and the Board approved those transactions which are valid upto March, 2026. The company has put in place effective mechanism to review such transaction on a regular basis.

Place : Chennai
Date : 11/08/2026

For and on behalf of the Board

S Sambhu Prasad
Chairman and Managing Director

Independent Auditor’s Report

To the Members of Amrutanjan Health Care Limited

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of **Amrutanjan Health Care Limited** (the 'Company') and its **Amrutanjan Health Care Limited ESOP Trust** ('ESOP trust') which comprise the balance sheet as at March 31, 2026, and the statement of profit and loss (including other comprehensive income), statement of changes in equity and statement of cash flows for the year ended, and notes to the financial statements, including material accounting policies and other explanatory information.

In our opinion and to the best of our information and according to the explanations given to us, the aforesaid financial statements give the information required by the Companies Act, 2013 ('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 its profit and other comprehensive loss, changes in equity and its cash flows for the year ended on that date.

Basis for Opinion

We conducted our audit in accordance with the Standards on Auditing (SAs) specified under Section 143(10) of the Act. Our responsibilities under those SAs are further described in the Auditor's Responsibilities for the Audit of the 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 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 on the financial statements.

Key Audit Matter

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements of the current period. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Description of Key audit matter
See Note 3(J) and 22 to the financial statements

The key audit matter	How the matter was addressed in our audit
The Company's revenue is derived primarily from sale of goods. The principal products of the Company comprise pain management, congestion management, beverages and women's hygiene & personal care that are mainly sold through stockists.Revenue from sale of goods is recognized on transfer of control of the products to the customer. The Company uses a variety of shipment terms across its operating markets and this has an impact on the timing of revenue recognition. The performance obligations in the contracts may be fulfilled at the time of dispatch, delivery or upon formal customer acceptance depending on contract terms. There is a risk that revenue could be recognized at a time which is different from transfer of control especially for sales transactions occurred on and around the reporting period. In view of this and since revenue is a key performance indicator of the Company, we have identified timing of the revenue recognition as a key audit matter	In view of the significance of the matter we applied the following audit procedures in this area, among others to obtain sufficient appropriate audit evidence: 1. Assessed the appropriateness of the Company's accounting policy for revenue recognition as per relevant accounting standard. 2. Obtained an understanding of the Company's sales process and evaluated design and implementation of key internal controls in relation to the timing of revenue recognition. We also tested the operating effectiveness of such controls for a sample of transactions with special reference to controls over revenue recognized on and around the year end. 3. For a sample of sale transactions selected using statistical sampling, performed detailed testing and in particular examined whether these are recognised in the period in which control is transferred. This included examination of the terms and conditions of the customer orders including the shipping terms, transporter documents and customer acceptances, as applicable. 4. Performed analytical procedures on current year revenue based on trends and where appropriate, conducting further enquiries and tests to identify unusual transactions. 5. We also tested sample journal entries for revenue recognised during the year, selected based on specified risk-based criteria, to identify unusual transactions.



Other Information

The Company's Management and Board of Directors are responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements and auditor's report thereon. The annual report is expected to be made available to us after the date of this auditor's report.

Our opinion on the 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 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 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 necessary actions, as applicable under the relevant laws and regulations.

Management's and Board of Directors'/Board of Trustees' Responsibilities for the Financial Statements

The Company's Management and Board of Directors are responsible for the matters stated in Section 134(5) of the Act with respect to the preparation of these financial statements that give a true and fair view of the state of affairs, profit/ loss and other comprehensive income, changes in equity and cash flows of the Company in accordance with the accounting principles generally accepted in India, including the Indian Accounting Standards (Ind AS) specified under Section 133 of the Act. The respective Management and Board of Directors of the Company/Board of Trustees of the ESOP trust are responsible for maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding of the assets of the Company/ ESOP trust 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 financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the the respective Management and Board of Directors/Board of Trustees are responsible for assessing the ability of the Company/ ESOP trust to continue as a going concern, disclosing, as

applicable, matters related to going concern and using the going concern basis of accounting unless the Board of Directors/Board of Trustees either intends to liquidate the Company/ESOP trust or to cease operations, or has no realistic alternative but to do so.

The respective Board of Directors/Board of Trustees are responsible for overseeing the financial reporting process of the Company/ ESOP trust.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the 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 financial statements.

As part of an audit in accordance with SAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the 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.
- 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 financial statements in place and the operating effectiveness of such controls.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Management and Board of Directors.
- Conclude on the appropriateness of the Management and Board of Directors use of the going concern basis of accounting in preparation of financial statements 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 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.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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.

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.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the 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

1. As required by the Companies (Auditor's Report) Order, 2020 ('the Order') issued by the Central Government of India in terms of Section 143(11) of the Act, we give in the 'Annexure A' a statement on the matters specified in paragraphs 3 and 4 of the Order, to the extent applicable.

- 2 A. 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 following:
 - In respect of accounting software(s) used for maintaining its books of account for payroll related transactions, certain attendance records and invoicing with respect to one of the sales channels / divisions, the back-up of the books of account and other relevant books and papers in electronic mode has not been kept on servers physically located in India on a daily basis; and
 - the matter stated in paragraph 2(B)(f) below on reporting under Rule 11(g) of the Companies (Audit and Auditors) Rules, 2014.
 - c. The balance sheet, the statement of profit and loss (including other comprehensive income), the statement of changes in equity and the statement of cash flows dealt with by this Report are in agreement with the books of account.
 - d. In our opinion, the aforesaid financial statements comply with the Ind AS specified under Section 133 of the Act.
 - e. On the basis of the written representations received from the directors as on March 31, 2026 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. the qualification relating to the maintenance of accounts and other matters connected therewith are as stated in the paragraph 2(A)(b) above on reporting under Section 143(3)(b) of the Act and paragraph 2B(f) below on reporting under Rule 11(g) of the Companies (Audit and Auditors) Rules, 2014.

- g. With respect to the adequacy of the internal financial controls with reference to financial statements of the Company and the operating effectiveness of such controls, refer to our separate Report in 'Annexure B'.

- 2 B. 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, in our opinion and to the best of our information and according to the explanations given to us:

- a. The Company has disclosed the impact of pending litigations as at March 31, 2026 on its financial position in its financial statements - Refer Note 34 to the financial statements.
- b. The Company did not have any long-term contracts including derivative contracts for which there were any material foreseeable losses.
- c. There has been no delay in transferring amounts, required to be transferred, to the Investor Education and Protection Fund by the Company.
- d
 - (i) The management has represented that, to the best of their knowledge and belief, as disclosed in the Note 40 to the 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 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.
 - (ii) The management has represented that, to the best of their knowledge and belief, as disclosed in the Note 40 to the 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 directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Parties ('Ultimate Beneficiaries') or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

- (iii) Based on the audit procedures that have been 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 (i) and (ii) of Rule 11(e), as provided under (i) and (ii) above, contain any material misstatement.

- e. The interim dividends declared and paid by the Company during the year is in accordance with section 123 of the Companies Act, 2013. The final dividend paid by the Company during the year, in respect of the same declared for the previous year, is in accordance with Section 123 of the Act to the extent it applies to payment of dividend. As stated in Note 14 to the 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.

- f. Based on our examination which included test checks, except for the instances mentioned below, the Company has used accounting software(s) for maintaining its books of account which have a feature of recording audit trail (edit log) facility and the same has been operating throughout the year for all relevant transactions recorded in the respective software's:

- the Company has used an accounting software for maintaining its books of account for payroll related transactions,

which does not have the feature of recording audit trail (edit log) facility. Consequently, we are unable to comment on the audit trail feature of said software.

- the Company has used an accounting software, which is operated by a third-party software service provider, for invoicing with respect to one of the sales channel / divisions. In the absence of an independent auditor's report in relation to the controls at a service organization, we are unable to comment whether the audit trail (edit log) feature of the said software was enabled and operated throughout the year for all relevant transactions in the software.
- the Company has used an accounting software, which is operated by a third-party software service provider, for maintaining certain attendance records. In the absence of an independent auditor's report in relation to the controls at a service organization, we are unable to comment whether the audit trail (edit log) feature of the said software was enabled and operated throughout the year for all relevant transactions in the software.

Further, where audit trail (edit log) facility was enabled and operated throughout the year for the respective accounting software's, we did not come across any instance of the audit trail feature being tampered with.

Additionally, where audit trail (edit log) was enabled and operated in the previous year(s), the audit trail has been preserved by the Company as per the statutory requirements for record retention except for the instance(s) mentioned below:

- For accounting software(s) used for maintaining the books of account relating to payroll related transactions, certain attendance records and invoicing with respect to one of the sales channels / divisions, which are operated by third-party software service provider(s), we are unable to comment whether the audit trail has been preserved by the Company as per the statutory requirements for record retention.

3 C. With respect to the matter to be included in the Auditor's Report under Section 197(16) of the Act:

In our opinion and according to the information and explanations given to us, the remuneration paid by the Company to its directors during the current year is in accordance with the provisions of Section 197 of the Act. The remuneration paid to any director is not in excess of the limit laid down under Section 197 of the Act. The Ministry of Corporate Affairs has not prescribed other details under Section 197(16) of the Act which are required to be commented upon by us.

For **B S R & Co. LLP**
Chartered Accountants
Firm's Registration No.:101248W/W-100022

R Kalyana Sundara Rajan
Partner
Membership No.: 221822
ICAI UDIN:26221822PMTKM8254

Place: Chennai
Date: May 8, 2026



Annexure A to the Independent Auditor's Report on the Financial Statements of Amrutanjan Health Care Limited for the year ended March 31, 2026

(Referred to in paragraph 1 under 'Report on Other Legal and Regulatory Requirements' section of our report of even date)

- (i) (a) (A) The Company has maintained proper records showing full particulars, including quantitative details and situation of Property, Plant and Equipment.
(B) The Company has maintained proper records showing full particulars of intangible assets.
- (b) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has a regular programme of physical verification of its Property, Plant and Equipment by which all property, plant and equipment are verified in a phased manner over a period of 3 years. In accordance with this programme, certain property, plant and equipment were verified during the year. In our opinion, this periodicity of physical verification is reasonable having regard to the size of the Company and the nature of its assets. No discrepancy was noticed on such verification.
- (c) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the title deeds of immovable properties (other than immovable properties where the Company is the lessee and the leases agreements are duly executed in favour of the lessee) disclosed in the financial statements are held in the name of the Company.
- (d) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not revalued its Property, Plant and Equipment (including Right of Use assets) or intangible assets or both during the year.
- (e) According to the information and explanations given to us and on the basis of our examination of the records of the Company, there are no proceedings initiated or pending against the Company for holding any benami property under the Prohibition of Benami Property Transactions Act, 1988 and rules made thereunder.
- (ii) (a) The inventory, except goods-in-transit has been physically verified by the management during the year. For goods-in-transit subsequent evidence of receipts has been linked with inventory records.

In our opinion, the frequency of such verification is reasonable and procedures and coverage as followed by management were appropriate. No discrepancies were noticed on verification between the physical stocks and the book records that were more than 10% in the aggregate of each class of inventory

- (b) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not been sanctioned any working capital limits in excess of five crore rupees in aggregate from banks and financial institutions on the basis of security of current assets at any point of time of the year. Accordingly, clause 3(ii)(b) of the Order is not applicable to the Company.
- (iii) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not made any investments, provided any guarantee or security or granted any loans or advances in the nature of loans, secured or unsecured to companies, firms, limited liability partnership or any other parties during the year. However, the Company has made investments in mutual funds during the year. Accordingly, provisions of clauses 3(iii)(a), 3(iii)(c), 3(iii)(d), 3(iii)(e) and 3(iii)(f) of the Order are not applicable to the Company.
- (b) According to the information and explanations given to us and based on the audit procedures conducted by us, in our opinion the investments made during the year are not prejudicial to the interest of the Company.
- (iv) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not given any loans, or provided any guarantee or security as specified under Section 185 and 186 of the Companies Act, 2013 ('the Act'). In respect of the investments made by the Company, in our opinion the provisions of Section 186 of the Act have been complied with.
- (v) The Company has not accepted any deposits or amounts which are deemed to be deposits from the public. Accordingly, clause 3(v) of the Order is not applicable.

(vi) We have broadly reviewed the books of accounts maintained by the Company pursuant to the rules prescribed by the Central Government for maintenance of cost records under Section 148(1) of the Act in respect of its manufactured goods and are of the opinion that prima facie, the prescribed accounts and records have been made and maintained. However, we have not carried out a detailed examination of the records with a view to determine whether these are accurate or complete.

(vii) (a) The Company does not have liability in respect of Service tax, Duty of excise, Sales tax and Value added tax during the year since effective July 1, 2017, these statutory dues has been subsumed into GST.

According to the information and explanations given to us and on the basis of our examination of the records of the Company, in our opinion, the undisputed statutory dues including Goods and Service Tax, Provident Fund, Employees

State Insurance, Income-Tax, Duty of Customs or Cess or other statutory dues have generally been regularly deposited by the Company with the appropriate authorities.

According to the information and explanations given to us and on the basis of our examination of the records of the Company, no undisputed amounts payable in respect of Goods and Service Tax, Provident Fund, Employees State Insurance, Income-Tax, Duty of Customs or Cess or other statutory dues were in arrears as at March 31, 2026 for a period of more than six months from the date they became payable.

(b) According to the information and explanations given to us and on the basis of our examination of the records of the Company, statutory dues relating to Goods and Service Tax, Income-Tax, Sales Tax, Value Added Tax and Service Tax which have not been deposited on account of any dispute are as follows:

Rs in lakhs

Name of the statute	Nature of the dues	Demand amount [^]	Amount paid under protest	Net Amount	Period to which the amount relates	Forum where dispute is pending
Income Tax Act, 1961	Income Tax	80.87	16.17	64.70	FY2016-17	Commssioner of Income Tax (Appeal)
Income Tax Act, 1961	Income Tax	20.98	-	20.98	FY2016-17	Deputy Commissioner of Income Tax-Chennai
Income Tax Act, 1961	Income Tax	39.78	40.22	(0.45)	FY2017-18*	Deputy Commissioner of Income Tax, CPC -Bangalore
Income Tax Act, 1961	Income Tax	5.62	9.22	(3.60)	FY2018-19*	Commissioner of Income Tax, CPC Bangalore
Income Tax Act, 1961	Income Tax	19.83	27.96	(8.13)	FY2019-20*	Deputy Commissioner of Income Tax-Chennai
Income Tax Act, 1961	Income Tax	24.47	4.89	19.58	FY2020-21	Deputy Commissioner of Income Tax-Chennai
Maharashtra Value Added Tax Act, 2002	Sales Tax	41.96	18.98	22.98	FY2005-06, 2013-14, 2014-15, 2015-16	Deputy Commissioner of State Tax, Maharashtra
West Bengal Value Added Tax, 2003	Sales Tax	3.20	2.87	0.34	FY2015-16	SeniorJoint Commissioner-Sales Tax, West Bengal
Bihar Value AddedTax Act, 2005	Sales Tax	7.46	1.07	6.39	FY2016-17	Joint Commissioner Special Circle
The Telangana Value Added Tax Act, 2005	Sales Tax	32.82	13.55	19.27	FY2010-11 and 2011-12	TVAT Appellate Tribunal
The Telangana Value Added Tax Act, 2005	Sales Tax	13.51	1.72	11.79	FY2016-17 and 2017-18	TVAT Appellate Tribunal
Finance Act, 1994	Service Tax	236.07	21.46	214.61	FY2013-14 to 2015-16	Customs, Excise and Service Tax Appeallate Tribunal



Rs in lakhs

Name of the statute	Nature of the dues	Demand amount [^]	Amount paid under protest	Net Amount	Period to which the amount relates	Forum where dispute is pending
Maharashtra Goods and Services Tax Act, 2017	Goods & Services Tax	10.36	1.14	9.22	FY2017-18	GST Appellate Tribunal
Maharashtra Goods and Services Tax Act, 2017	Goods & Services Tax	16.18	0.80	15.37	FY2018-19	The Joint Commissioner appeals, Mumbai
Telangana Goods and Services Tax Act, 2017	Goods & Services Tax	3.36	0.73	2.63	FY2017-18, 2018-19 and 2019-2020	GST Appellate Tribunal
Telangana Goods and Services Tax Act, 2017	Goods & Services Tax	28.42	2.82	25.60	FY2020-21 & 2021-22	GST Appellate Tribunal
Odisha Goods and Services Tax Act, 2017	Goods & Services Tax	10.15	0.84	9.31	FY2017-18, 2018-19 and 2019- 2020	The Joint Commissioner-(Appeals)-Bhubaneswar
Tamil Nadu Goods and Services Tax Act, 2017	Goods & Services Tax	130.46	29.99	100.47	FY2017-18, 2018-19 and 2019-2020	GST Appellate Tribunal
Kerala Goods and Services Tax Act, 2017	Goods & Services Tax	11.12	0.53	10.60	FY 2017-18	Commissioner (Appeals) Ernakulam
West Bengal Goods and Services Tax Act, 2017	Goods & Services Tax	0.95	0.05	0.90	FY2018-19	The Joint Commisioner (Appeals), Kolkatta

*Against the demands for FY2017-18, 2018-19 and 2019-20, the amounts paid under protest represent the tax demand recovered through modes specified under 226(3) of Income Tax Act, 1961.

[^]Above amount are disclosed as per assessment/ demand order and includes interest/penalty wherever specified in the order

(viii) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not surrendered or disclosed any transactions, previously unrecorded as income in the books of account, in the tax assessments under the Income Tax Act, 1961 as income during the year.

(ix) (a) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company did not have any loans or borrowings from any lender during the year. Accordingly, clause 3(ix)(a) of the Order is not applicable to the Company.

(b) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not been declared a wilful defaulter by any bank or financial institution or government or government authority.

(c) In our opinion and according to the information and explanations given to us by the management, the Company has not obtained any term loans. Accordingly, clause 3(ix)(c) of the Order is not applicable.

(d) According to the information and explanations given to us and on an overall examination of the financial statements of the Company, we report that no funds raised on short-term basis have been used for long-term purposes by the Company.

(e) The Company does not hold any investment in any subsidiaries, associates or joint ventures (as defined under the Act) during the year ended March 31, 2026. Accordingly, clause 3(ix)(e) is not applicable.

(f) The Company does not hold any investment in any subsidiaries, associates or joint ventures (as defined under the Act) during the year ended March 31, 2026. Accordingly, clause 3(ix)(f) is not applicable.

- (x) (a) The Company has not raised any moneys by way of initial public offer or further public offer (including debt instruments). Accordingly, clause 3(x)(a) of the Order is not applicable.

(b) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not made any preferential allotment or private placement of shares or fully or partly convertible debentures during the year. Accordingly, clause 3(x)(b) of the Order is not applicable.
- (xi) (a) During the course of our examination of the books and records of the Company and according to the information and explanations given to us, no fraud by the Company or on the Company has been noticed or reported during the year.

(b) According to the information and explanations given to us, no report under sub-section (12) of Section 143 of the Act has been filed by the auditors in Form ADT-4 as prescribed under Rule 13 of the Companies (Audit and Auditors) Rules, 2014 with the Central Government.

(c) As represented to us by the management, there are no whistle blower complaints received by the Company during the year.
- (xii) According to the information and explanations given to us, the Company is not a Nidhi Company. Accordingly, clause 3(xii) of the Order is not applicable.
- (xiii) In our opinion and according to the information and explanations given to us, the transactions with related parties are in compliance with Section 177 and 188 of the Act, where applicable, and the details of the related party transactions have been disclosed in the financial statements as required by the applicable accounting standards.

(xiv) (a) Based on information and explanations provided to us and our audit procedures, in our opinion, the Company has an internal audit system commensurate with the size and nature of its business.

(b) We have considered the internal audit reports of the Company issued till date for the period under audit.
- (xv) In our opinion and according to the information and explanations given to us, the Company has not entered into any non-cash transactions with its directors or persons connected to its directors and hence, provisions of Section 192 of the Act are 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, clause 3(xvi)(a) of the Order is not applicable.

(b) The Company is not required to be registered under Section 45-IA of the Reserve Bank of India Act, 1934. Accordingly, clause 3(xvi)(b) of the Order is not applicable.

(c) The Company is not a Core Investment Company (CIC) as defined in the regulations made by the Reserve Bank of India. Accordingly, clause 3(xvi) (c) of the Order is not applicable.



- (d) The Company is not part of any group (as defined in the regulations made by the Reserve Bank of India). Accordingly, the requirements of clause 3(xvi)(d) are not applicable.

(xvii)The Company has not incurred cash losses in the current and in the immediately preceding financial year.

(xviii)There has been no resignation of the statutory auditors during the year. Accordingly, clause 3(xviii) of the Order is not applicable.

(xix) According to the information and explanations given to us and on the basis of the financial ratios, ageing and expected dates of realisation of financial assets and payment of financial liabilities, 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.

Also refer to the Other Information paragraph of our main audit report which explains that the other information comprising the information included in annual report is expected to be made available to us after the date of this auditor’s report.

(xx) In our opinion and according to the information and explanations given to us, there is no unspent amount under sub-section (5) of Section 135 of the Act pursuant to any project. Accordingly, clauses 3(xx)(a) and 3(xx)(b) of the Order are not applicable.
- For **B S R & Co. LLP**
Chartered Accountants
Firm’s Registration No.:101248W/W-100022

R Kalyana Sundara Rajan
Partner
Membership No.: 221822
ICAI UDIN:26221822PMTKM8254
- Place: Chennai
Date: May 8, 2026

Annexure B to the Independent Auditor’s Report on the financial statements of Amrutanjan Health Care Limited for the year ended March 31, 2026

Report on the internal financial controls with reference to the aforesaid financial statements under Clause (i) of Sub-section 3 of Section 143 of the Act

(Referred to in paragraph 2(A)(g) under ‘Report on Other Legal and Regulatory Requirements’ section of our report of even date)

Opinion

We have audited the internal financial controls with reference to financial statements of Amrutanjan Health Care Limited ('the Company') as of March 31, 2026 in conjunction with our audit of the financial statements of the Company for the year ended on that date.

In our opinion, the Company has, in all material respects, adequate internal financial controls with reference to financial statements and such internal financial controls were operating effectively as at March 31, 2026, based on the internal financial controls with reference to financial statements 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 issued by the Institute of Chartered Accountants of India (the 'Guidance Note').

Management’s and Board of Directors’ Responsibilities for Internal Financial Controls

The Company's Management and the Board of Directors are responsible for establishing and maintaining internal financial controls based on the internal financial controls with reference to financial statements criteria established by the Company considering the essential components of internal control stated in the Guidance Note. 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

Our responsibility is to express an opinion on the Company's internal financial controls with reference to financial statements based on our audit. We conducted our audit in accordance with the Guidance Note and the Standards on Auditing, prescribed under Section 143(10) of the Act, to the extent applicable to an audit of internal financial controls with reference to financial statements. 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 financial statements were established and maintained and if such controls operated effectively in all material respects.

Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls with reference to financial statements and their operating effectiveness. Our audit of internal financial controls with reference to financial statements included obtaining an understanding of internal financial controls



with reference to 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.

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 with reference to financial statements.

Meaning of Internal Financial Controls with Reference to Financial Statements

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 include 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

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

For **B S R & Co. LLP**
Chartered Accountants
Firm’s Registration No.:101248W/W-100022

R Kalyana Sundara Rajan
Partner
Membership No.: 221822
ICAI UDIN:26221822PMTKMK8254

Place: Chennai
Date: May 8, 2026

Balance Sheet as at March 31, 2026
(All amounts are in Indian Rupees Lakhs)

	Note	As at March 31, 2026	As at March 31, 2025
ASSETS			
Non-current assets			
Property, plant and equipment	4	4,829.93	4,584.52
Right-of-use assets	33	150.81	188.28
Capital work-in-progress	4A	10,547.98	1,619.78
Intangible assets	5	144.75	167.81
Intangible assets under development	5A	23.70	5.00
Financial assets			
(i) Investments	6	4.67	4.51
(ii) Other financial assets	8	4,619.09	4,165.29
Deferred tax assets (net)	31	531.46	311.17
Other tax assets (net)	31	290.56	260.05
Other non-current assets	9	581.53	1,765.37
Total non-current assets		21,724.48	13,071.78
Current assets			
Inventories	10	3,735.04	2,725.98
Financial assets			
(i) Investments	6	307.40	-
(ii) Trade receivables	7	6,064.40	5,582.18
(iii) Cash and cash equivalents	11	1,127.23	1,015.52
(iv) Bank balances other than (iii) above	12	2,205.23	7,300.10
(v) Other financial assets	8	14,234.00	11,617.07
Other current assets	9	1,491.32	826.15
Total current assets		29,164.62	29,067.00
Total assets		50,889.10	42,138.78
EQUITY AND LIABILITIES			
Equity			
Equity share capital	13	289.11	289.11
Other equity	14	36,734.15	32,372.35
Total equity		37,023.26	32,661.46
Liabilities			
Non-current liabilities			
Financial liabilities			
(i) Lease liabilities	33	142.32	167.63
(ii) Other financial liabilities	20	103.06	21.50
Provisions	18	1,002.01	829.89
Total non-current liabilities		1,247.39	1,019.02
Current liabilities			
Financial liabilities			
(i) Lease liabilities	33	35.42	40.18
(ii) Trade payables	19		
total outstanding dues of micro enterprises and small enterprises		337.50	193.97
total outstanding dues of creditors other than micro enterprises and small enterprises		6,752.00	6,710.30
(iii) Other financial liabilities	20	2,936.74	168.44
Other current liabilities	21	992.85	944.57
Provisions	18	1,056.68	233.65
Current tax liabilities (net)	31	507.26	167.19
Total current liabilities		12,618.45	8,458.30
Total liabilities		13,865.84	9,477.32
Total equity and liabilities		50,889.10	42,138.78
Material accounting policies	3		
The accompanying notes form an integral part of the financial statements			
As per our report of even date attached			

for **B S R & Co. LLP**
Chartered Accountants
Firm's Registration Number : 101248W/W-100022

R Kalyana Sundara Rajan
Partner
Membership no: 221822

for and on behalf of the Board of Directors of
Amrutanjan Health Care Limited
CIN : L24231TN1936PLC000017

S Sambhu Prasad
Chairman and Managing Director
DIN: 00015729

N Swaminathan
Chief Financial Officer
PAN: BMVPS9607P

Raja Venkataraman
Director
DIN: 00669376

Gagan Preet Singh
Company Secretary
Membership no. F7250

Place: Chennai
Date: May 8, 2026

Place: Chennai
Date: May 8, 2026



Statement of Profit and Loss for the year ended March 31, 2026
(All amounts are in Indian Rupees Lakhs)

	Note	Year ended March 31, 2026	Year ended March 31, 2025
Income			
Revenue from operations	22	50,255.27	45,181.63
Other income	23	1,757.39	1,767.87
Total income		52,012.66	46,949.50
Expenses			
Cost of materials consumed	24	10,642.70	10,059.69
Purchase of stock-in-trade		14,063.09	12,317.94
Changes in inventories of finished goods and stock-in-trade	25	(269.64)	(56.90)
Employee benefits expense	26	6,376.25	5,910.27
Finance costs	27	19.50	21.92
Depreciation and amortisation expense	28	631.90	652.61
Other expenses	29	11,874.41	11,130.57
Total expenses		43,338.21	40,036.10
Profit before exceptional item & tax		8,674.45	6,913.40
Exceptional item:			
Lease rent	38	760.50	-
Impact of new Labour codes	38	125.17	-
Profit before Tax		7,788.78	6,913.40
Tax expense			
Current tax		2,212.63	1,797.26
Deferred tax charge		(215.63)	32.67
Total tax expense	31	1,997.00	1,829.93
Profit for the year		5,791.78	5,083.47
Other comprehensive income / (loss)			
Items that will not be reclassified to profit or loss			
Re-measurement gain/(loss) on defined benefit plans		(18.50)	(105.87)
Income tax relating to items that will not be reclassified to profit or loss		4.66	26.65
Net other comprehensive income not to be reclassified to profit or loss		(13.84)	(79.22)
Other comprehensive income / (loss) for the year, net of tax		(13.84)	(79.22)
Total comprehensive income for the year		5,777.94	5,004.25
Earnings per share (face value of ₹1 each)	16		
Basic earnings per share (₹)		20.03	17.58
Diluted earnings per share (₹)		20.03	17.58
Material accounting policies	3		
The accompanying notes form an integral part of the financial statements			
As per our report of even date attached			

for **B S R & Co. LLP**
Chartered Accountants
Firm's Registration Number : 101248W/W-100022

R Kalyana Sundara Rajan
Partner
Membership no: 221822

Place: Chennai
Date: May 8, 2026

for and on behalf of the Board of Directors of
Amrutanjan Health Care Limited
CIN : L24231TN1936PLC000017

S Sambhu Prasad
Chairman and Managing Director
DIN: 00015729

N Swaminathan
Chief Financial Officer
PAN: BMVPS9607P

Place: Chennai
Date: May 8, 2026

Raja Venkataraman
Director
DIN: 00669376

Gagan Preet Singh
Company Secretary
Membership no. F7250

Statement of Changes in Equity for the year ended March 31, 2026
(All amounts are in Indian Rupees Lakhs)

a. Equity share capital

	Note	Amount
Balance as at April 1, 2024	13	289.11
Changes in equity share capital due to prior period error		-
Restated balances as at April 1, 2024		289.11
Changes in equity share capital during 2024 - 2025		
Balance as at March 31, 2025		289.11
Changes in equity share capital due to prior period error		-
Restated balances as at April 1, 2025		289.11
Changes in equity share capital during 2025 - 2026		-
Balance as at March 31, 2026		289.11

b. Other equity

	Reserves and surplus					Items of other comprehensive income	Total equity
	Capital redemption reserve	General reserve	Share based payment reserve (refer note 30)	Treasury shares (refer note 30)	Retained earnings	Re measurement of defined benefit liability, net of tax	
Balance as at April 1, 2024	30.89	5,109.43	(40.16)	(161.75)	23,621.31	-	28,559.72
Total comprehensive income for the year ended March 31, 2025							
Profit for the year	-	-	-	-	5,083.47	-	5,083.47
Remeasurement of defined benefit liability, net of tax	-	-	-	-	-	(79.22)	(79.22)
Total comprehensive income	-	-	-	-	5,083.47	(79.22)	5,004.25
Transferred to retained earnings	-	-	-	-	(79.22)	79.22	-
Amount transferred to capital redemption reserve upon buy-back	-	-	-	-	-	-	-
Transactions recorded directly in equity							
Distributions to owners							
Interim dividend paid (₹1 per share)	-	-	-	-	(289.11)	-	(289.11)
Interim dividend paid (₹1 per share)	-	-	-	-	(289.11)	-	(289.11)
Final dividend paid (₹2.6 per share) for the financial year 2023-24	-	-	-	-	(751.68)	-	(751.68)
Equity-settled share based payment	-	-	114.50	-	-	-	114.50
Share options exercised	-	-	(31.92)	-	-	-	(31.92)
Sale of shares by Employee stock option trust (refer note 30)	-	-	-	55.70	-	-	55.70
Total transactions of the Company	-	-	82.58	55.70	(1,329.90)	-	(1,191.62)
Balance at March 31, 2025	30.89	5,109.43	42.42	(106.05)	27,295.66	-	32,372.35



Statement of Changes in Equity for the year ended March 31, 2026
(All amounts are in Indian Rupees Lakhs)

	Reserves and surplus					Items of other comprehensive income	Total equity
	Capital redemption reserve	General reserve	Share based payment reserve (refer note 30)	Treasury shares (refer note 30)	Retained earnings	Re measurement of defined benefit liability, net of tax	
Balance as at April 1, 2025	30.89	5,109.43	42.42	(106.05)	27,295.66	-	32,372.35
Total comprehensive income for the year ended March 31, 2026							
Profit for the year	-	-	-	-	5,791.78	-	5,791.78
Remeasurement of defined benefit liability, net of tax	-	-	-	-	-	(13.84)	(13.84)
Total comprehensive income	-	-	-	-	5,791.78	(13.84)	5,777.94
Transferred to retained earnings							
Transactions recorded directly in equity	-	-	-	-	(13.84)	13.84	-
Distributions to owners							
Interim dividend paid (₹1 per share)	-	-	-	-	(289.11)	-	(289.11)
Interim dividend paid (₹1 per share)	-	-	-	-	(289.11)	-	(289.11)
Final dividend paid (₹2.6 per share) for the financial year 2024-25	-	-	-	-	(751.68)	-	(751.68)
Share options exercised	-	-	(9.22)	-	-	-	(9.22)
Sale of shares by Employee stock option trust (refer note 30)	-	-	-	16.40	-	-	16.40
Equity-settled share based payment (refer note 30)			(93.42)				(93.42)
Total transactions of the Company	-	-	(102.64)	16.40	(1,329.90)	-	(1,416.14)
Balance at March 31, 2026	30.89	5,109.43	(60.22)	(89.65)	31,743.70	-	36,734.15

Refer note 14 for nature and purpose of reserves

Material accounting policies 3

The accompanying notes form an integral part of the financial statements

As per our report of even date attached

for **B S R & Co. LLP**
Chartered Accountants
Firm's Registration Number : 101248W/W-100022

R Kalyana Sundara Rajan
Partner
Membership no: 221822

Place: Chennai
Date: May 8, 2026

for and on behalf of the Board of Directors of
Amrutanjan Health Care Limited
CIN : L24231TN1936PLC000017

S Sambhu Prasad
Chairman and Managing Director
DIN: 00015729

Raja Venkataraman
Director
DIN: 00669376

N Swaminathan
Chief Financial Officer
PAN: BMVPS9607P

Gagan Preet Singh
Company Secretary
Membership no. F7250

Place: Chennai
Date: May 8, 2026

Statement of cash flows for the year ended March 31, 2026
(All amounts are in Indian Rupees Lakhs)

	Note	Year ended March 31, 2026	Year ended March 31, 2025
Cash flow from operating activities			
Profit before tax		7,788.78	6,913.40
Adjustments for:			
Depreciation and amortisation expense	28	631.90	652.61
Profit on sale of property, plant and equipment	23	(10.38)	-
Equity-settled share-based payment transactions	30	(93.42)	114.50
Loss allowance on trade receivables	29	91.52	25.97
Bad debts written off	29	0.15	0.42
Change in fair value of financial assets at FVTPL	29	(7.56)	(0.20)
Interest income on cash and cash equivalents and other bank balances	23	(1,473.71)	(1,446.57)
Interest income on corporate debt securities and loans at amortised cost	23	(118.33)	(158.15)
Interest income on debt instruments	23	-	(0.02)
Excess provision written back, net	23	(107.20)	(143.69)
Finance costs	27	19.50	21.92
Operating profit before working capital / other changes		6,721.25	5,980.19
Working capital adjustments:			
(Increase) in trade receivables		(573.89)	(819.63)
(Increase) in other assets		(904.87)	(83.78)
(Increase) in other financial assets		(50.95)	(2.35)
(Increase) / decrease in inventories		(1,009.06)	164.49
Increase in other financial liabilities		-	12.65
Increase in provisions		976.65	64.69
Increase in trade payables		292.43	1,461.70
Increase in other liabilities		48.28	104.21
		(1,221.41)	901.98
Cash generated from operating activities		5,499.84	6,882.17
Less: Income taxes paid (net)		(1,903.07)	(1,792.25)
Net cash generated from operating activities (a)		3,596.77	5,089.92
Cash flows from investing activities			
Purchase or construction of property, plant and equipment, intangible assets, capital work-in progress, intangible assets under development, movement in capital advances and payable towards purchase of property, plant and equipment (including retention payable)		(5,500.38)	(3,555.29)
Proceeds from sale of Property, plant and equipment		10.38	-
Redemption / (Investment) in bank deposits and financial institutions		2,075.09	(1,146.16)
Interest received on deposits with banks and financial institutions, net		1,592.04	1,604.74
(Investments made) / Proceeds from redemption of investments		(300.00)	0.05
Interest received on debt instruments		-	0.02
Net cash used in investing activities (b)		(2,122.87)	(3,096.64)
Cash flow from financing activities			
Dividend paid		(1,319.80)	(1,326.65)
Sale of shares by employee stock option trust		7.18	23.78
Payment of lease liabilities		(49.57)	(46.09)
Net cash used in financing activities (c)		(1,362.19)	(1,348.96)
Net change in cash and cash equivalents (a) + (b) + (c)		111.71	644.32
Cash and cash equivalents at the beginning of the year		1,015.52	371.20
Effect of exchange rate fluctuations on cash held		-	-
Cash and cash equivalents at the end of the year		1,127.23	1,015.52



Statement of cash flows for the year ended March 31, 2026
(All amounts are in Indian Rupees Lakhs)

Notes to cash flow statement

	As at March 31, 2026	As at March 31, 2025
Components of cash and cash equivalents (refer note 11)		
Cash on hand	3.06	3.70
Bank balances	1,124.17	1,011.82
	1,127.23	1,015.52

Note: The above cash flow statement has been prepared under the 'indirect method' as set out in the Ind AS 7 on statement of Cash Flows specified under section 133 of the Companies Act, 2013

Reconciliation of liabilities from financing activities	Finance cost	Lease liabilities	Dividend*
As at April 1, 2024	-	172.83	84.39
Changes arising from cash flow			
Repayment/ payment during the year	-	(46.09)	(1,326.65)
Non-cash changes			
Additions during the year	-	59.15	-
Availed/ expenses during the year	21.92	21.92	1,329.90
Deletions during the year	-	-	-
Other non-cash changes	(21.92)	-	-
As at March 31, 2025	-	207.81	87.64
As at April 1, 2025	-	207.81	87.64
Changes arising from cash flow			
Repayment/ payment during the year	-	(49.57)	(1,319.80)
Non-cash changes			
Additions during the year	-	-	-
Availed/ expenses during the year	19.50	19.50	1,329.90
Deletions during the year	-	-	-
Other non-cash changes	(19.50)	-	-
As at March 31, 2026	-	177.74	97.74

*represents unclaimed dividend included under other bank balances.

Material accounting policies

3

The notes referred to above are an integral part of these financial statements

As per our report of even date attached

for **B S R & Co. LLP**
Chartered Accountants
Firm's Registration Number : 101248W/W-100022

for and on behalf of the Board of Directors of
Amrutanjan Health Care Limited
CIN : L24231TN1936PLC000017

R Kalyana Sundara Rajan
Partner
Membership no: 221822

S Sambhu Prasad
Chairman and Managing Director
DIN: 00015729

Raja Venkataraman
Director
DIN: 00669376

N Swaminathan
Chief Financial Officer
PAN: BMVPS9607P

Gagan Preet Singh
Company Secretary
Membership no. F7250

Place: Chennai
Date: May 8, 2026

Place: Chennai
Date: May 8, 2026

Notes to the Financial Statements for the year ended March 31, 2026
(All amounts are in Indian Rupees Lakhs)

1 Reporting entity

Amrutanjan Health Care Limited ('AHCL' / 'the Company') was incorporated on September 9, 1936, with its registered office situated at Chennai, Tamil Nadu, India. The Company is engaged in the business of manufacture, supply, sale of products in pain management, congestion management, beverages and Women's Hygiene & Personal Care and services in pain management. The Company is a public listed company with its equity shares listed on National Stock Exchange of India Limited (NSE) in India.

2 Basis of preparation

A. Statement of compliance

The financial statements comply in all material aspects with Indian Accounting Standards (Ind AS) notified under section 133 of the Companies Act, 2013 (the Act) [Companies (Indian Accounting Standards) Rules, 2015] as amended from time to time and presentation requirements of Division II of Schedule III to the Companies Act, 2013 (Ind AS Compliant Schedule III) and other relevant provisions of the Act.

The financial statements were approved for issue by the Company's Board of Directors on May 8, 2026.

Details of the Company's accounting policies are included in note 3.

B. Functional and presentation currency

Items included in the financial statements of the Company are measured using the currency of the primary economic environment in which the Company operates ('the functional currency'). The financial statements are presented in Indian Rupee (₹), which is Company's functional and presentation currency.

All amounts disclosed in these financial statements and notes have been rounded off to the nearest Rupees in lakhs, unless otherwise stated.

C. Basis of measurement

The financial statements have been prepared on the historical cost basis except for the following items, which are measured on an alternative basis on each reporting date.

Items	Measurement basis
Derivative Financial instruments at FVTPL	Fair value
Non derivative Financial instruments at FVTPL	Fair value
Net defined benefit (asset)/ liability	Fair value of plan assets less present value of defined benefit obligations

D. Use of estimates and judgments

In preparing the financial statements, management has made judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised prospectively.

Judgements

Information about judgements made in applying accounting policies that have the most significant effects on the amounts recognised in the financial statements is included in the following notes:

Note 3(M), 3(R), 18 and 34 – provision for income tax litigations and related contingent liabilities.

Note 3(K) and 33 - lease term: whether the Company is reasonably certain to exercise extension options.

Assumptions and estimation uncertainties

Information about assumptions and estimation uncertainties that have a significant risk of resulting in a material adjustment in the year ended March 31, 2026 is included in the following notes:

Note 3(D) – estimated useful life of property, plant and equipment and intangible assets;

Note 7 – measurement of Expected credit loss ('ECL') allowance for trade receivables: key assumptions in determining the weighted-average loss rate.

Note 17 – measurement of defined benefit assets and obligations: key actuarial assumptions;

Note 34 – recognition and measurement of provisions and contingencies: key assumptions about the likelihood and magnitude of an outflow of resources;

Note 31 – recognition of deferred tax assets: availability of future taxable profit against which deferred tax assets will be recovered in future periods;

Note 32 – fair valuation of financial assets; and

Note 33 – measurement of right-of-use assets and lease liabilities



Notes to the Financial Statements for the year ended March 31, 2026
(All amounts are in Indian Rupees Lakhs)

E. Measurement of fair values

A number of the Company's accounting policies and disclosures require the measurement of fair values, for both financial and non-financial assets and liabilities.

The Company has an established control framework with respect to the measurement of fair values. The Chief Financial Officer has overall responsibility for overseeing all significant fair value measurements.

The Chief Financial Officer regularly reviews significant unobservable inputs and valuation adjustments. If third party information, such as broker quotes or pricing services, is used to measure fair values, then the Chief Financial Officer assesses the evidence obtained from the third parties to support the conclusion that these valuations meet the requirements of Ind AS, including the level in the fair value hierarchy in which the valuations should be classified.

Significant valuation issues are reported to the Company's audit committee.

Fair values are categorised into different levels in a fair value hierarchy based on the inputs used in the valuation techniques as follows:

Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities.

Level 2: inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).

Level 3: inputs for the asset or liability that are not based on observable market data (unobservable inputs).

When measuring the fair value of an asset or a liability, the Company uses observable market data as far as possible. If the inputs used to measure the fair value of an asset or a liability fall into different levels of the fair value hierarchy, then the fair value measurement is categorised in its entirety in the same level of the fair value hierarchy as the lowest level input that is significant to the entire measurement.

The Company recognises transfers between levels of the fair value hierarchy at the end of the reporting period during which the change has occurred.

Further information about the assumptions made in measuring fair values are included in note 32 – financial instruments and note 30- Employee stock compensation

3 Material accounting policies

A. Operating cycle

Based on the nature of products and the time between the acquisition of assets for processing and their realisation in cash and cash equivalent, the Company has considered 12 months as the operating cycle .

B. Foreign currency transactions

Transactions in foreign currencies are initially recorded by the Company at their functional currency spot rates at the date of the transaction.

Monetary assets and liabilities denominated in foreign currencies are translated into the functional currency at the exchange rate at the reporting date. Exchange differences that arise on settlement of monetary items or on reporting at each balance sheet date are recognised as income or expenses in the period in which they arise. Non-monetary items which are carried at historical cost denominated in a foreign currency are reported using the exchange rates at the date of transaction. Non-monetary assets and liabilities that are measured based on historical cost in a foreign currency are translated at the exchange rate at the date of the transaction. Foreign currency exchange differences are generally recognised in profit or loss.

C. Financial instruments

i) Recognition and initial measurement

Trade receivables are initially recognised when they are originated. All other financial assets and financial liabilities are initially recognised when the Company becomes a party to the contractual provisions of the instrument.

A financial asset (unless it is a trade receivable without a significant financing component) or financial liability is initially measured at fair value plus or minus, for an item not at fair value through profit and loss (FVTPL), transaction costs that are directly attributable to its acquisition or issue. A trade receivable without a significant financing component is initially measured at the transaction price.

Notes to the Financial Statements for the year ended March 31, 2026
(All amounts are in Indian Rupees Lakhs)

ii) Classification and subsequent measurement

Financial assets:

On initial recognition, a financial asset is classified as measured at

- amortised cost;
- fair value through other comprehensive income (FVOCI)
- fair value through profit and loss (FVTPL)

Financial assets are not reclassified subsequent to their initial recognition, except if and in the period the Company changes its business model for managing financial assets, in which case all affected financial assets are reclassified on the first day of the first reporting period following the change in the business model.

A financial asset is measured at amortised cost if it meets both of the following conditions and is not designated as at FVTPL:

- a) the asset is held within a business model whose objective is to hold assets to collect contractual cash flows; and
- b) the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

A debt investment is measured at fair value through other comprehensive income if it meets both the following conditions and is not designated as FVTPL:

- a) the asset is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets; and
- b) the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

On initial recognition of an equity investment that is not held for trading, the Company may irrevocably elect to present subsequent changes in the investment's fair value in OCI (designated as FVOCI – equity investment). This election is made on an investment by investment basis.

All financial assets not classified as measured at amortised cost or FVOCI as described above are measured at FVTPL. On initial recognition, the Company may irrevocably designate a financial asset that otherwise meets the requirements to be measured at amortised cost or at FVOCI as at FVTPL if doing so eliminates or significantly reduces an accounting mismatch that would otherwise arise.

Financial assets: Business model assessment

The Company makes an assessment of the objective of the business model in which a financial asset is held at a portfolio level because this best reflects the way the business is managed and the information is provided to management. The information considered includes:

- the stated policies and objectives for the portfolio and the operation of those policies in practice;
- these include whether management strategy focuses on earning contractual interest, maintaining a particular interest rate profile, matching the duration of financial assets to the duration of any related liabilities or expected cash outflows or realising cash flows through the sale of assets;
- how the performance of the portfolio is evaluated and reported to the Company's management;
- the risk that affect the performance of the business model (and the financial assets held with in the business model) and how those risks are managed;
- how managers of the business are compensated;
- the frequency, volume and timing of sales of financial assets in prior period, the reasons for such sales and expectations about future sales activity.

Financial assets that are held for trading or are managed and whose performance is evaluated on fair value basis are measured at FVTPL.

Financial assets: Assessment whether contractual cash flows are solely payments of principal and interest

For the purposes of this assessment, 'principal' is defined as the fair value of the financial asset on initial recognition. 'Interest' is defined as consideration for the time value of money and for the credit risk associated with the principal amount outstanding during a particular period of time and for other basic lending risks and costs, as well as a profit margin.

In assessing whether the contractual cash flows are solely payments of principal and interest, the Company



Notes to the Financial Statements for the year ended March 31, 2026
(All amounts are in Indian Rupees Lakhs)

considers the contractual terms of the instrument. This includes assessing whether the financial asset contains a contractual term that could change the timing or amount of contractual cash flows such that it would not meet this condition. In making this assessment, the Company considers:

- contingent events that would change the amount or timing of cash flows;
- terms that may adjust the contractual coupon rate, including variable interest rate features;
- prepayment and extension features; and
- terms that limit the Company's claim to cash flows from specified assets

A prepayment feature is consistent with the solely payments of principal and interest criterion if the prepayment amount substantially represents unpaid amounts of principal and interest on the principal amount outstanding, which may include reasonable additional compensation for early termination of the contract. Additionally, for a financial asset acquired at a significant discount or premium to its contractual par amount, a feature that pertains or requires prepayment at an amount that substantially represents the contractual par amount plus accrued (but unpaid) contractual interest (which may also include reasonable additional compensation for early termination) is treated as consistent with this criterion if the fair value of the prepayment feature is insignificant at initial recognition.

Financial assets: Subsequent measurement and gains and losses

Financial assets at FVTPL	These assets are subsequently measured at fair value. Net gains and losses, including any interest or dividend income, are recognised in statement of profit and loss.
Financial assets at amortised cost	These assets are subsequently measured at amortised cost using the effective interest method. The amortised cost is reduced by the impairment losses. Interest income, foreign exchange gains and losses and impairment are recognised in statement of profit and loss. Any gain or loss on derecognition is recognised in statement of profit and loss.
Equity investments at FVOCI	These assets are subsequently measured at fair value. Dividends are recognised as income in profit or loss unless the dividend clearly represents a recovery of part of the cost of the investment. Other net gains and losses are recognised in OCI and are not reclassified to statement of profit and loss.

Financial liabilities: Classification, subsequent measurement and gains and losses

Financial liabilities are classified as measured at amortised cost or FVTPL. A financial liability is classified as at FVTPL if it is classified as held for trading, or it is designated as such on initial recognition. Financial liabilities at FVTPL are measured at fair value and net gains and losses, including any interest expense, are recognised in profit or loss. Other financial liabilities are subsequently measured at amortised cost using the effective interest method. Interest expense and foreign exchange gains and losses are recognised in statement of profit and loss. Any gain or loss on derecognition is also recognised in statement of profit and loss.

Derivative financial instruments and hedge accounting

The Company uses derivative financial instruments such as foreign exchange forward contracts to hedge its foreign currency exposure. Derivatives are initially measured at fair value. Subsequent to initial recognition, derivatives are measured at fair value and changes therein are generally recognised in the statement of profit and loss. Derivatives are carried as financial assets when the fair value is positive and as financial liabilities when the fair value is negative. The Company has not opted for hedge accounting and all derivatives outstanding at the end of the year has been fair valued.

iii) Derecognition

Financial assets:

The Company derecognises a financial asset when the contractual rights to the cash flows from the financial asset expire, or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all of the risks and rewards of ownership of the financial asset are transferred or in which the Company neither transfers nor retains substantially all of the risks and rewards of ownership and does not retain control of the financial asset.

If the Company enters into transactions whereby it transfers assets recognised on its balance sheet, but retains either all or substantially all of the risks and rewards of the transferred assets, the transferred assets are not derecognised.

Notes to the Financial Statements for the year ended March 31, 2026
(All amounts are in Indian Rupees Lakhs)

Financial liabilities:
The Company derecognises a financial liability when its contractual obligations are discharged or cancelled, or expired.

The Company also derecognises a financial liability when its terms are modified and the cash flows under the modified terms are substantially different. In this case, a new financial liability based on the modified terms is recognised at fair value. The difference between the carrying amount of the financial liability extinguished and the new financial liability with modified terms is recognised in profit or loss.

iv) Offsetting
Financial assets and financial liabilities are offset and the net amount presented in the balance sheet when, and only when, the Company currently has a legally enforceable right to set off the amounts and it intends either to settle them on a net basis or to realise the asset and settle the liability simultaneously.

D. Property, plant and equipment
i) Recognition and initial measurement
The cost of an item of property, plant and equipment including capital work-in-progress shall be recognised as an asset if, and only if it is probable that future economic benefits associated with the item will flow to the Company and the cost of the item can be measured reliably. Items of property, plant and equipment are measured at cost, (which includes capitalised borrowing costs, if any) less accumulated depreciation and accumulated impairment losses, if any.

Cost of an item of property, plant and equipment comprises its purchase price, including import duties and non-refundable purchase taxes, after deducting trade discounts and rebates, any directly attributable cost of bringing the item to its working condition for its intended use.

The cost of a self-constructed item of property, plant and equipment comprises the cost of materials and direct labour, any other costs directly attributable to bringing the item to working condition for its intended use.

If significant parts of an item of property, plant and equipment have different useful lives, then they are accounted for as separate items (major components) of property, plant and equipment.

Any gain or loss on disposal of an item of property, plant and equipment is recognised in statement of profit and loss.

- ii) Subsequent expenditure**
Subsequent expenditure is capitalised only if it is probable that the future economic benefits associated with the expenditure will flow to the Company.
- iii) Transition to Ind AS**
The cost property, plant and equipment at April 1, 2016, the Company's date of transition to Ind AS, was determined with reference to its carrying value recognized as per the previous GAAP (deemed cost), as at the date of transition to Ind AS.
- iv) Depreciation**
Depreciation is calculated on cost of items of property, plant and equipment less their estimated residual values over their estimated useful lives using the straight-line method, and is recognised in the statement of profit and loss. Freehold land is not depreciated. The estimated useful lives of items of property, plant and equipment for the current and comparative periods (in years) are as follows:

Asset category	Management estimate of useful life	Useful life as per Schedule II
Buildings including roads	2 / 3 / 10 / 30	30 / 60
Plant and equipment	2 - 15	15
Moulds (Included under plant and equipment)	Based on the number of units produced	Not applicable
Electrical installations including Office equipments	2 / 3 / 5 / 10	10
Computers and servers	3 / 5 / 6	3 / 6
Furniture and fittings including Lab equipments	5 / 10	5 / 10
Motor vehicles	8 / 10	8 / 10

Leasehold improvements are amortized on a straight line basis over the useful life of the asset or the lease period whichever is lower.

Depreciation method, useful lives and residual values are reviewed at each financial year-end and adjusted prospectively, if appropriate. Based on technical evaluation and consequent advice, the management

Notes to the Financial Statements for the year ended March 31, 2026
(All amounts are in Indian Rupees Lakhs)

believes that its estimates of useful lives as given above best represent the period over which management expects to use these assets.

Depreciation on additions (disposals) is provided on a pro-rata basis i.e. from (up to) the date on which asset is ready for use (disposed of).

- E. Intangible assets**
i) Intangible assets
Intangible assets (including those acquired by the Company in a business combination, if any) are initially measured at cost. Such intangible assets are subsequently measured at cost less accumulated amortisation and any accumulated impairment losses.
- ii) Subsequent expenditure**
Subsequent expenditure is capitalised only when it increases the future economic benefits embodied in the specific asset to which it relates. All other expenditure, including expenditure on internally generated goodwill and brands, is recognised in statement of profit and loss as incurred.
- iii) Transition to Ind AS**
The cost Intangible assets at April 1, 2016, the Company's date of transition to Ind AS, was determined with reference to its carrying value recognised as per the previous GAAP (deemed cost), as at the date of transition to Ind AS.

- iv) Amortisation**
Amortisation is calculated to write off the cost of intangible assets less their estimated residual values over their estimated useful lives using the straight-line method, and is included in depreciation and amortisation in Statement of Profit and Loss.
- The estimated useful lives of intangible assets for the current and comparative periods (in years) are as follows:
- | Asset category | Management estimate of useful life |
|-------------------|------------------------------------|
| Computer software | 1 - 10 |
- Amortisation method, useful lives and residual values are reviewed at the end of each financial year and adjusted if appropriate.

- v) Intangible assets under development**
Intangible assets under development includes intangible assets which are in process of being ready for its intended use and it is probable that the expected future economic benefits that are attributable to the asset will flow to the entity and the cost of the asset can be measured reliably.
- F. Inventories**
Inventories are measured at the lower of cost and net realisable value. The cost of inventories is based on the weighted average cost basis and includes expenditure incurred in acquiring the inventories, production or conversion costs and other costs incurred in bringing them to their present location and condition. Costs incurred in bringing each product to its present location and condition are accounted for as follows:

Raw materials and packing materials: 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.

Finished goods: Cost includes cost of direct materials and labour and a proportion of manufacturing overheads based on the actual operating capacity for variable overheads and normal capacity for fixed overheads.

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 basis.

Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and selling expenses. The net realisable value of work-in-progress is determined with reference to the selling prices of related finished products. Raw materials, components and other supplies held for use in the production of finished products are not written down below cost except in cases where the material prices have declined and it is estimated that the cost of the finished products will exceed their net realisable value. The comparison of cost and net realisable value is made on an item-by-item basis.

Notes to the Financial Statements for the year ended March 31, 2026
(All amounts are in Indian Rupees Lakhs)

G. Impairment

i) Impairment of trade receivables and financial assets

The Company recognises loss allowances for expected credit losses on financial assets measured at amortised cost.

At each reporting date, the Company assesses whether financial assets carried at amortised cost are credit impaired. A financial asset is 'credit impaired' when one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred.

Evidence that a financial asset is credit impaired includes the following observable data:

- significant financial difficulty of the borrower or issuer;
- a breach of contract such as a default or past dues;
- the restructuring of a loan or advance by the Company on terms that the Company would not consider otherwise;
- it is probable that the borrower will enter bankruptcy or other financial reorganisation; or
- the disappearance of an active market for a security because of financial difficulties.

Loss allowances for trade receivables are always measured at an amount equal to lifetime expected credit losses.

Lifetime expected credit losses are the expected credit losses that result from all possible default events over the expected life of a financial instrument.

12-month expected credit losses are the portion of expected credit losses that result from default events that are possible within 12 months after the reporting date (or a shorter period if the expected life of the instrument is less than 12 months).

In all cases, the maximum period considered when estimating expected credit losses is the maximum contractual period over which the Company is exposed to credit risk.

When determining whether the credit risk of a financial asset has increased significantly since initial recognition and when estimating expected credit losses, the Company considers reasonable and supportable

information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis, based on the Company's historical experience and informed credit assessment and including forward looking information.

The Company assumes that the credit risk on a financial asset has increased significantly if it is more than 90 days past due.

The Company considers a financial asset to be in default when:

- the borrower is unlikely to pay its credit obligations to the Company in full, without recourse by the Company to actions such as realising security (if any is held); or
- the financial asset is more than 90 days past due.'

ii) Measurement of expected credit losses

Expected credit losses are a probability weighted estimate of credit losses. Credit losses are measured as the present value of all cash shortfalls (i.e. the difference between the cash flows due to the Company in accordance with the contract and the cash flows that the Company expects to receive).

Presentation of allowance for expected credit losses in the balance sheet

Loss allowances for financial assets measured at amortised cost are deducted from the gross carrying amount of the assets.

Write-off

The gross carrying amount of a financial asset is written off (either partially or in full) to the extent that there is no realistic prospect of recovery. This is generally the case when the Company determines that the debtor does not have assets or sources of income that could generate sufficient cash flows to repay the amounts subject to the write off. However, financial assets that are written off could still be subject to enforcement activities in order to comply with the Company's procedures for recovery of amounts due.

iii) Impairment of non-financial assets

At each reporting date, the Company reviews its non-financial assets (other than inventories, contract assets, and deferred tax assets) to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated.



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For impairment testing, assets are grouped together into the smallest group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows of other assets or Cash Generating Units ('CGUs').

The recoverable amount of an individual asset or CGU is the greater of its value in use and its fair value less costs of disposal. Value in use is based on the estimated future cash flows, discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset or CGU.

An impairment loss is recognised if the carrying amount of an asset or CGU exceeds its recoverable amount.

Impairment losses are recognised in profit or loss. They are allocated first to reduce the carrying amount of any goodwill allocated to the CGU, and then to reduce the carrying amounts of the other assets in the CGU on a pro rata basis.

In respect of other assets for which impairment loss has been recognised in prior periods, the Company reviews at each reporting date whether there is any indication that the loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. Such a reversal is made only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

H. Employee benefits

i) Short-term employee benefits

Liabilities for wages and salaries, including non-monetary benefits that are expected to be settled wholly within 12 months after the end of the period in which the employees render the related service are recognised in respect of employees' services up to the end of the reporting and are measured at the amounts expected to be paid when the liabilities are settled. The liabilities are presented as current employee benefit obligations in the balance sheet.

ii) Defined contribution plans

A defined contribution plan is a post-employment benefit plan under which an entity pays fixed contributions into a separate entity and will have no

legal or constructive obligation to pay further amounts. The Company makes specified monthly contributions towards Government administered provident fund scheme. Obligations for contributions to defined contribution plans are recognised as an employee benefit expense in statement of profit and loss in the periods during which the related services are rendered by employees.

iii) Defined benefit plans

A defined benefits plan is a post-employment benefit plan other than a defined contribution plan. The Company's net obligation in respect of defined benefit plans is calculated separately for each plan by estimating the amount of future benefit that employees have earned in the current and prior periods, discounting that amount and deducting the fair value of any plan assets.

The calculation of defined benefit obligation is performed annually by a qualified actuary using the projected unit credit method. When the calculation results in a potential asset for the Company, the recognised asset is limited to the present value of economic benefits available in the form of any future refunds from the plan or reductions in future contributions to the plan ('the asset ceiling'). In order to calculate the present value of economic benefits, consideration is given to any minimum funding requirements.

Remeasurement of the net defined benefit liability, which comprise actuarial gains and losses, the return on plan assets (excluding interest) and the effect of the asset ceiling (if any, excluding interest), are recognised in OCI. The Company determines the net interest expense / (income) on the net defined benefit liability / (asset) for the period by applying the discount rate used to measure the defined benefit obligation at the beginning of the annual period to the then-net defined benefit liability / (asset), taking into account any changes in the net defined benefit liability / (asset) during the period as a result of contributions and benefit payments. Net interest expense and other expenses related to defined benefit plans are recognised in statement of profit and loss.

When the benefits of a plan are changed or when a plan is curtailed, the resulting change in benefit that relates to past service ('past service cost' or 'past service gain') or the gain or loss on curtailment is

Notes to the Financial Statements for the year ended March 31, 2026
(All amounts are in Indian Rupees Lakhs)

recognised immediately in statement of profit and loss. The Company recognises gains and losses on the settlement of a defined benefit plan when the settlement occurs.

Gratuity

The Company provides for gratuity, a defined benefit retirement plan (the 'gratuity plan') covering eligible employees. The plan provides payment to vested employees at retirement, death or termination of employment, of an amount based on the respective employee's salary and the tenure of employment with the Company. The Company provides the gratuity benefit through annual contribution to a fund managed by the Life Insurance corporation of India ('LIC') and PNB MetLife India Insurance Co Ltd. Under this scheme the settlement obligation remains with the Company although the LIC administers the scheme and determines the contribution premium required to be paid by the Company. Liabilities related to the gratuity plan are determined and accrued by actuarial valuation using projected unit credit method by an independent actuary as at the balance sheet.

iv) Other long-term employee benefits - compensated absences

Accumulated absences expected to be carried forward beyond twelve months is treated as long-term employee benefit for measurement purposes. The Company's net obligation in respect of other long-term employee benefit of accumulating compensated absences is the amount of future benefit that employees have accumulated at the end of the year. That benefit is discounted to determine its present value The obligation is measured annually by a qualified actuary using the projected unit credit method. Remeasurements are recognised in profit or loss in the period in which they arise.

The obligations are presented as current liabilities in the balance sheet if the Company does not have an unconditional right to defer the settlement for at least twelve months after the reporting date.

v) Share-based compensation

The grant date fair value of equity settled share-based payment awards granted to employees is recognised as an employee expense, with a corresponding increase in equity, over the period that the employees unconditionally become entitled to the awards. The amount recognised as expense is based on the estimate of the number of awards for which the related service

and non-market vesting conditions are expected to be met, such that the amount ultimately recognised as an expense is based on the number of awards that do meet the related service and non-market vesting conditions at the vesting date.

vi) Treasury shares

The Company has created a Trust, Amrutanjan Health Care Limited ESOP trust (herein after known as 'ESOP Trust'), for administration of share-based payment to its employees. Own equity instruments that are reacquired (treasury shares) are recognised at cost and deducted from equity. When the treasury shares are issued to the employees by the trust, the amount received is recognised as an increase in equity and the resultant gain / (loss) is transferred to / from reserves.

I. Provisions (other than for employee benefits)

A provision is recognised if, as a result of a past event, the Company has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are determined by discounting the expected future cash flows (representing the best estimate of the expenditure required to settle the present obligation at the balance sheet date) at a pre-tax rate that reflects current market assessment of the time value of money and the risks specific to the liability. The unwinding of the discount is recognised as finance cost. Expected future operating losses are not provided for.

J. Revenue

The Company earns revenue from sale of products in pain management, congestion management, beverages, Women's Hygiene & Personal Care and others. The Company also earns revenue from sale of services in pain management.

Disaggregation of revenue

The Company disaggregates revenue from contracts with customers by the nature of sale i.e. manufactured and traded goods and based on the reporting segments based on the information reviewed by the CODM. The Company believes that this disaggregation is the best description on how the nature, amount, timing and uncertainty of our revenues and cash flows are affected by industry, market and other economic factors. Also refer note 22.



Notes to the Financial Statements for the year ended March 31, 2026
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Variable consideration

If the consideration in a contract includes the variable amount, the Company estimates the amount of consideration to which it will be entitled in exchange for transferring the goods to the customer. The variable consideration is estimated at contract inception and constrained until it is highly probable that a significant revenue reversal in the amount of cumulative revenue recognised will not occur when the associated uncertainty with the variable consideration is subsequently resolved.

Stockist incentives, claims and schemes

Arrangements with customers includes a provision for stockist incentives, discount schemes and claims. In those instances, where there is a valid expectation from the customers to receive a incentive / discount / recover claims, the amount of variable consideration which is included in the transaction price may be constrained, unless included in the net sales price only to the extent that it is probable that a significant reversal in the amount of the cumulative revenue recognised under the arrangement will not occur in a future period. The Company applies the most likely amount method for determining the stockist incentives, discount schemes and claims.

Contract balances

Contract assets

A contract asset is the right to consideration in exchange for goods or services transferred to the customer. If the Company performs by transferring goods or services to a customer, before the customer pays consideration or before payment is due, a contract asset is recognised for the earned consideration that is conditional.

Trade receivables

A receivable represents the Company's right to an amount of consideration that is unconditional (i.e. only the passage of time is required before payment of the consideration is due). Refer to accounting policies of financial assets - note 3C - financial instruments - initial recognition and subsequent measurement.

Contract liabilities

A contract liability is the obligation to transfer goods or services to a customer for which the Company has received consideration (or an amount of consideration is due) from the customer. If a customer pays consideration before the Company transfers goods

or services to the customer, a contract liability is recognised when the payment is made or the payment is due (whichever is earlier). Contract liabilities are recognised as revenue when the Company performs under the contract.

Performance obligations and revenue recognition policies

Revenue is recognised upon transfer of control of promised products or services to customers in an amount that reflects the consideration which the Company expects to receive in exchange for those products or services.

The following details provides information about the nature and timing of the satisfaction of performance obligations in contracts with customers, including significant payment terms, and the related revenue recognition policies.

i) Sale of goods and services

Nature and timing of satisfaction of performance obligations, including significant payment terms

Revenue from sale of goods is recognized when control of the products being sold is transferred to our customer and when there are no longer any unfulfilled obligations, depending on individual terms. The performance obligations in our contracts are fulfilled at the time of dispatch, delivery or upon formal customer acceptance depending on customer terms. Revenue towards satisfaction of performance obligation is measured at the amount of transaction price (net of variable consideration) allocated to that performance obligation. The transaction price of the goods sold and services rendered is net of variable consideration on account of stockist incentives, discount schemes and claims offered by the Company as part of the contract and any taxes or duties collected on behalf of the Government such as goods and services tax, etc. Accumulated experience is used to estimate provision for stockist incentives, discount schemes and claims. Revenue is recognized to the extent that it is probable a significant reversal will not occur. Invoice are usually payable within the mutually agreed credit period depending on individual customer terms.

Revenue from services is recognised in the accounting period in which the services are rendered.

ii) Export incentives

Export incentives are recognized when the right to receive credit as per the terms of the scheme is

Notes to the Financial Statements for the year ended March 31, 2026
(All amounts are in Indian Rupees Lakhs)

established in respect of the exports made and when there is no significant uncertainty regarding the ultimate collection of the relevant export proceeds.

Determination of transaction price and allocation to performance obligations

Revenue is measured based on the transaction price, which is the consideration, adjusted for stockist incentives, discount schemes and claims if any, as specified in the contract with the customer. Revenue also excludes taxes collected from customers.

Refer note 22 for reconciliation of revenue recognised with contracted price.

K. Leases

The Company assesses whether a contract contains a lease, at inception of a contract. 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 assesses whether: (1) the contract involves the use of an identified asset (2) the Company has substantially all of the economic benefits from use of the asset through the period of the lease and (3) the Company has the right to direct the use of the asset.

At the date of commencement of the lease, the Company recognizes a right-of-use asset ('ROU') and a corresponding lease liability for all lease arrangements in which it is a lessee, except for leases with a term of twelve months or less (short-term leases) and low value leases. For these short-term and low value leases, the Company recognizes the lease payments as an operating expense on a straight-line basis over the term of the lease.

Certain lease arrangements includes the options to extend or terminate the lease before the end of the lease term. ROU assets and lease liabilities includes these options when it is reasonably certain that they will be exercised.

The right-of-use assets are initially recognized at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or prior to the commencement date of the lease plus any initial direct costs less any lease incentives. They are subsequently measured at cost less accumulated depreciation and impairment losses.

Right-of-use assets are depreciated from the commencement date on a straight-line basis over the shorter of the lease term and useful life of the underlying asset. Right of use assets are evaluated for recoverability whenever events or changes in circumstances indicate that their carrying amounts may not be recoverable. For the purpose of impairment testing, the recoverable amount(i.e. The higher of the fair value less cost to sell and the value-in-use) is determined on an individual asset basis unless the asset does not generate cashflows that are largely independent of those from other assets. In such cases, the recoverable amount is determined for the Cash Generating Unit (CGU) to which the asset belongs.

The lease liability is initially measured at amortized cost at the present value of the future lease payments. The lease payments are discounted using the interest rate implicit in the lease or, if not readily determinable, using the incremental borrowing rates in the country of domicile of the leases. Lease liabilities are remeasured with a corresponding adjustment to the related right of use asset if the Company changes its assessment if whether it will exercise an extension or a termination option.

The Company determines its incremental borrowing rate by obtaining interest rates from various external financing sources and makes certain adjustments to reflect the terms of the lease and type of the asset leased.

Lease payments included in the measurement of the lease liability comprise the following:

- fixed payments, including in-substance fixed payments;
- variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- amounts expected to be payable under a residual value guarantee; and
- the exercise price under a purchase option that the Company is reasonably certain to exercise, lease payments in an optional renewal period if the Company is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless the Company is reasonably certain not to terminate early.

The lease liability is measured at amortised cost using the effective interest method. It is remeasured when



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there is a change in future lease payments arising from a change in an index or rate, if there is a change in the Company's estimate of the amount expected to be payable under a residual value guarantee, if the Company changes its assessment of whether it will exercise a purchase, extension or termination option or if there is a revised in-substance fixed lease payment.

The Company presents right-of-use assets that do not meet the definition of investment property in 'property, plant and equipment' and lease liabilities separately in the balance sheet within 'Financial Liabilities'.

Lease liability and right-of-use asset have been separately presented in the Balance Sheet and lease payments have been classified as financing cash flows.

L. Recognition of interest income or expense

Interest income or expense is recognised using the effective interest method.

The 'effective interest rate' is the rate that exactly discounts estimated future cash payments or receipts through the expected life of the financial instrument to:

- the gross carrying amount of the financial asset; or
- the amortised cost of the financial liability.

In calculating interest income and expense, the effective interest rate is applied to the gross carrying amount of the asset (when the asset is not credit-impaired) or to the amortised cost of the liability.

However, for financial assets that have become credit-impaired subsequent to initial recognition, interest income is calculated by applying the effective interest rate to the amortised cost of the financial asset. If the asset is no longer credit-impaired, then the calculation of interest income reverts to the gross basis.

M. Income tax

Income tax comprises current and deferred tax. It is recognised in statement of profit and loss except to the extent that it relates to a business combination or to an item recognised directly in equity or in other comprehensive income.

i) Current tax

Current tax comprises the expected tax payable or receivable on the taxable income or loss for the year and any adjustment to the tax payable or receivable in respect of previous years. The amount of current tax reflects the best estimate of the tax amount expected

to be paid or received after considering the uncertainty, if any, related to income taxes. It is measured using tax rates (and tax laws) enacted or substantively enacted by the reporting date.

Current tax assets and current tax liabilities are offset only if there is a legally enforceable right to set off the recognised amounts, and it is intended to realise the asset and settle the liability on a net basis or simultaneously.

ii) Deferred tax

Deferred tax is recognised in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the corresponding amounts used for taxation purposes. Deferred tax is also recognised in respect of carried forward tax losses and tax credits. Deferred tax is not recognised for:

- temporary differences on the initial recognition of assets or liabilities in a transaction that:
 - is not a business combination; and
 - at the time of the transaction
- affects neither accounting nor taxable profit or loss and
- does not give rise to equal taxable and deductible temporary differences

- temporary differences related to investments in subsidiaries, associates and joint arrangements to the extent that the Company is able to control the timing of the reversal of the temporary differences and it is probable that they will not reverse in the foreseeable future; and
- taxable temporary differences arising on the initial recognition of goodwill.

Deferred tax assets are recognised for unused tax losses, unused tax credits and deductible temporary differences to the extent that it is probable that future taxable profits will be available against which they can be used. Future taxable profits are determined based on the reversal of relevant taxable temporary differences. If the amount of taxable temporary differences is insufficient to recognise a deferred tax asset in full, then future taxable profits, adjusted for reversals of existing temporary differences, are considered, based on the

Notes to the Financial Statements for the year ended March 31, 2026
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business plans for individual subsidiaries in the Company. Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realised; such reductions are reversed when the probability of future taxable profits improves.

Deferred tax is measured at the tax rates that are expected to apply to the period when the asset is realised or the liability is settled, based on the laws that have been enacted or substantively enacted by the reporting date. The measurement of deferred tax reflects the tax consequences that would follow from the manner in which the Company expects, at the reporting date, to recover or settle the carrying amount of its assets and liabilities. For this purpose, the carrying amount of investment property is presumed to be recovered through sale.

Deferred tax assets and liabilities are offset if there is a legally enforceable right to offset current tax liabilities and assets, and they relate to income taxes levied by the same tax authority on the same taxable entity, or on different tax entities, but they intend to settle current tax liabilities and assets on a net basis or their tax assets and liabilities will be realised simultaneously.

N. Operating segment

Operating segments are reported in a manner consistent with the internal reporting provided to the Chief Operating Decision Maker (CODM) of the Company. The CODM is responsible for allocating resources and assessing performance of the operating segments of the Company. For the disclosure on reportable segments see note 36.

O. Cash and cash equivalents

Cash and Cash equivalents for the purpose of Cash Flow Statement comprise cash and cheques in hand, bank balances, demand deposits with banks where the original maturity is three months or less and other short term highly liquid investments.

P. Earnings per share
Basic Earnings Per Share

Basic earnings per share is calculated by dividing the profit (or loss) attributable to the owners of the Company by the weighted average number of equity shares outstanding during the year. The weighted average number of equity shares outstanding during the year is adjusted for bonus issue, bonus element in a rights issue to existing shareholders, share split and reverse share split (consolidation of shares).

Diluted Earnings Per Share

Diluted earnings per share is computed by dividing the profit (considered in determination of basic earnings per share) after considering the effect of interest and other financing costs or income (net of attributable taxes) associated with dilutive potential equity shares by the weighted average number of equity shares considered for deriving basic earnings per share adjusted for the weighted average number of equity shares that would have been issued upon conversion of all dilutive potential equity shares.

Q. Current/ Non-current classification

All assets and liabilities have been classified as current and non-current as per the Company's normal operating cycle. The Company has considered 12 months as the operating cycle

Non-current assets classified as held for sale are measured at lower of their carrying amount and fair value less costs to sell.



Notes to the Financial Statements for the year ended March 31, 2026
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R. Contingent liability

Contingent liability is a possible obligation arising from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity or a present obligation that arises from past events but is not recognized because it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation or the amount of the obligation cannot be measured with sufficient reliability. The Company does not recognize a contingent liability but discloses its existence in the financial statements.

S. Recent pronouncements

Ministry of Corporate Affairs ('MCA') notifies new standards or amendments to the existing standards under Companies (Indian Accounting Standards) Rules as issued from time to time. In May 2025, MCA notified amendments to Ind AS 21 - The Effects of Changes in Foreign Exchange Rates, which clarifies adoption of reference rate for the currency lacking exchangeability which is applicable w.e.f. April 1, 2025. The Company has reviewed the amendment and based on its evaluation has determined that it does not have any significant impact in its financial statements.

In August 2025, MCA notified the following amendments to:

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.
2. 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 based on its evaluation has determined that it does not have any significant impact in its financial statements.

Notes to the Financial Statements for the year ended March 31, 2026

(All amounts are in Indian Rupees Lakhs)

4 Property, plant and equipment

(See accounting policy in Note 3(D))

Reconciliation of carrying amount

Particulars	Freehold land	Buildings	Plant and equipment	Electrical installations	Computers and servers	Furniture and fittings	Motorvehicles	Leasehold improvements	Total
Cost									
Balance at April 1, 2024	221.52	2,245.68	3,311.58	272.39	538.35	125.58	163.80	25.33	6,904.23
Additions	-	135.30	150.74	146.66	25.35	81.14	-	11.56	550.75
Disposals	-	-	-	-	-	-	-	-	-
Balance at March 31, 2025	221.52	2,380.98	3,462.32	419.05	563.70	206.72	163.80	36.89	7,454.98
Balance at April 1, 2025	221.52	2,380.98	3,462.32	419.05	563.70	206.72	163.80	36.89	7,454.98
Additions	-	57.75	485.41	28.90	49.67	46.29	104.10	-	772.12
Disposals	-	-	-	-	-	-	(29.90)	-	(29.90)
Balance at March 31, 2026	221.52	2,438.73	3,947.73	447.95	613.37	253.01	238.00	36.89	8,197.20
Accumulated depreciation									
Balance at April 1, 2024	-	671.15	1,145.30	71.56	305.75	42.03	108.49	5.16	2,349.44
Depreciation for the year (refer note 28)	-	144.02	210.75	40.08	83.41	17.64	15.33	9.79	521.02
Disposals	-	-	-	-	-	-	-	-	-
Balance at March 31, 2025	-	815.17	1,356.05	111.64	389.16	59.67	123.82	14.95	2,870.46
Balance at April 1, 2025	-	815.17	1,356.05	111.64	389.16	59.67	123.82	14.95	2,870.46
Depreciation for the year (refer note 28)	-	154.92	220.75	42.05	58.71	20.96	17.60	11.72	526.71
Disposals	-	-	-	-	-	-	(29.90)	-	(29.90)
Balance at March 31, 2026	-	970.09	1,576.80	153.69	447.87	80.63	111.52	26.67	3,367.27
Carrying amount (net)									
As at March 31, 2025	221.52	1,565.81	2,106.27	307.41	174.54	147.05	39.98	21.94	4,584.52
As at March 31, 2026	221.52	1,468.64	2,370.93	294.26	165.50	172.38	126.48	10.22	4,829.93

Note: 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), are held in the name of the Company



Notes to the Financial Statements for the year ended March 31, 2026

(All amounts are in Indian Rupees Lakhs)

4A Capital work-in-progress

(See accounting policy in Note 3(D))

Particulars	Total
As at April 1, 2024	234.45
Additions	1,697.56
Transfers / Capitalisations	312.23
As at March 31, 2025	1,619.78
As at April 1, 2025	1,619.78
Additions	8,928.20
Transfers / Capitalisations	-
As at March 31, 2026	10,547.98

Capital work-in-progress ageing

Ageing for capital work-in-progress as at March 31, 2026 is as follows:

	Amount in capital work-in-progress for a period of				
	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
Projects in Progress	8,928.20	1,619.78	-	-	10,547.98
	8,928.20	1,619.78	-	-	10,547.98

Capital work-in-progress whose completion has exceeded its cost compared to its original plan

	To be completed in				
	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
Projects in progress	-	-	-	-	-
	-	-	-	-	-

Capital work-in-progress whose completion is overdue compared to its original plan

	To be completed in				
	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
Projects in progress	10,519.94	-	-	-	10,519.94
	10,519.94	-	-	-	10,519.94

Ageing for capital work-in-progress as at March 31, 2025 is as follows:

	Amount in capital work-in-progress for a period of				
	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
Projects in Progress	1,619.78	-	-	-	1,619.78
	1,619.78	-	-	-	1,619.78

Capital work-in-progress whose completion is overdue and has exceeded its cost compared to its original plan

	To be completed in				
	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
Projects in Progress	-	-	-	-	-
	-	-	-	-	-

Note: There are no projects suspended temporarily as on March 31, 2026 and March 31, 2025.

Notes to the Financial Statements for the year ended March 31, 2026
(All amounts are in Indian Rupees Lakhs)

5 Intangible assets

(See accounting policy in Note 3(E))

Reconciliation of carrying amount

Particulars	Computer software	Total
Cost		
Balance as at April 1, 2024	450.25	450.25
Additions	30.57	30.57
Assets discarded	-	-
Balance as at March 31, 2025	480.82	480.82
Balance as at April 1, 2025	480.82	480.82
Additions	44.66	44.66
Assets discarded	-	-
Balance as at March 31, 2026	525.48	525.48
Accumulated amortisation		
Balance as at April 1, 2024	217.43	217.43
Amortisation for the year (refer note 28)	95.58	95.58
Assets discarded	-	-
Balance as at March 31, 2025	313.01	313.01
Balance as at April 1, 2025	313.01	313.01
Amortisation for the year (refer note 28)	67.72	67.72
Assets discarded	-	-
Balance as at March 31, 2026	380.73	380.73
Carrying amount (net)		
As at March 31, 2025	167.81	167.81
As at March 31, 2026	144.75	144.75

5A Intangible assets under development

(See accounting policy in Note 3(E))

Particulars	Computer software	Total
As at April 1, 2024	5.00	5.00
Additions	-	-
Transfers / Capitalisations	-	-
As at March 31, 2025	5.00	5.00
As at April 1, 2025	5.00	5.00
Additions	18.70	18.70
Transfers / Capitalisations	-	-
As at March 31, 2026	23.70	23.70

Intangible assets under development ageing

Ageing for intangible assets under development as at March 31, 2026 is as follows:

	Amount in capital work-in-progress for a period of				
	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
Projects in Progress	18.70	-	5.00	-	23.70
	18.70	-	5.00	-	23.70



Notes to the Financial Statements for the year ended March 31, 2026
(All amounts are in Indian Rupees Lakhs)

Intangible assets under development whose completion is overdue as at March 31, 2026:

	Amount in Intangible assets under development to be completed in				
	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
Projects in Progress	-	-	5.00	-	5.00
	-	-	5.00	-	5.00

Note: There are no intangible assets under development which has exceeded its cost compared to its original plan as at March 31, 2026.

Ageing for intangible assets under development as at March 31, 2025 is as follows:

	Amount in capital work-in-progress for a period of				
	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
Projects in Progress	-	5.00	-	-	5.00
	-	5.00	-	-	5.00

Intangible assets under development whose completion is overdue as at March 31, 2025:

	Amount in Intangible assets under development to be completed in				
	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
Projects in Progress	-	5.00	-	-	5.00
	-	5.00	-	-	5.00

Note: There are no intangible assets under development which has exceeded its cost compared to its original plan as at March 31, 2025.

6 Investments

(See accounting policy in Note 3(C))

A. Non-current investments

	As at March 31, 2026	As at March 31, 2025
Quoted equity shares		
Equity shares at FVTPL		
1,207 (March 31, 2025: 1,207) Equity Shares in NTPC Limited of ₹10 each fully paid	4.47	4.33
190 (March 31, 2025: 190) Equity Shares in Punjab National Bank of ₹2 each fully paid	0.20	0.18
	4.67	4.51
Aggregate book value of quoted investments	4.67	4.51
Aggregate market value of quoted investments	4.67	4.51

The investments which are due to mature within a period of less than 12 months have been classified as current investments as at March 31, 2026.

B. Current investments

	As at March 31, 2026	As at March 31, 2025
Quoted debt securities		
Mutual funds at FVTPL		
5,79,302 (March 31, 2025: Nil) units of SBI Arbitrage Oppurtunities - Growth	204.71	-
262,296 (March 31, 2025: Nil) units of Kotak Arbitrage fund - Growth	102.69	-
	307.40	-
Aggregate book value of quoted investments	307.40	-
Aggregate market value of quoted investments	307.40	-



Notes to the Financial Statements for the year ended March 31, 2026

(All amounts are in Indian Rupees Lakhs)

7 Trade receivables

(See accounting policy in Note 3(C) and 3(G))

	As at March 31, 2026	As at March 31, 2025
Trade receivables considered good - secured	188.86	294.61
Trade receivables considered good - unsecured	5,875.54	5,287.57
Trade receivables which have significant increase in credit risk	-	-
Trade receivables - credit impaired	655.36	675.82
Total trade receivables	6,719.76	6,258.00
Less: Loss allowance	(655.36)	(675.82)
Net trade receivables	6,064.40	5,582.18
Current portion	6,064.40	5,582.18
Non-current portion	-	-

Ageing for trade receivable outstanding as at March 31, 2026 is as follows:

Particulars	Not due	Outstanding for following periods from due date of payment					Total
		Less than 6 months	6 months- 1 year	1-2 years	2-3 years	More than 3 years	
Undisputed trade receivables – considered good	5,841.37	223.03	-	-	-	-	6,064.40
Undisputed trade receivables – which have significant increase in credit risk	-	-	-	-	-	-	-
Undisputed trade receivables – credit impaired	-	96.96	22.48	50.37	150.76	164.66	485.23
Disputed trade receivables – considered good	-	-	-	-	-	-	-
Disputed trade receivables – which have significant increase in credit risk	-	-	-	-	-	-	-
Disputed trade receivables – credit impaired	-	-	-	-	-	170.13	170.13
	5,841.37	319.99	22.48	50.37	150.76	334.79	6,719.76
Loss allowance*							(655.36)
Trade receivables	5,841.37	319.99	22.48	50.37	150.76	334.79	6,064.40

Ageing for trade receivable outstanding as at March 31, 2025 is as follows:

Particulars	Not due	Outstanding for following periods from due date of payment					Total
		Less than 6 months	6 months- 1 year	1-2 years	2-3 years	More than 3 years	
Undisputed trade receivables – considered good	5,210.14	372.04	-	-	-	-	5,582.18
Undisputed trade receivables – which have significant increase in credit risk	-	-	-	-	-	-	-

Notes to the Financial Statements for the year ended March 31, 2026

(All amounts are in Indian Rupees Lakhs)

Particulars	Not due	Outstanding for following periods from due date of payment					Total
		Less than 6 months	6 months- 1 year	1-2 years	2-3 years	More than 3 years	
Undisputed trade receivables – credit impaired	-	18.35	38.43	150.99	199.66	98.26	505.69
Disputed trade receivables – considered good	-	-	-	-	-	-	-
Disputed trade receivables – which have significant increase in credit risk	-	-	-	-	-	-	-
Disputed trade receivables – credit impaired	-	-	-	-	-	170.13	170.13
	5,210.14	390.39	38.43	150.99	199.66	268.39	6,258.00
Loss allowance*							(675.82)
Trade receivables	5,210.14	390.39	38.43	150.99	199.66	268.39	5,582.18

*The Company has used a practical expedient by computing the expected credit loss allowance for trade receivables based on a provision matrix. The provision matrix takes into account historical credit loss experience based on : a) Past trend of outstanding receivables over a rolling period of past 24 months and b) actual amount of outstanding receivables as on the reporting date. Trade receivables are generally on credit terms of 0 to 45 days based on the type of customer.

There are no unbilled receivables, hence the same is not disclosed in the ageing schedule. There are no trade receivables from related parties as at March 31, 2026 and March 31, 2025. The Company's exposure to credit and currency risks and loss allowance related to trade receivables are disclosed in Note 32.

8 Other financial assets

	As at March 31, 2026		As at March 31, 2025	
	Current	Non-Current	Current	Non-Current
Deposits				
with banks having original maturity of more than 12 months ^	11,938.51	4,091.47	9,272.17	4,137.13
with financial institutions	1,764.93	481.15	2,216.82	-
Security deposits	62.51	21.69	32.28	22.33
Balance with bank held as margin money deposits*^	448.39	17.26	95.80	-
Fair value of forward contracts derivative asset	19.66	-	-	-
Exports benefits receivable	-	7.52	-	5.83
	14,234.00	4,619.09	11,617.07	4,165.29

^Includes interest accrued for the year ended March 31, 2026 and March 31, 2025

*Represents restricted bank balances. The restrictions are on account of margin money deposits against bank guarantees.

9 Other assets

(Unsecured and considered good)

	As at March 31, 2026		As at March 31, 2025	
	Current	Non-Current	Current	Non-Current
Capital advances	-	158.69	-	1,582.23
Balance with government authorities				
Balance with government authorities	1,039.71	513.83	460.58	260.62
Less: Provision towards disputed liabilities	(4.06)	(105.44)	(4.06)	(94.63)
Prepaid expenses	191.55	14.45	106.11	17.15
Advance to suppliers	205.27	-	200.58	-
Employee advances	49.44	-	56.23	-
Other advances	9.41	-	6.71	-
	1,491.32	581.53	826.15	1,765.37

Notes to the Financial Statements for the year ended March 31, 2026
(All amounts are in Indian Rupees Lakhs)

10 Inventories

(See accounting policy in Note 3(F))

	As at March 31, 2026	As at March 31, 2025
Raw materials	1,185.63	589.48
Packing materials	693.35	550.08
Finished goods	1,066.63	1,106.16
Stock-in-trade	789.43	480.26
	3,735.04	2,725.98
Goods in transit (included above):		
Raw materials	24.57	34.75
Stock-in-trade	87.47	-
Packing materials	8.10	4.30

The value of inventory includes provision for write down to net realisable value for raw materials amounted to ₹65.85 (March 31, 2025: ₹60.74), for packing material ₹86.72 (March 31, 2025: ₹110.84), for finished goods ₹73.15 (March 31, 2025: ₹64.00) and for traded goods ₹95.98 (March 31, 2025: ₹32.50). The write-down and reversals are included in cost of material consumed or changes in inventories of finished goods and stock-in-trade.

11 Cash and cash equivalents

(See accounting policy in Note 3(O))

	As at March 31, 2026	As at March 31, 2025
Balances with banks		
(i) in current accounts	1,124.17	1,011.82
(ii) in deposit accounts (with original maturity of less than 3 months)	-	-
Cash on hand	3.06	3.70
Cash and cash equivalents	1,127.23	1,015.52

12 Bank balances other than cash and cash equivalents above

	As at March 31, 2026	As at March 31, 2025
Deposits		
with banks having original maturity of more than 3 months but less than 12 months^	1,908.32	7,022.95
Balance with bank held as margin money deposits*^	199.17	189.51
Unclaimed dividend	97.74	87.64
	2,205.23	7,300.10

^Includes interest accrued for the year ended March 31, 2026 and March 31, 2025

*Represents restricted bank balances. The restrictions are on account of margin money deposits against bank guarantees.

13 Share capital

	As at March 31, 2026	As at March 31, 2025
Equity share capital		
Authorised		
51,000,000 equity shares of ₹1/- each (March 31, 2025: 51,000,000 equity shares of ₹1/- each)	510.00	510.00



Notes to the Financial Statements for the year ended March 31, 2026
(All amounts are in Indian Rupees Lakhs)

	As at March 31, 2026	As at March 31, 2025
Issued, subscribed and paid up		
28,910,630 equity shares of ₹1/- each (March 31, 2025: 28,910,630 equity shares of ₹1/- each) , fully paid up	289.11	289.11

a) Reconciliation of shares outstanding at the beginning and at the end of the year

	As at March 31, 2026		As at March 31, 2025	
	Number of shares	Amount	Number of shares	Amount
Equity shares				
At the commencement and at the end of the year	2,89,10,630	289.11	2,89,10,630	289.11

b) Rights, preferences and restrictions attached to equity shares

The Company has only one class of shares referred to as equity shares having a par value of ₹1/-. Each holder of equity shares is entitled to one vote per share. In the event of liquidation of the Company, the holders of equity shares will be entitled to receive remaining assets of the Company, after distribution of all preferential amounts. The distribution will be in proportion to the number of equity shares held by the shareholders. The voting rights cannot be exercised in respect of shares on which any call or other sums presently payable has not been paid. Failure to pay any amount called up on shares may lead to their forfeiture.

c) Particulars of shareholders holding more than 5% of total number of equity shares

	As at March 31, 2026		As at March 31, 2025	
	Number of shares	% of equity shares	Number of shares	% of equity shares
Equity shares of ₹1/- (March 31, 2025: ₹1/-) each fully paid, held by				
Goodhealth Holdings Private Limited	58,25,803	20.15%	58,25,803	20.15%
Sambhu Prasad Sivalenka Trustee of Kasinadhuni Nageswara Rao Sivalenka Sambhuprasad Dharma Nidhi	29,90,730	10.34%	29,90,730	10.34%
Sambhu Prasad S	10,40,171	3.60%	10,40,171	3.60%
Ramaa Prabhakar Arikirevula Trustee of Nageswaramma Private Trust	13,71,530	4.74%	13,71,530	4.74%

- d) Aggregate number of bonus shares issued, shares issued for consideration other than cash and shares brought back during the period of five years immidiately preceding the reporting date:
- There are no bonus shares issued during the period of five years immidiately preceeding the reporting date.
 - No shares have been issued for consideration other than cash during the period of five years immediately preceding the reporting date.

Following are the aggregate number and class of shares bought back:

	As at March 31, 2025	As at March 31, 2024	As at March 31, 2022	As at March 31, 2021	As at March 31, 2020
Buy-back of equity shares of ₹1 each	-	3,20,000	-	-	-
	-	3,20,000	-	-	-



Notes to the Financial Statements for the year ended March 31, 2026

(All amounts are in Indian Rupees Lakhs)

e) Share holding of promoters

As at March 31, 2026

Promoter Name	No. of shares at the commencement of the year	Change during the year	No. of shares at the end of the year	% of total shares	% Change during the year
Sambhu Prasad S	10,40,171	-	10,40,171	3.60%	0.00%
Sambhu Prasad Sivalenka Trustee of Kasinadhuni Nageswara Rao Sivalenka Sambhuprasad Dharma Nidhi	29,90,730	-	29,90,730	10.34%	0.00%
Ramaa Prabhakar Arikirevula Trustee of Nageswaramma Private Trust	13,71,530	-	13,71,530	4.74%	0.00%
Ramalingam Ganti Trustee of Amrutha Dharma Nidhi	7,30,640	-	7,30,640	2.53%	0.00%
Ramaa Prabhakar Arikirevula	8,72,535	-	8,72,535	3.02%	0.00%
Amulya Kamakshi Priya Arikirevula	6,16,781	-	6,16,781	2.13%	0.00%
Goodhealth Holdings Private Limited	58,25,803	-	58,25,803	20.15%	0.00%
	1,34,48,190	-	1,34,48,190	46.52%	

As at March 31, 2025

Promoter Name	No. of shares at the commencement of the year	Change during the year	No. of shares at the end of the year	% of total shares	% Change during the year
Sambhu Prasad S	10,40,171	-	10,40,171	3.60%	0.00%
Sambhu Prasad Sivalenka Trustee of Kasinadhuni Nageswara Rao Sivalenka Sambhuprasad Dharma Nidhi	29,90,730	-	29,90,730	10.34%	0.00%
Dr. Pasumarthi Sathya Narayana Murthi	36,530	(36,530)	-	0.00%	-100.00%
Pasumarthi Sathya Narayana Murthi Trustee of Nageswaramma Private Trust	25,08,000	(25,08,000)	-	0.00%	-100.00%
Ramaa Prabhakar Arikirevula Trustee of Nageswaramma Private Trust	-	13,71,530	13,71,530	4.74%	100.00%
Ramalingam Ganti Trustee of Amrutha Dharma Nidhi	7,30,640	-	7,30,640	2.53%	0.00%
Ramaa Prabhakar Arikirevula	8,72,535	-	8,72,535	3.02%	0.00%
Amulya Kamakshi Priya Arikirevula	6,16,781	-	6,16,781	2.13%	0.00%
Nageswara Rao S	4,420	(4,420)	-	0.00%	-100.00%
Goodhealth Holdings Private Limited	58,25,803	-	58,25,803	20.15%	0.00%
	1,46,25,610	(11,77,420)	1,34,48,190	46.52%	

Notes to the Financial Statements for the year ended March 31, 2026

(All amounts are in Indian Rupees Lakhs)

14 Other equity

A. Movement in reserves and surplus

Note	As at March 31, 2026	As at March 31, 2025
Reserves and surplus		
Capital redemption reserve	30.89	30.89
General reserve	5,109.43	5,109.43
Share based payment reserve	(60.22)	42.42
Treasury shares	(89.65)	(106.05)
Retained earnings	31,743.70	27,295.66
Total reserves and surplus	36,734.15	32,372.35
i) Capital redemption reserve		
Opening balance	30.89	30.89
Closing balance	30.89	30.89
ii) General reserve		
Opening balance	5,109.43	5,109.43
Closing balance	5,109.43	5,109.43
iii) Share based payment reserve		
Opening balance	42.42	(40.16)
Equity settled share based payments	175.74	114.50
Exercise of ESOP	(9.22)	(31.92)
Withdrawal of ESOP-2 scheme (refer note 30)	(269.16)	-
Closing balance	(60.22)	42.42
iv) Treasury shares		
Opening balance	(106.05)	(161.75)
Exercise of ESOP	16.40	55.70
Closing balance	(89.65)	(106.05)
v) Retained earnings		
Opening balance	27,295.66	23,621.31
Profit for the year	5,791.78	5,083.47
Remeasurement of defined benefit liability, net of tax	(13.84)	(79.22)
Dividends	(1,329.90)	(1,329.90)
Closing balance	31,743.70	27,295.66

B. Nature and purpose of reserves

a) Capital redemption reserve

The Company has recognised Capital redemption reserve on buyback of equity shares from its retained earnings. The amount in this reserve is equal to nominal amount of the equity shares bought back.

b) General reserve

The Company has transferred a portion of the net profit of the Company before declaring dividend to General reserve pursuant to the earlier provisions of Companies Act, 1956.

c) Retained earnings

Retained earnings are the profits that the Company has earned till date, less any transfers to general reserve, capital redemption reserve, dividends or other distributions paid to shareholders.

Notes to the Financial Statements for the year ended March 31, 2026

(All amounts are in Indian Rupees Lakhs)

d) Share based payment reserve

The Company has established equity settled share based payment plans for certain categories of employees of the Company. Refer note 30 for further details on this plan.

e) Treasury shares

When the ESOP trust purchases the Company's ordinary shares, the consideration paid including any directly attributable incremental cost is presented as a deduction from total equity, until they are cancelled, sold or reissued. When treasury shares are sold or reissued, the amount received is recognized as an increase in equity, and the resulting surplus or deficit on the transaction is transferred to / from the securities premium.

f) Dividends

The following dividends were declared and paid by the Company during the year:

	Year ended March 31, 2026	Year ended March 31, 2025
Interim dividend of ₹1 per equity share (March 31, 2025: ₹1 per equity share)	289.11	289.11
Interim dividend of ₹1 per equity share (March 31, 2025: ₹1 per equity share)	289.11	289.11
Final dividend for the financial year 2024-25 of ₹2.6 per equity share	751.68	751.68
	1,329.90	1,329.90

After the reporting period, the following dividend were proposed by the Board of Directors subject to the approval at the ensuing Annual General Meeting; the dividend has not been recognised as liabilities.

	Year ended March 31, 2026	Year ended March 31, 2025
Final dividend of ₹2.90 for financial year 2025-26 (financial year 2024-25 - ₹2.60) per equity share	838.41	751.68
	838.41	751.68

C. Analysis of accumulated OCI, net of tax

Disaggregation of changes in item of OCI

Remeasurement of defined benefit liability (Attributable to the owners of the Company)	Year ended March 31, 2026	Year ended March 31, 2025
Opening balance	-	-
Remeasurement of defined benefit liability	(13.84)	(79.22)
Transfer to retained earnings	13.84	79.22
Closing balance	-	-

Remeasurement of defined benefit liability / (asset) comprises actuarial gains and losses and return on plan assets (excluding interest income).

15 Capital management

The Company's policy is to maintain a strong capital base so as to maintain investor, creditor and market confidence and to sustain future development of the business. It sets the amount of capital required on the basis of annual business and long-term operating plans which include capital and other strategic investments. The funding requirements are met through equity and cash generated through operations. The Company does not have any external borrowings. The Company monitors capital using a ratio of 'adjusted net debt' to 'total equity'. For this purpose, adjusted net debt is defined as total liabilities, comprising provisions, financial liabilities, other current liabilities less cash and cash equivalents. Total equity comprises all components of equity.



Notes to the Financial Statements for the year ended March 31, 2026

(All amounts are in Indian Rupees Lakhs)

The Company's adjusted net debt to equity ratio is as follows:

	As at March 31, 2026	As at March 31, 2025
Total liabilities	13,865.84	9,477.32
Less : cash and cash equivalents	(1,127.23)	(1,015.52)
Adjusted net debt	12,738.61	8,461.80
Total equity	37,023.26	32,661.46
Adjusted net debt to total equity ratio	0.34	0.26

16 Earnings per share

(See accounting policies in note 3(P))

	Year ended March 31, 2026	Year ended March 31, 2025
Earnings		
Profit for the year (A)	5,791.78	5,083.47
Shares		
Basic outstanding shares	2,89,10,630	2,89,10,630
Less: Weighted average shares held with the ESOP Trust	-	-
Weighted average number of equity shares (basic) (B)	2,89,10,630	2,89,10,630
Add: Effect of dilutive options granted but not yet exercised/ not yet eligible for exercise	-	-
Weighted average number of equity shares (diluted) (C)	2,89,10,630	2,89,10,630
Basic earnings per share (A / B)	20.03	17.58
Diluted earnings per share (A / C)	20.03	17.58

17 Assets and liabilities relating to employee benefits

(See accounting policies in note 3(H))

A. Defined contribution plan

The Company makes Provident Fund and Super annuation fund / National Pension Scheme contributions, which is a defined contribution plan, for qualifying employees. Additionally, the Company also provides, for covered employees, health insurance through the Employee State Insurance scheme. Under the Schemes, the Company is required to contribute a specified percentage of the payroll costs to fund the benefits. The contributions payable to these plans by the Company are at rates specified in the rules of the Schemes.

	Year ended March 31, 2026	Year ended March 31, 2025
(a) Included under 'Contributions to provident and other funds' (Refer note 26)		
Contributions to Provident fund	260.19	233.21
Contributions to Employee State Insurance	0.63	2.17
Contributions to Superannuation fund / National Pension Scheme	91.96	80.86

B. Defined benefit plan

	As at March 31, 2026	As at March 31, 2025
Net defined benefit liability - Gratuity plan (a)	1,034.35	829.74
Liability for compensated absences (b)	252.84	222.80
Total employee benefit liabilities (a) + (b)	1,287.19	1,052.54
Non-current	1,002.01	829.89
Current	285.18	222.65
	1,287.19	1,052.54

Notes to the Financial Statements for the year ended March 31, 2026
(All amounts are in Indian Rupees Lakhs)

For details about the related employee benefit expenses, see Note 26.

The Company operates the following post-employment defined benefit plans.

The Company has a defined benefit gratuity plan in India, governed by the Payment of Gratuity Act, 1972. The plan entitles an employee, who has rendered at least five years of continuous service, to gratuity at the rate of fifteen days wages for every completed year of service or part thereof in excess of six months, based on the rate of wages last drawn by the employee concerned. These defined benefit plans expose the Company to actuarial risks, such as longevity risk, interest rate risk and market (investment) risk. The plan is managed through 'Amrutanjan Health Care Limited Employees Gratuity Fund'. The funds maintained by 'Amrutanjan Health Care Limited Employees Gratuity Fund' represent plan assets for the Company.

A. Funding

The plan is fully funded by the Company. The funding requirements are based on the gratuity fund's actuarial measurement framework set out in the funding policies of the plan. The funding of plan is based on a separate actuarial valuation for funding purposes for which the assumptions may differ from the assumptions set out in (E). Employees do not contribute to the plan. The Company expects to pay ₹260.95 to defined benefit plan in 2026-27.

B. Reconciliation of the net defined benefit liability

The following table shows a reconciliation from the opening balances to the closing balances for the net defined benefit liability and its components.

	Year ended March 31, 2026	Year ended March 31, 2025
Reconciliation of present value of defined benefit obligation		
Balance at the beginning of the year	890.44	724.01
Benefits paid	(55.40)	(53.07)
Current service cost	76.52	65.73
Past service cost	98.38	-
Interest cost	54.74	48.54
Actuarial losses / (gains) recognised in other comprehensive income	15.71	105.23
Balance at the end of the year	1,080.39	890.44
Reconciliation of the fair value of plan assets		
Balance at the beginning of the year	60.70	20.36
Contributions paid into the plan	40.17	91.30
Benefits paid	(55.40)	(53.07)
Interest income	3.37	2.75
Adjustments to Opening Value	-	-
Actuarial (losses) / gains recognised in other comprehensive income	(2.80)	(0.64)
Balance at the end of the year	46.04	60.70
Net defined benefit liability	1,034.35	829.74

C. i. Expense recognised in Statement of Profit and Loss

	Year ended March 31, 2026	Year ended March 31, 2025
Current service cost	76.52	65.73
Past service cost	98.38	-
Interest cost	54.74	48.54
Interest income	(3.37)	(2.75)
	226.27	111.52



Notes to the Financial Statements for the year ended March 31, 2026
(All amounts are in Indian Rupees Lakhs)

ii. Remeasurement recognised in other comprehensive income

	Year ended March 31, 2026	Year ended March 31, 2025
Actuarial losses/(gains) on defined benefit obligation		
- Remeasurements - changes in demographic assumptions	-	-
- Remeasurements - changes in financial assumptions	(1.36)	19.64
- Remeasurements - due to plan experience	17.06	85.59
Return on plan assets excluding interest income	2.80	0.64
	18.50	105.87

D. Plan assets

Plan assets comprise the following:

	As at March 31, 2026	As at March 31, 2025
Group gratuity accumulation plan:		
- PNB MetLife India Insurance Co. Ltd	29.49	46.02
- Life Insurance Corporation of India	16.55	14.69
	46.04	60.71

E. Defined benefit obligations

i. Actuarial assumptions

Principal actuarial assumptions at the reporting date (expressed as weighted averages):

	As at March 31, 2026	As at March 31, 2025
Discount rate	6.38%	6.35%
Future salary growth	10.00%	10.00%
Attrition rate	20.00%	20.00%

As at March 31, 2026, the estimated term of the defined benefit obligation is (decrement adjusted) 3.64 years (March 31, 2025: 3.65 years).

ii. Sensitivity analysis

Reasonably possible changes at the reporting date to one of the relevant actuarial assumptions, holding other assumptions constant, would have affected the defined benefit obligation and consequential charge to the statement of profit and loss by the amounts shown below:

	Year ended March 31, 2026		Year ended March 31, 2025	
	Increase	Decrease	Increase	Decrease
Discount rate (1% movement)	37.41	(40.34)	31.47	(34.00)
Future salary growth (1% movement)	(35.40)	34.18	(30.70)	29.47
Attrition rate (25% movement)	28.63	(38.13)	24.58	(33.46)

Although the analysis does not take account of the full distribution of cash flows expected under the plan, it does provide an approximation of the sensitivity of the assumptions shown.



Notes to the Financial Statements for the year ended March 31, 2026

(All amounts are in Indian Rupees Lakhs)

F. The expected maturity analysis of gratuity benefits is as follows:

	Less than a year	2-5 years	6-10 years	11-15 years	More than 15 years
March 31, 2026					
Defined benefit obligation - Gratuity	260.95	611.81	377.88	111.72	42.83
March 31, 2025					
Defined benefit obligation - Gratuity	222.02	482.88	318.18	102.65	37.79

18 Provisions

(See accounting policies in 3(H) and 3(I))

Provision for employee benefits (also refer note 17)

	As at March 31, 2026		As at March 31, 2025	
	Non-current	Current	Non-current	Current
Provision for gratuity	819.44	214.91	668.42	161.32
Provision for compensated absences	182.57	70.27	161.47	61.33
Total provision for employee benefits	1,002.01	285.18	829.89	222.65
Other provisions				
Provision towards disputed liabilities	-	771.50	-	11.00
Total other provisions	-	771.50	-	11.00
Total provisions	1,002.01	1,056.68	829.89	233.65

Movement in other provisions:

A. Provision towards disputed liabilities

	March 31, 2026	March 31, 2025
Balance at the beginning of the year	109.69	105.63
Provision made during the year	771.31	4.06
Provision utilised during the year	-	-
Balance at the end of the year	881.00	109.69
Grouped under:		
Provision towards disputed liabilities	771.50	11.00
Other assets	109.50	98.69
	881.00	109.69

19 Trade payables

(See accounting policies in 3(C))

	As at March 31, 2026	As at March 31, 2025
Payable to others		
total outstanding dues of micro enterprises and small enterprises (refer note 39)	337.50	193.97
total outstanding dues of creditors other than micro enterprises and small enterprises	6,752.00	6,710.30
	7,089.50	6,904.27

All trade payables balance are current. Trade payables are non-interest bearing and are generally on terms of 0 to 90 days based on the type of vendor. The Company's exposure to currency and liquidity risk related to trade payables is disclosed in note 32.

Notes to the Financial Statements for the year ended March 31, 2026

(All amounts are in Indian Rupees Lakhs)

Ageing for trade payables outstanding as at March 31, 2026 is as follows:

Particulars	Not due	Outstanding for following periods from due date of payment				Total
		Less than 1 year	1-2 years	2-3 years	More than 3 years	
Trade payables						
MSME*	299.47	38.03	-	-	-	337.50
Others	2,326.43	1,147.27	2.55	13.54	11.39	3,501.18
Disputed dues-MSME*	-	-	-	-	-	-
Disputed dues-Others	-	-	-	-	-	-
	2,625.90	1,185.30	2.55	13.54	11.39	3,838.68
Accrued expenses						3,250.82
	2,625.90	1,185.30	2.55	13.54	11.39	7,089.50

Ageing for trade payables outstanding as at March 31, 2025 is as follows:

Particulars	Not due	Outstanding for following periods from due date of payment				Total
		Less than 1 year	1-2 years	2-3 years	More than 3 years	
Trade payables						
MSME*	130.10	63.87	-	-	-	193.97
Others	1,776.99	1,787.00	6.87	3.55	6.59	3,581.00
Disputed dues-MSME*	-	-	-	-	-	-
Disputed dues-Others	-	-	-	-	-	-
	1,907.09	1,850.87	6.87	3.55	6.59	3,774.97
Accrued expenses						3,129.30
	1,907.09	1,850.87	6.87	3.55	6.59	6,904.27

*MSME as per the Micro, Small and Medium Enterprises Development Act, 2006, refer note 39

20 Other financial liabilities

	As at March 31, 2026		As at March 31, 2025	
	Non-current	Current	Non-current	Current
Caution deposits	-	21.50	-	21.50
Payable towards purchase of property, plant and equipment				
total outstanding dues of micro and small enterprises (refer note 39)	50.42	-	3.90	-
total outstanding dues of creditors other than micro and small enterprises	2,668.99	-	8.15	-
Retention money payable				
total outstanding dues of micro and small enterprises (refer note 39)	-	21.68	-	-
total outstanding dues of creditors other than micro and small enterprises	50.84	59.88	-	-
Payable to directors (also refer note 35)	68.75	-	68.75	-
Unclaimed dividend	97.74	-	87.64	-
	2,936.74	103.06	168.44	21.50

Notes to the Financial Statements for the year ended March 31, 2026

(All amounts are in Indian Rupees Lakhs)

21 Other current liabilities

	As at March 31, 2026	As at March 31, 2025
Advance payments received	188.59	123.44
Payable to employees (refer note 35)	640.30	474.53
Statutory dues payable	163.96	346.60
	992.85	944.57

22 Revenue from operations

(See accounting policy in Note 3(J))

	Year ended March 31, 2026	Year ended March 31, 2025
A. Revenue from contracts with customers		
Sale of finished goods	33,598.72	30,932.97
Sale of traded goods	16,347.15	14,003.34
Sale of services	221.90	114.23
Total - A	50,167.77	45,050.54
B. Other operating revenue		
Sale of raw material		
Scrap sales	48.72	93.13
Total - B	38.78	37.96
Total revenue from operations (A+B)	87.50	131.09
	50,255.27	45,181.63

Disaggregation of revenue from contracts with customers

	OTC Products		Women's Hygiene & Personal Care		Beverages		Others		Total	
	Year ended March 31, 2026	Year ended March 31, 2025	Year ended March 31, 2026	Year ended March 31, 2025	Year ended March 31, 2026	Year ended March 31, 2025	Year ended March 31, 2026	Year ended March 31, 2025	Year ended March 31, 2026	Year ended March 31, 2025
Major product/ service lines										
OTC products	32,751.96	28,882.57	-	-	-	-	-	-	32,751.96	28,882.57
Fruit juices	-	-	-	-	232.13	398.76	-	-	232.13	398.76
Women's Hygiene & Personal Care	-	-	13,990.65	12,396.25	-	-	-	-	13,990.65	12,396.25
Hydration drinks	-	-	-	-	2,916.24	3,233.58	-	-	2,916.24	3,233.58
Pain management centre	-	-	-	-	-	-	276.79	139.38	276.79	139.38
Revenue from contracts with customers	32,751.96	28,882.57	13,990.65	12,396.25	3,148.37	3,632.34	276.79	139.38	50,167.77	45,050.54
Primary geographical markets										
India	31,668.46	28,079.76	13,959.37	12,379.84	3,148.37	3,632.34	276.79	139.38	49,052.99	44,231.32
Other countries	1,083.50	802.81	31.28	16.41	-	-	-	-	1,114.78	819.22
	32,751.96	28,882.57	13,990.65	12,396.25	3,148.37	3,632.34	276.79	139.38	50,167.77	45,050.54



Notes to the Financial Statements for the year ended March 31, 2026

(All amounts are in Indian Rupees Lakhs)

	OTC Products		Women's Hygiene & Personal Care		Beverages		Others		Total	
	Year ended March 31, 2026	Year ended March 31, 2025	Year ended March 31, 2026	Year ended March 31, 2025	Year ended March 31, 2026	Year ended March 31, 2025	Year ended March 31, 2026	Year ended March 31, 2025	Year ended March 31, 2026	Year ended March 31, 2025
Timing of revenue recognition										
Products transferred at a point in time	32,751.96	28,882.57	13,990.65	12,396.25	3,148.37	3,632.34	54.89	25.15	49,945.87	44,936.31
Service transferred at a point in time	-	-	-	-	-	-	221.90	114.23	221.90	114.23
	32,751.96	28,882.57	13,990.65	12,396.25	3,148.37	3,632.34	276.79	139.38	50,167.77	45,050.54
Other operating revenue	79.72	120.43	-	-	7.78	10.66	-	-	87.50	131.09
External revenue as reported note 36	32,831.68	29,003.00	13,990.65	12,396.25	3,156.15	3,643.00	276.79	139.38	50,255.27	45,181.63

Contract balances

	As at March 31, 2026	As at March 31, 2025
Receivable which are included in trade receivables (refer note 7)	6,064.40	5,582.18
Contract liabilities (included in advance payments received) (refer note 21)	188.59	123.44

The amount of ₹123.44 recognized in contract liability at the beginning of the period has been recognized as revenue for the year ended March 31, 2026.

Statement of reconciliation of the amount of revenue recognised in the statement of profit and loss with the contracted price

Year ended March 31, 2026:

	OTC Products	Women's Hygiene & Personal Care	Beverages	Others	Total
Contracted price	34,078.53	15,265.50	3,565.84	276.79	53,186.65
Reductions towards variable consideration components*	(1,326.57)	(1,274.85)	(417.47)	-	(3,018.89)
Revenue recognised	32,751.96	13,990.65	3,148.37	276.79	50,167.77
Other operating revenue	79.72	-	7.78	-	87.50
Revenue from Operations	32,831.68	13,990.65	3,156.15	276.79	50,255.27

Year ended March 31, 2025:

	OTC Products	Women's Hygiene & Personal Care	Beverages	Others	Total
Contracted price	29,765.85	12,799.89	4,026.20	139.38	46,731.32
Reductions towards variable consideration components*	(883.28)	(403.64)	(393.86)	-	(1,680.78)
Revenue recognised	28,882.57	12,396.25	3,632.34	139.38	45,050.54
Other operating revenue	120.43	-	10.66	-	131.09
Revenue from Operations	29,003.00	12,396.25	3,643.00	139.38	45,181.63

*The reduction towards variable consideration represents stockist incentives, discounts, schemes and claims passed on to the customers.



Notes to the Financial Statements for the year ended March 31, 2026

(All amounts are in Indian Rupees Lakhs)

23 Other income

(See accounting policies in 3(L) and 3(J)(iii))

	Year ended March 31, 2026	Year ended March 31, 2025
Interest income under effective interest method on:		
Corporate debt securities	-	0.02
Corporate deposits at amortised cost	118.33	158.15
Cash and cash equivalents and other bank balances	1,473.71	1,446.57
Other non-operating income		
Export incentives	20.41	14.72
Excess provision written back, net	107.20	143.69
Net gain on foreign currency transactions	-	2.63
Net gain on sale of property plant and equipment	10.38	-
Fair value change of forward contracts - derivative assets	19.66	-
Financial assets mandatorily measured at FVTPL - net change in fair value	7.56	0.20
Miscellaneous income	0.14	1.89
	1,757.39	1,767.87

24 Cost of materials consumed

	Year ended March 31, 2026	Year ended March 31, 2025
Inventory of materials at the beginning of the year	1,139.56	1,360.95
Add: Purchases	11,382.12	9,838.30
Less: Inventory of materials at the end of the year	1,878.98	1,139.56
Cost of materials consumed	10,642.70	10,059.69

25 Changes in inventories of finished goods and stock-in-trade

	Year ended March 31, 2026			Year ended March 31, 2025		
	Opening Inventory	Closing Inventory	(Increase) / decrease in inventory	Opening Inventory	Closing Inventory	(Increase) / decrease in inventory
Finished goods	1,106.16	1,066.63	39.53	1,025.12	1,106.16	(81.04)
Stock-in-trade	480.26	789.43	(309.17)	504.40	480.26	24.14
	1,586.42	1,856.06	(269.64)	1,529.52	1,586.42	(56.90)

26 Employee benefits expense

(See accounting policy in Note 3(H))

	Year ended March 31, 2026	Year ended March 31, 2025
Salaries and wages	5,663.75	4,960.66
Contribution to provident and other funds	489.82	434.46
Share-based compensation expense (refer note 30)	(93.42)	114.50
Staff welfare expense	316.10	400.65
	6,376.25	5,910.27

27 Finance costs

(See accounting policy in Note 3(L) and Note 33)

	Year ended March 31, 2026	Year ended March 31, 2025
Interest expense on financial liabilities measured at amortised cost	19.50	21.92
	19.50	21.92

Notes to the Financial Statements for the year ended March 31, 2026

(All amounts are in Indian Rupees Lakhs)

28 Depreciation and amortisation expense

(See accounting policy in Note 3(D)(iv), 3(E)(iv) and 3(K))

	Year ended March 31, 2026	Year ended March 31, 2025
Depreciation of property, plant and equipment	526.71	521.04
Depreciation on right-of-use assets	37.47	35.99
Amortisation of intangible assets	67.72	95.58
	631.90	652.61

29 Other expenses

	Year ended March 31, 2026	Year ended March 31, 2025
Contract labour charges	680.85	543.88
Power and fuel	372.83	351.72
Freight and handling charges	2,000.27	2,098.06
Advertising and selling expenses	6,003.83	5,611.04
Rent	58.81	61.29
Repairs and maintenance		
- Building	33.00	66.00
- Plant and machinery	74.30	54.05
- Others	436.23	432.48
Insurance	41.07	20.66
Rates and taxes	323.22	156.15
Travelling and conveyance	745.36	674.34
Legal and professional charges	288.84	308.64
Payment to auditors (refer note (i) below)	73.93	76.05
Director's sitting fees	20.25	25.50
Commission to non-executive directors	68.75	68.75
Bad debts written off	0.15	0.42
Inventory written off	-	20.28
Loss allowance on trade receivables	91.52	25.97
Information technology expenses	266.05	267.17
Bank charges	17.25	10.69
Communication expenses	80.44	89.17
Printing and stationery	23.03	12.10
Net Loss on foreign currency transactions	14.86	-
Expenditure corporate social responsibility (refer note (ii) below)	129.18	137.14
Miscellaneous expenses	30.39	19.02
	11,874.41	11,130.57

(i) Payment to auditors (excluding tax)

	Year ended March 31, 2026	Year ended March 31, 2025
Statutory audit	40.00	40.00
Limited review for the quarters	25.00	25.00
Reimbursement of expenses	8.93	11.05
	73.93	76.05

Notes to the Financial Statements for the year ended March 31, 2026
(All amounts are in Indian Rupees Lakhs)

(ii) Corporate social responsibility ('CSR') expenditure

During the year the company has undertaken CSR activities in areas of education, health & hygiene, sanitation, animal welfare and environment as specified in Schedule VII of the Act.

	Year ended March 31, 2026	Year ended March 31, 2025
(i) Amount required to be spent by the Company during the year	123.15	137.45
(ii) Amount approved by the Board to be spent during the year	123.15	137.45
(iii) Amount of expenditure incurred during the year		
(a) Construction/acquisition of any asset	-	-
(b) On purpose other than (a) above	129.18	137.14
(iv) Shortfall at the end of the year	-	-
(v) Total of previous years shortfall	-	-
(vi) Details of related party transaction in relation to CSR expenditure as per relevant Indian Accounting Standard	-	-
Nature of activities	Refer note below	Refer note below
(vii)Details of other than ongoing projects u/s Section 135(6) of the ('Act'):		
Opening balance of pre-spent / (shortfalls)	1.00	1.31
Amount deposited in Specified Fund of Sch.VII within 6 months	-	-
Amount required to be spent during the year	123.15	137.45
Amount spent during the year	129.18	137.14
Closing balance of pre-spent/ (shortfalls)	7.03	1.00

Nature of CSR activities represents promotion of education; promotion of healthcare and hygiene; promotion of animal welfare.

30 Share based payments

See accounting policy in Note 3(H)

During the financial year 2020-21, Amrutanjan's Board of Directors had approved the Amrutanjan Health Care Limited Employee Stock Option Scheme (' Scheme 2020') for the grant of stock options to the selected employees of the company. The Compensation Committee administers the plan through a trust established specifically for this purpose, called Amrutanjan Health Care Limited ESOP trust ('ESOP trust'). Further, based on the recommendation of the Compensation Committee, the Board of Directors of the Company has approved further grants under the scheme mentioned above, at its meeting held on May 23, 2024.

The ESOP Trust shall make additional purchase of equity shares of the Company using the proceeds from the loan obtained from the Company, other cash inflows from transfer of shares to employees under the ESOP Plan and shall subscribe, when allotted to such number of shares as is necessary for transferring to the employees. The Compensation Committee shall determine the exercise price which will not be less than the face value of the shares.

The trust had not purchased any shares from the market during the current year and in the previous year. The trust has sold / transferred 1,978 shares (March 31, 2025: 6,591 shares) amounting to ₹16.72 (March 31, 2025: ₹55.70) at an average rate of ₹845.13/- per share (March 31, 2025: ₹845.13/- per share) respectively. The value of the shares in the Company held by the ESOP Trust has been disclosed as Treasury Shares in the statement of changes in equity. The assets and liabilities of the trust is accounted for as assets and liabilities of the entity on the basis that the trust is exclusively set up for the purpose of administering the ESOP plan of the Company.



Notes to the Financial Statements for the year ended March 31, 2026
(All amounts are in Indian Rupees Lakhs)

Accordingly, the financial statements includes the ESOP trust's total assets (before accounting adjustments) of ₹109.96 as at March 31, 2026 (March 31, 2025: ₹142.36), total revenue (before accounting adjustments) of ₹0.49 (March 31, 2025: ₹0.75) and total net loss after tax (before accounting adjustments) of ₹9.23 (March 31, 2025: ₹31.95) for the year ended on that date.

Employee stock compensation expenses

	Year ended March 31, 2026	Year ended March 31, 2025
Expenses pertaining to the scheme recognised in		
Employee benefits (refer note 26)	(93.42)	114.50
Total	(93.42)	114.50

ESOP - 1 Scheme

Reconciliation of outstanding share options pertaining to the scheme:

Particulars	March 31, 2026		March 31, 2025	
	No of options	Weighted average excise price per share	No of options	Weighted average excise price per share
Outstanding at beginning of the year	-	-	8,565	353.00
Granted during the year	-	-	-	-
Exercised during the year*	-	-	8,565	353.00
Lapsed/ cancelled during the year	-	-	-	-
Outstanding at the end of year	-	-	-	-
Vested and exercisable at the end of the year	-	-	-	-

*Options exercised for the year ended March 31, 2025 includes 1,978 options exercised by the employee which has been put on hold by the Company.

The weighted average exercise price of all the options granted during the year and outstanding at the year ended March 31, 2026 is ₹353.00/- per share (For the year ended March 31, 2025- ₹353.00/- per share).

Assumptions used in determination of the fair value of the stock options under the valuation technique are as follows:

Particulars	As at March 31, 2025
Exercise price per share	353.00
Fair value on grant date	423.00
Expected Volatility (weighted average)	32.69%
Life of the options granted (vesting) in years	1-3 years
Risk-free rate	6.18%
Annualized dividend yield	0.28%

Expected volatility is based on historical volatility of the market prices of the Company's publicly traded equity shares during the expected term of the option grant.

The options under this grant (ESOP - 1 Scheme) would have a term of vesting to the employees ranging from 1-3 years. The exercise window is for a 1 year period from the date of vesting. The vesting conditions include service terms of employees and performance of the Company, based on turnover criteria. These options are issued at a discount of ₹70.00/- per share from the fair value on the date of grant, the exercise price is ₹353.00/- per share.



Notes to the Financial Statements for the year ended March 31, 2026

(All amounts are in Indian Rupees Lakhs)

ESOP - 2 Scheme

Reconciliation of outstanding share options pertaining to the scheme:

Particulars	March 31, 2026		March 31, 2025	
	No of options	Weighted average excise price per share	No of options	Weighted average excise price per share
Outstanding at beginning of the year	2,00,000	657.00	-	-
Granted during the year	-	-	2,00,000	657.00
Exercised during the year	-	-	-	-
Lapsed/ cancelled during the year	(2,00,000)	657.00	-	-
Outstanding at the end of year	-	-	2,00,000	657.00
Vested and exercisable at the end of the year	-	-	-	-

The weighted average exercise price of all the options granted during the year and outstanding at the year ended March 31, 2026 is ₹657.00/- per share (For the year ended March 31, 2025 - ₹657.00/- per share).

Assumptions used in determination of the fair value of the stock options under the valuation technique are as follows:

	As at March 31, 2026	As at March 31, 2025
Exercise price per share	657.00	657.00
Fair value on grant date	694.95	694.95
Expected Volatility (weighted average)	29.13%	29.13%
Life of the options granted (vesting) in years	1-4 years	1-4 years
Risk-free rate	6.98%	6.98%
Annualized dividend yield	0.39%	0.39%

Expected volatility is based on historical volatility of the market prices of the Company's publicly traded equity shares during the expected term of the option grant.

The options under this grant (ESOP - 2 Scheme) would have a term of vesting to the employees ranging from 1-4 years. The exercise window is for a maximum period of 7 months from the date of vesting. The vesting conditions include service terms of employees and performance of the Company, based on turnover criteria. These options are issued at a discount of ₹73.00/- per share from the closing share price as on May 22, 2024, the exercise price is ₹657.00/- per share.

Withdrawal of ESOP - 2 Scheme:

The Compensation Committee has withdrawn the 'ESOP 2 Scheme' due to non – satisfaction of vesting conditions (Turnover) and unfavorable movement in the market price of the shares. In line with Ind AS 102, the impact of such cancellation amounting to ₹269.16 lakhs is recognised in the Statement of Profit and Loss such that the cumulative expense reflects the cost of vested options, with a corresponding adjustment to share based payment reserve.

Notes to the Financial Statements for the year ended March 31, 2026

(All amounts are in Indian Rupees Lakhs)

31 Income tax

(See accounting policy in Note 3(M))

A. Amount recognised in statement of profit and loss

	Year ended March 31, 2026	Year ended March 31, 2025
Current tax		
Current tax	2,201.82	1,797.26
Adjustments related to previous year	10.81	-
Total (a)	2,212.63	1,797.26
Deferred tax		
Attributable to:		
Origination and reversal of temporary differences	(215.63)	32.67
Change in tax rate	-	-
Deferred tax (b)	(215.63)	32.67
Tax expense (a) + (b)	1,997.00	1,829.93

B. Income tax recognised in other comprehensive income

	Year ended March 31, 2026			Year ended March 31, 2025		
	Before tax	Tax benefit	Net of tax	Before tax	Tax benefit	Net of tax
Remeasurement of defined benefit liability	(18.50)	4.66	(13.84)	(105.87)	26.65	(79.22)
	(18.50)	4.66	(13.84)	(105.87)	26.65	(79.22)

C. Reconciliation of effective tax rate

	Year ended March 31, 2026		Year ended March 31, 2025	
Profit before tax	7,788.78		6,913.40	
Tax using the Company's domestic tax rate	25.17%	1,960.28	25.17%	1,739.96
Effect of:				
Non deductible expenses	0.25%	19.60	0.92%	63.28
Adjustments related to previous year	0.14%	10.81	0.00%	-
Others	0.09%	6.31	0.39%	26.69
Effective tax rate	25.64%	1,997.00	26.47%	1,829.93

D. Recognised deferred tax assets and liabilities

Deferred tax assets and liabilities are attributable to the following:

	Deferred tax assets		Deferred tax (liabilities)		Net deferred tax assets / (liabilities)	
	Year ended March 31, 2026	Year ended March 31, 2025	Year ended March 31, 2026	Year ended March 31, 2025	Year ended March 31, 2026	Year ended March 31, 2025
Property, plant and equipment	-	-	(221.56)	(247.83)	(221.56)	(247.83)
Fair value of foreign exchange derivative assets	-	-	(4.95)	-	(4.95)	-
Investments at FVTPL	-	-	(1.51)	(19.44)	(1.51)	(19.44)
Right-of-use asset	-	-	(37.95)	(47.39)	(37.95)	(47.39)
Impairment of property, plant and equipment	-	74.49	-	-	-	74.49
Provisions - employee benefits	369.82	305.13	-	-	369.82	305.13

Notes to the Financial Statements for the year ended March 31, 2026
(All amounts are in Indian Rupees Lakhs)

	Deferred tax assets		Deferred tax (liabilities)		Net deferred tax assets / (liabilities)	
	Year ended March 31, 2026	Year ended March 31, 2025	Year ended March 31, 2026	Year ended March 31, 2025	Year ended March 31, 2026	Year ended March 31, 2025
Loss allowance on trade receivables	164.94	170.09	-	-	164.94	170.09
Lease liabilities	44.73	52.30	-	-	44.73	52.30
Other provisions	217.94	23.82	-	-	217.94	23.82
Deferred tax assets / (liabilities)	797.43	625.83	(265.97)	(314.66)	531.46	311.17
Offsetting of deferred tax assets and deferred tax liabilities	(265.97)	(314.66)	265.97	314.66	-	-
Net deferred tax assets	531.46	311.17	-	-	531.46	311.17

Movement in temporary differences

	As at April 1, 2024	Recognised in		As at March 31, 2025	Recognised in		As at March 31, 2026
		Statement of profit and loss	Other comprehensive income		Statement of profit and loss	Other comprehensive income	
Property, plant and equipment	(237.45)	(10.38)	-	(247.83)	26.27	-	(221.56)
Fair value of foreign exchange derivative assets	-	-	-	-	(4.95)	-	(4.95)
Investments at FVTPL	(19.44)	-	-	(19.44)	17.93	-	(1.51)
Right-of-use asset	(41.56)	(5.83)	-	(47.39)	9.44	-	(37.95)
Impairment of property, plant and equipment	74.49	-	-	74.49	(74.49)	-	-
Provisions - employee benefits	267.41	11.07	26.65	305.13	60.03	4.66	369.82
Loss allowance on trade receivables	206.43	(36.34)	-	170.09	(5.15)	-	164.94
Lease liabilities	43.50	8.80	-	52.30	(7.57)	-	44.73
Other provisions	23.82	-	-	23.82	194.12	-	217.94
	317.20	(32.68)	26.65	311.17	215.63	4.66	531.46

E. Other tax assets and liabilities

	As at March 31, 2026		As at March 31, 2025	
	Non-current	Current	Non-current	Current
Other tax assets (net)	290.56	-	260.05	-
Current tax liabilities (net)	-	(507.26)	-	(167.19)
	290.56	(507.26)	260.05	(167.19)

32 Financial instruments - Fair value and risk management

A. Accounting classification and fair values

The following table shows the carrying amounts and fair values of financial assets and financial liabilities, including their levels in the fair value hierarchy.

	March 31, 2026			March 31, 2025		
	FVTPL	FVOCI	Amortised cost	FVTPL	FVOCI	Amortised cost
Financial assets measured at fair value						
Investments						
Debt instruments	307.40	-	-	-	-	-



Notes to the Financial Statements for the year ended March 31, 2026
(All amounts are in Indian Rupees Lakhs)

	March 31, 2026			March 31, 2025		
	FVTPL	FVOCI	Amortised cost	FVTPL	FVOCI	Amortised cost
Equity instruments	4.67	-	-	4.51	-	-
Financial assets not measured at fair value						
Trade receivables	-	-	6,064.40	-	-	5,582.18
Cash and cash equivalents	-	-	1,127.23	-	-	1,015.52
Other bank balances	-	-	2,205.23	-	-	7,300.10
Other financial assets	19.66	-	18,833.43	-	-	15,782.36
Total financial assets	331.73	-	28,230.29	4.51	-	29,680.16
Financial liabilities not measured at fair value						
Lease liabilities	-	-	177.74	-	-	207.81
Trade payables	-	-	7,089.50	-	-	6,904.27
Other financial liabilities	-	-	3,039.80	-	-	189.94
Total financial liabilities	-	-	10,307.04	-	-	7,302.02

The Company has not disclosed fair values of financial instruments such as trade receivables, cash and cash equivalents, bank balances other than cash and cash equivalents, other financial assets, trade payables, lease liabilities and other financial liabilities, since their carrying amounts are reasonable approximates of fair values.

B. Measurement of fair values

Fair value hierarchy

Level I - Quoted prices (unadjusted) in active markets for identical assets or liabilities.

Level II - Inputs other than quoted prices included within Level I that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e.derived from prices).

Level III - Inputs for the assets or liabilities that are not based on observable market data (unobservable inputs).

The following table shows the levels in the fair value hierarchy as at each period:

Assets	March 31, 2026			March 31, 2025		
	Level 1	Level II	Level III	Level 1	Level II	Level III
Investments						
Debt instruments	307.40	-	-	-	-	-
Equity instruments	4.67	-	-	4.51	-	-
Other financial assets						
Derivative assets	-	19.66	-	-	-	-

i. Valuation techniques and significant unobservable input

Financial instruments measured at fair value (Level II and Level III)

Type	Valuation techniques	Significant unobservable inputs	Inter-relationship between significant unobservable inputs and fair value measurement
Corporate deposit securities	Market comparison: The fair value is current or recent quoted prices for the security in markets that are not active.	Not applicable	Not applicable
Derivative assets / Derivative liabilities	Market comparison technique:The fair value is determined using quoted forward exchange rates at the reporting dates based on information obtained from respective bankers	Not applicable	Not applicable

Notes to the Financial Statements for the year ended March 31, 2026
(All amounts are in Indian Rupees Lakhs)

C. Financial risk management

The Company's business activities are exposed to a variety of financial risks, namely credit risk, liquidity risk and market risk. The Company's management has the overall responsibility for establishing and governing the Company's risk management framework. The Company's risk management policies are established to identify and analyse the risks faced by the Company, to set and monitor appropriate risk limits and controls, periodically review the changes in market conditions and reflect the changes in the policy accordingly. The key risks and mitigating actions are also placed before the audit committee of the Company.

i. Credit risk

Credit risk is the risk of financial loss to the company if a customer or counterparty to a financial instrument fails to meet its contractual obligations, and arises principally from Company's trade receivables and other financial assets.

The carrying amount of financial assets represents the maximum credit exposure which is as follows:

	Carrying amount	
	As at March 31, 2026	As at March 31, 2025
Investments	312.07	4.51
Trade receivables	6,064.40	5,582.18
Other financial assets	18,853.09	15,782.36
	25,229.56	21,369.05

Investments

The Company limits its exposure to credit risk by investing in debt securities and minimum investment being made in equity instruments. The credit worthiness of the counterparties of the investments made are evaluated by the management on an ongoing basis and is considered to be good with low credit risk.

Trade receivables

The Company has developed guidelines for the management of credit risk from trade receivables. The Company's exposure to credit risk is influenced mainly by the individual characteristics of each customer. The demographics of the customer, including the default risk of the industry and country in which the customer operates, also has an influence on credit risk assessment.

Credit risk is managed through credit approvals, establishing credit limits and monitoring the creditworthiness of customers to which the Company grants credit terms in the normal course of business. The Company establishes an allowance for doubtful debts that represents its estimate of incurred losses in respect of the Company's trade receivables.

Exposures to customers outstanding at the end of each reporting period are reviewed by the Company to determine incurred and expected credit losses.

	Carrying amount	
	As at March 31, 2026	As at March 31, 2025
Movement in the allowance for impairment in trade receivables		
Opening balance	675.82	820.22
Amount provided for during the year	91.52	25.97
Utilisation of provision for bad and doubtful debts	(111.98)	(170.37)
Net remeasurement of loss allowance	655.36	675.82



Notes to the Financial Statements for the year ended March 31, 2026
(All amounts are in Indian Rupees Lakhs)

The following table provides information about the exposure to credit risk and expected credit loss for trade receivables

As at March 31, 2026

Age	Gross carrying amount	Weighted average loss rate	Loss allowance	Whether credit impaired
Not due	5,841.37	0.00%	-	No
0 - 90 days	239.14	6.74%	16.11	Partly impaired
91 - 180 days	80.85	100.00%	80.85	Yes
181 - 365 days	22.48	100.00%	22.48	Yes
Above 365 days	535.92	100.00%	535.92	Yes
	6,719.76		655.36	

As at March 31, 2025

Age	Gross carrying amount	Weighted average loss rate	Loss allowance	Whether credit impaired
Not due	5,210.14	0.00%	-	No
0 - 90 days	375.38	0.89%	3.34	Partly impaired
91 - 180 days	15.01	100.00%	15.01	Yes
181 - 365 days	38.43	100.00%	38.43	Yes
Above 365 days	619.04	100.00%	619.04	Yes
	6,258.00		675.82	

Other financial assets

Other financial assets comprises of deposits with bank and financial institutions and interest accrued on such deposits. These deposits are held with credit worthy banks and financial institutions. The credit worthiness of such banks and financial institutions are evaluated by the management on an ongoing basis and is considered to be good with low credit risk.

Other financial assets also comprise of export benefits receivable and rental deposits given to lessors and Electricity deposit given to Electricity Board. The Company is confident of collection the amounts and is considered to good with low credit risk. The Company does not expect any losses from non-performance by these counter parties.

ii. Liquidity risks

Liquidity risk is the risk that the Company will encounter difficulty in meeting the obligations associated with its financial liabilities. The Company approach to managing liquidity is to ensure that it will have sufficient funds to meet its liabilities when due without incurring unacceptable losses. In doing this, management considers both normal and stressed conditions.

Cash flow from operating activities provides the funds to service and finance the financial liabilities on a day-to-day basis.

The Company regularly monitors the rolling forecasts to ensure that it has sufficient cash on an on-going basis to meet operational needs. Any short term surplus cash generated, over and above the amount required for working capital management and other operational requirements, is retained as cash and cash equivalents (to the extent required) and any excess is invested in interest bearing term deposits and other highly marketable debt investments with appropriate maturities to optimise the cash returns on investments while ensuring sufficient liquidity to meet its liabilities.



Notes to the Financial Statements for the year ended March 31, 2026

(All amounts are in Indian Rupees Lakhs)

The following table shows the maturity analysis of the Company's financial liabilities based on contractually agreed undiscounted cash flows along with its carrying value as at the balance sheet date.

As at March 31, 2026

	Carrying amount	Contractual cash flows		Total
		Payable within 1 year	More than 1 year	
Trade payables	7,089.50	7,089.50	-	7,089.50
Lease liabilities	177.74	47.51	187.91	235.42
Other financial liabilities				
Caution deposits	21.50	-	21.50	21.50
Payable towards purchase of property, plant and equipment	2,719.41	2,719.41	-	2,719.41
Retention money payable	132.40	50.84	81.56	132.40
Payable to directors	68.75	68.75	-	68.75
Unclaimed dividend	97.74	97.74	-	97.74
	10,307.04	10,073.75	290.97	10,364.72

As at March 31, 2025

	Carrying amount	Contractual cash flows		Total
		Payable within 1 year	More than 1 year	
Trade payables	6,904.27	6,904.27	-	6,904.27
Lease liabilities	207.81	49.57	237.09	286.66
Other financial liabilities				
Caution deposits	21.50	-	21.50	21.50
Payable towards purchase of property, plant and equipment	12.05	12.05	-	12.05
Payable to directors	68.75	68.75	-	68.75
Unclaimed dividend	87.64	87.64	-	87.64
	7,302.02	7,122.28	258.59	7,380.87

iii. Market risks

Market risk is the risk of loss of future earnings or fair values or future cash flows that may result from a change in the price of a financial instrument. The value of a financial instrument may change as a result of changes in the interest rates, foreign exchange rates and other market changes that affect market risk sensitive instruments. Market risk is attributable to all market risk sensitive financial instruments including foreign currency receivables and payables. The Company is exposed to market risk primarily related to foreign exchange rate risk (currency risk).

iv. Currency risk

The Company is exposed to currency risk to the extent that there is mismatch between the currencies in which sales, purchase are denominated and the respective functional currencies of Company.

Foreign currency risk arise in transactions mainly from export of OTC products and import of plant & machinery, raw materials and packing materials that gives rise to exchange rate fluctuation risk.

Notes to the Financial Statements for the year ended March 31, 2026

(All amounts are in Indian Rupees Lakhs)

As at March 31, 2026

	JPY	USD	AED
Financial assets/ (liabilities)			
Trade receivables	-	225.49	-
Balances with banks	-	-	26.09
Advance to suppliers	-	0.85	2.55
Other financial liabilities	(1,656.48)	(159.46)	-
Trade payables	-	(217.75)	(1.41)
Net assets / (liabilities)	(1,656.48)	(150.87)	27.23

As at March 31, 2025

	USD	AED
Financial assets/ (liabilities)		
Trade payables	(2.25)	-
Trade receivables	294.61	-
Balances with banks	-	24.09
Net assets / (liabilities)	292.36	24.09

Sensitivity analysis

A reasonably possible (strengthening) / weakening of the ₹ against currencies would have affected the measurement of financial instruments denominated in a foreign currency and affected profit or loss by the amounts shown below. This analysis assumes that all other variables, in particular interest rates, remain constant and ignores any impact of forecast sales and purchases.

	Profit or Loss	
	Strengthening	Weakening
As at March 31, 2026		
JPY (1% movement)	16.56	(16.56)
USD (1% movement)	1.51	(1.51)
AED (1% movement)	(0.27)	0.27
As at March 31, 2025		
USD (1% movement)	(2.92)	2.92
AED (1% movement)	(0.24)	0.24

v. Price risk

The Company is mainly exposed to the other price risk due to its investment in mutual funds & bonds. The other price risk arises due to uncertainties about the future market values of these investments. At March 31, 2025, the investments in mutual funds & bonds amounts to ₹307.40 (March 31, 2025; Nil). These are exposed to price risk. The Group has laid policies and guidelines which it adheres to in order to minimise price risk arising from investments in mutual funds. A 1% increase/decrease in prices would increase/(decrease) the profit or loss by the amounts shown below.

	Profit or Loss	
	Increase by 1%	Decrease by 1%
As at March 31, 2026	3.07	(3.07)
As at March 31, 2025	-	-

Notes to the Financial Statements for the year ended March 31, 2026

(All amounts are in Indian Rupees Lakhs)

33 Leases

(See accounting policy in Note 3(K))

The Company leases office buildings. The leases typically run for a period between 3 to 9 years, with an option to renew the lease after that date. The Company leases certain office buildings with contract term less than one year. These leases are short term and / or leases of low value items. The Company has elected not to recognise right-of-use assets and lease liabilities for these leases.

Information about leases for which the company is a lessee is presented below.

i. Right-of-use assets

Following are the changes in the carrying value of right of use assets during year ended March 31, 2026 and March 31, 2025

Particulars	Category of ROU asset Building	Total
Balance as at April 1, 2024	165.13	165.13
Additions	59.14	59.14
Derecognition of right-of-use asset	-	-
Depreciation	(35.99)	(35.99)
Balance as at March 31, 2025	188.28	188.28
Balance as at April 1, 2025	188.28	188.28
Additions	-	-
Derecognition of right-of-use asset	-	-
Depreciation	(37.47)	(37.47)
Balance as at March 31, 2026	150.81	150.81

The aggregate depreciation expense on right-of-use asset is included under depreciation and amortisation note in the financial statements.

The following is the break-up of current and non-current lease liabilities as of March 31, 2026 and March 31, 2025:

ii. Lease liabilities

Particulars	As at March 31, 2026	As at March 31, 2025
Current lease liabilities	35.42	40.18
Non Current lease liabilities	142.32	167.63
Total	177.74	207.81

The following is the movement in lease liabilities during year ended March 31, 2026 and March 31, 2025:

Particulars	Amount
Balance as at April 1, 2024	172.83
Additions	59.15
Deletions	-
Finance cost accrued during the period	21.92
Payment of lease liabilities	(46.09)
Balance as at March 31, 2025	207.81



Notes to the Financial Statements for the year ended March 31, 2026

(All amounts are in Indian Rupees Lakhs)

Particulars	Amount
Balance as at April 1, 2025	207.81
Additions	-
Deletions	-
Finance cost accrued during the period	19.50
Payment of lease liabilities	(49.57)
Balance as at March 31, 2026	177.74

iii. Amounts recognised in profit or loss relating to leases

	Year ended March 31, 2026	Year ended March 31, 2025
Depreciation on right-of-use asset (refer note 29)	37.47	35.99
Interest expense on lease liabilities (refer note 28)	19.50	21.92
Expenses relating to leases of low-value assets and short-term leases of low value assets	58.81	61.29

iv. Amounts recognised in statement of cash flows

	Year ended March 31, 2026	Year ended March 31, 2025
Total cash outflow for leases	49.57	46.09

The table below provides details regarding the contractual maturities of lease liabilities as of March 31, 2026 and March 31, 2025:

Particulars	As at March 31, 2026	As at March 31, 2025
Less than one year	47.51	49.57
One to two years	46.08	47.51
Two to three years	32.75	46.08
Three to four years	30.01	34.43
Four to five years	30.12	30.01
More than 5 years	48.95	79.06
Total	235.42	286.66

34 Contingent liabilities and commitments

(See accounting policy in Note 3(R)) (to the extent not provided for)

a Commitments

Particulars	As at March 31, 2026	As at March 31, 2025
Estimated amount of contracts remaining to be executed on capital goods and not provided for (net of advances)	2,312.59	2,034.46

b Contingent liabilities

Particulars	As at March 31, 2026	As at March 31, 2025
Claims against the Company not acknowledged as debts*		
Sales tax matters	98.95	98.95
Service Tax matters	236.07	236.07
Goods and Service Tax	211.00	290.35
Income tax matters	185.92	191.54
Other matters (refer note (iii))	-	760.50

*including interest and penalty wherever specified in the order

Notes to the Financial Statements for the year ended March 31, 2026

(All amounts are in Indian Rupees Lakhs)

- (i)

Pending resolution of the respective proceedings, it is not practicable for the Company to estimate the timings of cash outflows, if any, in respect of the above as it is determinable only on receipt of judgements/decisions pending with various forums/authorities. The Company has reviewed all its pending litigations and proceedings and has adequately provided for where provisions are required and disclosed as contingent liabilities where applicable, in its financial statements. The Company does not expect the outcome of these proceedings to have a materially adverse effect on its financial position.
- (ii)

During the earlier year, the Company had paid an amount of ₹11 to the Commissioner, Panchayat Union Thiruporur and during the prior years, the Company had paid an amount of ₹14.6 to Mamalapuram Urban Housing as contribution towards Tamil Nadu State Shelter Fund and an amount of ₹19.60 towards obtaining DTCP (Department of Town and Country Planning) approval for one of its Factories located in Alathur, Chennai, based on demand from the department. With respect to the above, the amounts payable towards property tax and other fees, are yet to be ascertained by the relevant authorities and the final assessment order is yet to be received by the Company. The Company could not ascertain reasonably the further amount payable and hence has been disclosed as contingent liability.
- (iii)

During the financial year 2005-06, the Government of Tamil Nadu retrospectively revised the lease rent for a leasehold land, effective from November 2001, by determining fair rent under Section 34A of the Tamil Nadu Hindu Religious and Charitable Endowments Act, 1959. Pursuant to this revision, a demand notice was issued to the Company. Accordingly, the Company had filed a Writ Petition before the High Court of Judicature, Madras challenging the fair rent determination, contending that the revision was exorbitant and not legally tenable. On September 25, 2025, the High Court of Judicature, Madras dismissed the petition and upheld the rent fixed by the Fair Rent Committee constituted by the Government of Tamil Nadu. Based on the advice from the external consultant, the Company filed an appeal on December 9, 2025 before the Division Bench of the High Court of Judicature, Madras and the appeal was dismissed on March 16, 2026. Accordingly the Company has created a provision and presented under 'Exceptional Item'. This is an one time impact as the possession of land was already handed over to the Government of Tamil Nadu in May 2018.

35 Related party transactions

A. List of related parties

Nature of relationship	Name of the related party
Entity having significant influence over the Company	Goodhealth Holdings Private Limited
Key Management Personnel	
Chairman and Managing Director	S Sambhu Prasad
Non-Executive Director	Ramaa Prabhakar Arikerevula
Non-Executive Director	Raghavan Govindan (Retired w.e.f 23 Septembter 2025)
Non-Executive Independent Director	Raja Venkataraman
Non-Executive Independent Director	Swayambunathan Muralidharan
Non-Executive Independent Director	Meenalochani Raghunathan
Non-Executive Independent Director	Nagaraj Vishwanathan (Appointed w.e.f August 13, 2024)

B. Transactions with key management personnel

	Year ended March 31, 2026	Year ended March 31, 2025
Key management personnel compensation	200.28	199.46
Short term employee benefits	175.17	174.35
Post employment benefits	25.11	25.11
Transactions with key management personnel including directors		
Sitting fees and commission	89.00	94.25
Dividend paid	88.93	89.62
Transactions with entity having significant influence over the Company		
Dividend paid	267.99	267.99

Compensation of the Company’s key managerial personnel includes salaries, non-cash benefits and commission on profits.



Notes to the Financial Statements for the year ended March 31, 2026

(All amounts are in Indian Rupees Lakhs)

C. Outstanding balances as at the year end

Particulars	As at March 31, 2026	As at March 31, 2025
Balance payable to key management personnel	122.92	122.92

All transactions with these related parties are priced on an arm's length basis and resulting outstanding balances are to be settled in cash.

36 Operating segments

A Basis for segmentation

An operating segment is a component of the Company that engages in business activities from which it may earn revenues and incur expenses, including revenues and expenses that relate to transactions with any of the Company's other components and for which discrete financial information is available. All operating segments operating results are reviewed regularly by the Company's Chief Operating Decision-Maker (CODM) to make decisions about resources to be allocated to the segments and assess their performance.

The Company has determined following reporting segments based on the information reviewed by the CODM:

Reportable segments	Operations
OTC Products	Manufacturing products of pain management, congestion management and hygiene
Women's Hygiene & Personal Care*	Trading in products of sanitary napkins and related products, razors
Beverages	Manufacturing fruit juices and oral rehydration drinks
Others	Pain management centre

*Pursuant to launch of New products Women's Hygiene is renamed as 'Women's Hygiene & Personal Care'.

B Information about reportable segments

Information related to each reportable segment is set out below. Segment profit (loss) before tax is used to measure performance because management believes that such information is the most relevant in evaluating the results of the certain segments relative to other entities that operate in the same industries.

	Year ended March 31, 2026					Year ended March 31, 2025				
	Reportable segments					Reportable segments				
	OTC Products	Women's Hygiene & Personal Care	Beverages	Others	Total	OTC Products	Women's Hygiene & Personal Care	Beverages	Others	Total
External revenue	32,831.73	13,990.66	3,156.09	276.79	50,255.27	29,002.99	12,396.25	3,643.01	139.38	45,181.63
Inter segment revenue	-	-	-	-	-	-	-	-	-	-
Segment revenue	32,831.73	13,990.66	3,156.09	276.79	50,255.27	29,002.99	12,396.25	3,643.01	139.38	45,181.63
Result										
Segment profit (loss) before tax	8,344.36	(272.16)	(634.86)	(27.64)	7,409.70	6,557.17	(391.05)	(243.56)	(81.43)	5,841.13
Add:										
Interest income net of other unallocable expenditure					398.58					1,094.19
Less										
Finance costs					19.50					21.92
Profit before tax					7,788.78					6,913.40
Income taxes					1,997.00					1,829.93
Profit after tax					5,791.78					5,083.47

Notes to the Financial Statements for the year ended March 31, 2026

(All amounts are in Indian Rupees Lakhs)

	Year ended March 31, 2026					Year ended March 31, 2025				
	Reportable segments					Reportable segments				
	OTC Products	Women's Hygiene & Personal Care	Beverages	Others	Total	OTC Products	Women's Hygiene & Personal Care	Beverages	Others	Total
Other Information										
Segment assets	7,897.10	13,593.47	3,376.12	120.38	24,987.07	6,800.73	5,209.00	3,503.26	122.13	15,635.12
Unallocated assets					25,902.03					26,503.68
Total assets					50,889.10					42,138.80
Segment liabilities	5,726.00	4,739.52	1,576.29	36.90	12,078.71	5,539.80	1,646.36	1,359.50	42.67	8,588.33
Unallocated liabilities					1,787.13					889.01
Total liabilities					13,865.84					9,477.34
Capital expenditure during the year*	451.67	9,017.05	121.98	172.98	9,763.68	162.38	1,619.78	12.93	171.57	1,966.66
Depreciation and amortisation expense*	246.47	4.36	132.10	248.96	631.89	241.52	-	125.37	285.72	652.61

*Unallocated portion of the segmental information is included in "Others"

C Geographical information

The geographical information analyses the Company’s revenues and non-current assets by the Company’s country of domicile (i.e. India) and other countries. In presenting the geographical information, segment revenue has been based on the geographic location of customers and segment assets which have been based on the geographical location of the assets.

	Year ended March 31, 2026	Year ended March 31, 2025
Revenue from sale of goods and services		
India	49,052.99	44,231.32
Other countries	1,114.78	819.22
Total	50,167.77	45,050.54

	As at March 31, 2026	As at March 31, 2025
Non current assets		
India	16,569.26	8,590.81
Other countries	-	-

Non current assets exclude deferred tax assets and financial instruments

D Major customer

The Company is not reliant on revenues from transactions with any single external customer and did not receive 10% or more of its revenues from transactions with any single external customer.



Notes to the Financial Statements for the year ended March 31, 2026

(All amounts are in Indian Rupees Lakhs)

37 Ratio Analysis and its elements

Particulars	Numerator	Denominator	Current year	Previous year	Variance	Remarks
Current ratio (in times)	Current assets	Current liabilities	2.31	3.44	(32.74%)	Refer note (a)below
Debt-equity ratio (in times)	Debt consist of borrowings and Lease Liabilities	Total equity	NA	NA	0.00%	Refer note (b)below
Debt service coverage ratio (in times)	Earning for Debt Service = Net Profit after taxes + Non cash operating expenses like depreciation and other amortisations + Interest + other non-cash adjustments	Debt Service = Interest & Lease Payments + Principal Repayments	NA	NA	0.00%	Refer note (b)below
Return on equity (in %)	Profit for the year less Preference Dividend (if any)	Average total equity	16.62%	16.53%	0.57%	
Inventory turnover ratio (in times)	Revenue from operations	Average inventory	15.56	16.09	(3.31%)	
Trade receivables turnover ratio (in times)	Revenue from operations	Average trade receivables	8.63	8.71	(0.95%)	
Trade payables turnover ratio (in times)	Gross credit purchase - Purchase returns	Average trade payables	5.33	5.33	0.15%	
Net capital turnover ratio (in times)	Total sales - Sales returns	Working capital = Current assets - Current liabilities	3.04	2.19	38.54%	Refer note (a)below
Net profit ratio (in %)	Profit after tax	Total sales - sales returns	11.52%	11.25%	2.43%	
Return of capital employed (in %)	Profit before tax and finance costs	Capital employed = Net worth + Total Debt - Deferred Tax Asset	21.40%	21.44%	(0.19%)	
Return on investments (in %)	Income generated from invested funds	Average invested funds in investments	4.78%	0.45%	959.09%	Refer note (c)below

Note: Variance in ratios compared to the previous year

- a) The variance is primarily on account of incremental payable for the Capex project and provision created for exceptional items
- b) The Company has not presented ratios relating to debt equity ratio and debt service coverage ratio since the Company has not availed long term debt facilities in the current period and the preceding comparative period.
- c) The variance is primarily on account of new investments made in the current year.

Notes to the Financial Statements for the year ended March 31, 2026
(All amounts are in Indian Rupees Lakhs)

38 Exceptional Item:

New Labour Code:

On November 21, 2025, the Government of India has notified four Labour codes - the Code on Wages, 2019, the Code on Social Security, 2020, the Industrial Relations Code, 2020 and the Occupational safety, Health and Working Conditions Code, 2020 - consolidating 29 existing labour laws. The Ministry of Labour & Employment publised draft Central rules and FAQs to enable assessment of the financial impact due to changes in regulations. The Company has assessed and disclosed for the incremental impact of these changes on the basis of best information available, consistent with the guidance provided by the Institute of Chartered Accountants of India. Considering the materiality and regulatory-driven, non-recurring nature of this impact, the Company has presented such incremental impact as 'Impact of new Labour Codes' under 'Exceptional items' in the financial results for the year ended March 31, 2026. The incremental impact consisting of gratuity and leave encashment benefits of ₹125.17 lakhs, primarily arising due to change in wage definition. The Company continues to monitor the finalisation of Central/ State Rules and clarifications from the Government on other aspects of the Labour Code and would provide appropriate accounting effect on the basis of such developments as needed.

Lease rent:

During the financial year 2005-06, the Government of Tamil Nadu retrospectively revised the lease rent for a leasehold land, effective from November 2001, by determining fair rent under Section 34A of the Tamil Nadu Hindu Religious and Charitable Endowments Act, 1959. Pursuant to this revision, a demand notice was issued to the Company. Accordingly, the Company had filed a Writ Petition before the High Court of Judicature, Madras challenging the fair rent determination, contending that the revision was exorbitant and not legally tenable. On September 25, 2025, the High Court of Judicature, Madras has dismissed the petition and upheld the rent fixed by the Fair Rent Committee constituted by the Government of Tamil Nadu. Based on the advice from the external consultant, the Company has filed an appeal on December 9, 2025 before the Division Bench of the High Court of Judicature, Madras and the appeal was dismissed on March 16, 2026. Accordingly the Company has created a provision and presented under 'Exceptional Item'. This is an one time impact as the possession of land was already handed over to the Government of Tamil Nadu in May 2018.

39 Dues to micro and small enterprises - As per Micro, Small and Medium Enterprises Development Act, 2006 ('MSMED' Act).

The Ministry of Micro, Small and Medium Enterprises has issued an office memorandum dated August 26, 2008 which recommends that the Micro and Small Enterprises should mention in their correspondence with its customers the Entrepreneurs Memorandum Number as allocated after filing of the Memorandum in accordance with the Micro, Small and Medium Enterprise Development Act, 2006 ('the Act'). Accordingly, the disclosure in respect of the amounts payable to such enterprises as at March 31, 2026 and March 31, 2025 has been made in the standalone financial statements based on information received and available with the Company. Further in view of the Management, the impact of interest, if any, that may be payable in accordance with the provisions of the Act is not expected to be material. The Company has not received any claim for interest from any supplier as at the balance sheet date.

Particulars	As at March 31, 2026	As at March 31, 2025
(a) the principal amount remaining unpaid to any supplier at the end of each accounting year;	409.60	197.87
(b) interest due thereon;	-	-
(c) the amount of interest paid by the Company 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;	-	-
(d) 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 the Micro, Small and Medium Enterprises Development Act, 2006;	-	-
(e) the amount of interest accrued and remaining unpaid at the end of each accounting year; and	34.94	34.94
(f) the amount of further interest remaining due and payable even in the succeeding years, until such date when the interest dues 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.	-	-



Notes to the Financial Statements for the year ended March 31, 2026
(All amounts are in Indian Rupees Lakhs)

40 Other Statutory Information

- a) The Company has not revalued its property, plant and equipment (including the right of use assets) and intangible assets.
- b) No proceedings have been initiated on or are pending against the Company for holding benami property under the Benami Transactions (Prohibition) Act, 1988 (45 of 1988) and Rules made thereunder.
- c) The Company does not have any borrowings from banks or financial institutions that are secured against current assets.
- d) The Company has not been declared as a wilful defaulter by any bank or financial institution or other lenders.
- e) Compliance with clause (87) of section 2 of the Companies Act, 2013 read with Companies (Restriction on number of Layers) Rules, 2017 with respect to layer of companies are not applicable to the Company.
- f) The Company does not have any transactions with companies struck off under section 248 of the Companies Act, 2013 or section 560 of Companies Act, 1956.
- g) The Company do not have any charges or satisfaction which is yet to be registered with Registrar of companies beyond the statutory period.
- h) The Company has not entered into any scheme of arrangement as per sections 230 to 237 of the Companies Act, 2013.
- i) The Company has not advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) 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 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.
- j) The Company has not received, 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 directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Parties ('Ultimate Beneficiaries') or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.
- k) The Company does not have any such transaction which is not recorded in the books of accounts that has been surrendered or disclosed as income during the year in the tax assessments under the Income Tax Act, 1961 (such as, search or survey or any other relevant provisions of the Income Tax Act, 1961.
- l) The Company has not traded or invested in Crypto currency or Virtual Currency during the financial year.
- m) The Company has a process whereby periodically all long term contracts (including derivative contracts) are assessed for material foreseeable losses. At the year end, the Company has reviewed and there are no long term contracts for which there are any material foreseeable losses.

41 Subsequent events

The Company has evaluated subsequent events from the balance sheet date through May 8, 2026, the date on which the financial statements were authorised by the Board of Directors of the Company and determined that there are no items to disclose.

As per our report of even date attached
for **B S R & Co. LLP**
Chartered Accountants
Firm's Registration Number : 101248W/W-100022

for and on behalf of the Board of Directors of
Amrutanjan Health Care Limited
CIN : L24231TN1936PLC000017

R Kalyana Sundara Rajan
Partner
Membership no: 221822

S Sambhu Prasad
Chairman and Managing Director
DIN: 00015729

Raja Venkataraman
Director
DIN: 00669376

N Swaminathan
Chief Financial Officer
PAN: BMVPS9607P

Gagan Preet Singh
Company Secretary
Membership no. F7250

Place: Chennai
Date: May 8, 2026

Place: Chennai
Date: May 8, 2026



AMRUTANJAN HAR DARD MITAYE[#]

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AMRUTANJAN HEALTH CARE LIMITED

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